

# **The Effect of Job Characteristic on Job Satisfaction: A Case of FDRE Ministry of Foreign Affairs in Addis Ababa**



**By: Hirut Wubshet**

**Advisor: Dr. Solomon Markos**

**A Thesis Submitted to School of Graduate Studies of Addis  
Ababa University, in Partial Fulfillment of the Requirement for  
award of MA in Human Resource Management**

**Addis Ababa University  
College of Business and Economics  
School of Commerce**

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### ***Statement of Declaration***

I, hereby, declare that, this thesis entitled “*Effect of job characteristic on job satisfaction a case of Federal Ministry of Foreign Affairs in Addis Ababa*” in partial fulfillment of the requirement of the Degree of Masters in Human Resource Management with the guidance and support of the research advisor, Dr. Solomon Markos. This study is original, there is no prior research on this specific topic at the Ministry; that has not been presented for any Master’s degree in A.A.U. and other government higher learning institutions/universities, and all reference of documents used for the thesis have been properly recognized.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## *Letter of Certification*

In order to certified the study, which consisted in this thesis in titled Effect of job characteristic on job satisfaction: A case of Federal Ministry of Foreign Affairs in Addis Ababa. The research conducted at the HO and submitted by the graduate study student, Hirut Wubshet, in partial fulfilment for degree of masters in HRM at A.A.U., the research result presented by her and carried out under my advice, guidance and academic supervision.

I considered that this study has reached the standard requirement, fulfils and keeps the regulation of thesis guide line of the university. Therefore, her research is qualified and originality not had been submitted for the award of any other degree of masters in this and other university in Ethiopia.

Thesis Advisor: Solomon Markos (Ph.D)

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Addis Ababa University, School of Commerce**

**School of Graduate Studies**

**Approval Sheet**

In order to confirm that, the research prepared by Hirut Wubshet Worede, entitled *Effect of job characteristic on job satisfaction: A case of Federal Ministry of Foreign Affairs in Addis Ababa* and submitted in partial fulfillment of the requirements for Master of Arts in Human Resource Management achieves with the guidelines of the University and keeps the accepted standards of the A.A.U., which requires to the originality and quality.

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## Acronyms and Abbreviations

ANOVA	Analysis of Variance
BPR	Business Process Reengineering
CDJC	Core Dimension of Job Characteristics
EM	Experienced Meaningfulness
ER	Experienced Responsibility
FMCS	Federal Ministry of Civil Servants
FDI	Foreign Direct Investment
FDREMOFA	Federal Democratic Republic of Ethiopia Ministry of Foreign Affairs
FO	Foreign Officers
GNS	Growth Need Strength
HRM	Human Resource Management
HO	Head Office
JA	Job Analysis
JCM	Job Characteristics Model
JCT	Job Characteristics Theory
JD	Job Description
JE	Job Enrichment
JEG	Job Evaluation Grade
JR	Job Rotation
JS	Job Satisfaction
JSS	Job Satisfaction Survey
KR	Knowledge of Results
MBO	Missions Branch Office of the ministry
MOFA	Ministry of Foreign Affairs
MSQ	Minnesota Satisfaction Questionnaire
SDT	Self Determinant Theory
SPSS	Statistical Package for Social Science
TD	Training and Development

## Questionnaires Variables, Codes and Symbols

SV	Skill Variety
TI	Task Identity
TS	Task Significance
AU	Autonomy
FB	Feedback
CB	Compensation and Benefit
TD	Training and Development
CW	Co Worker
JSeSa	Job Security and Safety
MV	Motivation value
PoPro	Policy and Procedure
SoS	Social Status
Su	Supervision
Rec	Recognition
Res	Responsibility
WC	Working Condition

## ***Abstract***

*The study topic incited to conduct a survey because there was no prior research on this specific topic in Ethiopia. Its major objectives were to examine, assess and to investigate about the effect of Job Characteristic on Job Satisfaction at FDRE MOFA in A.A. Lack of system, mismanagement and intentional favoritism which were identified with the problem statement that can affect employee job satisfaction were investigated. The reliability statistics test with Cronbach's Alpha for all group of item shows above 0.9. Methodological part consists different types of methods which are research design, approach and the data collecting, analyzing, presenting and interpreting methods. Mainly the descriptive, inferential statistical technique; correlation and regression analysis method were applied to get the study finding. The gather data were analyzed by using the Statistical Program for Social Science (SPSS) version 25. The analyzed data included all the independent core dimension of job characteristic (CDJC), the three psychological states and job satisfaction factor variables and a dependent i.e. variable job satisfaction. Probability sampling method utilized with proportionate stratified random sampling formula was applied, the sample size determined for each stratum and the total sample size of 107 had been taken from 503 target population. Then, Questionnaires were distributed to 90 respondents who participated from both diplomatic and administrative & technical sectors at the Head Office of MOFA. The study major finding shows the grand average mean of five CDJC scores were below the average mean 2.91 and SD= 0.755, from these finding total feedback indicated the low mean 2.63. In addition, the knowledge of result items scored below the average, 3.75, which are related to feedback items through the path of psychological states. From the eleven job satisfaction factors the compensation and benefit (CB) items show minimum average mean 2.97 and SD= 0.879. Furthermore, the coefficients of total job satisfaction and all the CDJC coefficients result indicates the collinearity statistics does not have problem on tolerance and VIF. Total task significance has high correlation coefficient with total task identity i.e., 0.480. The highest coefficient of beta value = 0.319, highly significant = 0.003 for feedback, higher zero order correlation with employee job satisfaction = 0.451. Therefore, as the finding indicated the compensation and benefit pay structured system and the feedback system needs change to maximize employee satisfaction at the ministry.*

**Key Words:** Job Characteristic, Core Dimension of Job Characteristic, Psychological States, Job Satisfaction Factors, Descriptive, Correlation, Reaggregation analysis.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background

Hackman and Oldham, both organizational psychologists, developed the job characteristics theory (JCT) and introduced it in the *Organizational Behavior and Human Performance*, (1976). According to this theory, job design has an effect on motivation, work performance, and job satisfaction. It has served as a framework for management to identify how certain job characteristics affect the outcome of the jobs. The study also covers about various factors that make a specific job satisfaction for the organization and job holder person, describes the relationship between job characteristics and the responses of individuals to work or the job being performed.

The original version of job characteristics theory (JCT) proposed by Hackman and Oldman (1975), is the five core job characteristics model, that has an *impact on the five work-related outcomes and the three psychological states. i.e. experienced meaningfulness & responsibility, and knowledge of results.*

The final form of job characteristics theory identified that the relationship between the core job characteristics, psychological states and the critical psychological state and individual work outcomes are moderated by growth need strength. However, this model revised the original work-related outcomes. The core job characteristics that are including skill variety, task identity, task significance, autonomy, feedback, knowledge and skill and context satisfaction (Hackman and Oldham, 1980).

These are indicators of to what extent a job needs several activities. When job holders identify and complete their work with observable outcome; workers experience becomes meaningfulness in a job and they can participate in the organization broad process rather than accountable for part of their work. Since workers are eager to develop a variety of skills and talents; job holders have more experience meaningfulness in jobs that require several different skills and abilities than when the jobs are elementary and routine.

The significance of task has an effect with the other people's lives, the impact can be either in the other organization and in the external environment. Employees more practice and experience meaningfulness in their job, that significantly improves either psychological or physical happiness of others than a job that has limited outcome anyone else. The job provides the employee with significant freedom, independence and discretion to plan out the work and determine the procedures in the job. To what extent the worker has knowledge of results or feedback determined by clear, specific, detailed, actionable information about the effectiveness of his or her job performance.

If all these aspects work positively and in accordance with the organizational policies the organization can achieve its purposes in time. The above model based on a research study rather than other models (HRM, 2019).

Context satisfaction is a type of job characteristics related with the context of the job which affects employees' experience. The authors suggest that when workers are satisfied with things like their managers, pay, co-workers and job security they respond more positively to highly motivating jobs and less positively when they are not satisfied. The reason being that they must use resources to handle the undesirable work context, which distracts from the richness otherwise inherent in the job. (Corby and White, 2019).

Important variables of job characteristics are five core job characteristics, three critical psychological states, work related outcomes, moderators, propositions, motivating potential score, propositions and individual difference factors (Ball, 2019).

## **1.2. The Study Organization Background**

Ministry of foreign affairs was established in October 1907 E.C. It was one of the 15 ministry offices established at that time. It was also called ministry of trade and foreign affairs had 4 missions, these missions where:-

- ✚ Establishing contact foreign mission and government
- ✚ Establishing contact with foreign countries
- ✚ Providing identity card for foreigners who live in Ethiopia
- ✚ Translating news paper

In 1923 the ministry office had the legal permission to operate only in diplomatic works by the constitution article14.

In 1934 it was established as an independent ministry office. After 1934 the ministry office started to open missions in various countries.

In 1935 the ministry office established contact in many countries, opening 35 embassies, 2 missions in which 13 of them where in Africa. Delegated 84 ambassadors and 9 head of mission.

In 1965 it helps to establish African economic commission, in 1962 organization of African unity.

From 1907-2019 there are 32 ministers.

The ministry has broad mission which described its sustainable and continuous institutional reform implementation with sound research; encourage the foreign relation based on mutual respect, benefit and desired; to achieve the development strategic goal; to avoid threats of security and arrange situation for development; to build the country image; develop the participatory of diasporas support and to run diplomacy for their benefit.

The Ministry of Foreign Affairs vision targeted to become the leading influential diplomatic institution in Africa with the ability and capacity to marshal strategic partners for the continent and the region; to play a central role in Ethiopia's growth into a democratic developmental state and in the achievement of peace and stability in the Horn of Africa.

The Ministry has also remarkable core values which are public servant; collaboration; trustfulness; professional intelligence; commitment; result oriented. (Source: HRM Directorate, MOFA)

### **1.3. Problem Statement**

Most of the research finding result indicated that there is no complete job satisfaction related to the organization and individual job holders on the working situation. Based on this and the researcher observation, it is a significant topic to study in depth about the effect of job characteristic on job satisfaction.

Research is important to identify the major problem issues on a specific area in an organization. It is also a method of investigating, examining, assessing and determining the impact and effect of main variable and the relation between the variables. The core job characteristics model of Hackman and Oldham should be considered as basic research model and it is practically useful in most of related research.

According to the internal source of information, (at MOFA Head Office), lack of good governance, lack of system, intentional favoritism and mismanagement are major problems for the existing job characteristics to implement the standard practice positively in the ministry organization. The above-mentioned problems are not only in this ministry organization but also there at the majority of the Ethiopian Civil Service Organization as practical observation reveals. In contrast, others were explained that currently good governance is not major threats that much considered as a problem for the ministry comparing to other government civil service organization at the national level.

Variety of skill job requirement for employees should be need to develop several types of activities in the organization. As the researcher have understood from the discussion it is applied in the ministry major service sectors; specifically, at the administrative and technical service sector employees are performing

and participating on the process of job analysis and job design of MOFA. In addition, the ministry organization redesigned job structure stated that most of the sectors job descriptions described different types of tasks with skill variety and talent; task identity, significance of the task.

In both sectors since employees are performing several types of tasks; task identity properly identified in each job with job description from the beginning up to the end. They may proficient and practice experience meaningfulness through psychological states and result to the outcome of job satisfaction. Even if employees are accomplishing different types of tasks, with high commitment and professional responsibility to perform their task effectively. Still, the variety of skill tasks with experienced meaningfulness in some cases may affect job satisfaction due to mishandling of the job holders and lack of system. Such as, sometimes these may because of less supervision in order to avoid overload tasks; properly and equally supervising for all directorate's officers or team members and there are also problems on the pay structure system.

The diplomatic service sector is one of the ministry organization sectors and it has wide structure comparing to the other sectors. Large number of employees are available both in the head office and missions branch offices of the ministry organization. According to the real source of information; this service sector directorates job tasks have more relationship with the foreign nations, national and international organizations and other external environment. Specifically, the political diplomacy; expansion of foreign direct investment (FDI) and technology transfer; trade and tourism, public diplomacy, international legal affairs, spokesperson office, protocol and situation room activities are including. As a wide range covering sector it can be influencing their stake holders, the external environments and impacting other national and international organizations. Which become more related to the core dimension of JC model with significance of the task. Therefore, that task requires high concentration and carefully providing services for other organizations, customers and their stake holders with capable of professional career development, competency and highest knowledge of experts in each profession. Lack of system can be a bottle neck for the sector activities. Thus, such tasks are important to the relationship between core JC with job satisfaction.

Based on the ministry nature of the job or tasks most of the job types by themselves can't delivers outcome independently. As the researcher have understood from the explanation, some jobs by nature gives more freedom to employees or need less follow up of supervisors while others need the attention of supervisor. This reality also presented on the ministry redesigned and restructured job description's manual. Therefore, freedom of the task or autonomy in this ministry organization should be depends on the design of each job. If there is no higher level of autonomy the result will be less job satisfaction.

The ministry organization careers typically need strategic level planning, operational level planning and executions. While regulating and decision-making responsibility at higher level of the ministry Director Generals, the State Ministers and above level as the internal source evidence explained. For which employee may not get immediate decision about their request. In addition, the ministry organization nature of job tasks in some directorate are performing with in teams and mostly they are expected to work together. The supervisor experience may be more meaningfulness and enhancing improvement in psychological and physical wellbeing of each individual task performance. However, they are not involved in the decision-making process of the entire organization rather they have authority, responsibility on their parts of the team activities. Thus, it has an effect on giving feedback to professional employees without their involvement of decision making on the issue of their sector tasks.

Previous researchers described that there are about seven important variables of job characteristics which are skill variety, task identity, task significance, autonomy, feedback, knowledge and skill and context' satisfaction. According to the Hackman and Oldham model and the latest research finding of job characteristics theories, five core dimension of JC and three psychological states are proposed. (Hackman, 2005; Munap, 2010).

Most of the related topic research on Western countries that are describes their research problem statement based on the specific study purpose, scope of the organization, culture and context of that country. Since job characteristics and job satisfaction are dependent on economic level and socio-economic factors inevitably. As an example, a case study on the job satisfaction effects on employee performance, in the Western Region of Ghana at mining organisations (Owusu, 2014). It does not have exactly similar problem identification as the Western countries, because of the above mentioned purpose. However, the study identified the problem based on the Hackman and Oldham job characteristics model, context of such country and the situation of the organization. In our country case the living standard, working culture, level of giving value for important things; affecting factors of job satisfaction; hierarchy of psychological needs of individual employee and other similar things must be considerable. That is why, there is a knowledge gap of the effect of core job characteristics on job satisfaction on western and other developed countries as compared with African as well as Ethiopian culture.

The study of MOFA focused on the effects of the core dimension of job characteristics which are more related and affect MOFA and its employee's job satisfaction. Therefore, this study assessed, determined, examined the effect of job characteristics and measured the level of job satisfaction based on the core dimension of JC that are skill variety, task identity, task significance, autonomy, feedback; the major job

factors and psychological states with experienced meaningfulness, experienced responsibility, knowledge of result and context satisfaction.

#### **1.4. Basic Research Questions**

This study aims to address the following research questions:

1. To what extent core dimension of job characteristic is practiced at the ministry?
2. What are the major problems on the existing core job characteristic at MOFA?
3. Does the ministry implement best system on core dimension of job characteristic to develop employees job satisfaction?
4. How are core dimensions of job characteristic used for job design and redesign at the ministry?

#### **1.5. Objectives of the Study**

##### **1.5.1. General Objective**

The major purpose of this study to investigate the effect of the core dimension of JCs on employee job satisfaction. The variables i.e. task variety, task identity, significance of the task, autonomy and feedback and the psychological states of experienced meaningfulness, experienced responsibility and knowledge of result; to determine the job factors on level of job satisfaction and to examined the work relate outcome variable on the Ministry of Foreign Affairs.

The study aims to assess the core dimension of JCs variables; to illustrates correlation of variables; to provide information, and demonstrate the relationship between the independent and dependent variables.

##### **1.5.2. Specific Objective**

1. To determine the existing level of job satisfaction.
2. To assess the major core dimensions of job characteristics at ministry of foreign affairs.
3. To examine the relationship between core dimensions of job characteristics and job satisfaction.
4. To investigate the effect of core dimension of job characteristic system on job satisfaction.
5. To identified job design and redesign at the ministry in relation to job satisfaction.

#### **1.6. Significance**

This study provided a valuable information about the finding result/ outcome of the research in MOFA. It is an indicator of the existing problem identified by the study and the relation between variables. Therefore, it should be a benefit to managers, the ministry organization Directorates; specially, it will be considered as an input for MOFA HRM Directorate officials in order to see the gap and to minimize the

existing problems of the core dimension of job characteristics effect on employee job satisfaction. It also should give commencement to concentrate and focus on the study area comparing to practice of the MOFA. The study will also be utilized as a source of information, researchers who will study on related topics may quotes as a reference for their further study. The ministry's organization employees, foreign communication officers, professionals, other organization, external customers and stock holders will benefit from the study.

### **1.7. Scope of the Study**

Topical or conceptual scope - This study identified the effects of job characteristics on job satisfaction and it assessed the employee job satisfaction in MOFA. The study also focused on the variety of skill, identification of tasks, significance of the task, autonomy, feedback, knowledge and skill and context satisfaction variables and work-related outcomes. Specifically, give attention on satisfaction thus, explaining the characteristics of study target in detail. The job satisfaction concept emphasis that to reflect the needs of foreign officers or employee at MOFA and level of satisfaction in the work-related outcome.

Methodological scope – Mixed approach is very important for explanatory type of research. Therefore, the study utilized the quantitative and qualitative approach and presented descriptive and inferential statistics. This was illustrated on correlation between the independent variable job characteristics and the dependent variable job satisfaction, the three psychological states also supported the effects of job characteristic through its paths with the other determinants of JC. The target population of study was employees of MOFA who are working permanently at the HO. The sample size taken from the target population, employee who are degree holders and above from the Administrative & Technical Service Sector and Diplomatic Service Sector of the head office of the Ministry organization in A.A.

Geographical scope - In consideration of time, budget and access to the available data and expected rate of return for research instruments at convenient time and the currently situation in the country, the research and its practices mainly concentrated on the Head Office of FDRE Ministry of Foreign Affairs in A.A.

### **1.8. Limitation**

The research has limitation on the availability of the necessary publication material from the ministry library for study input. Unfortunately, the library is closed and do not giving services to customers due to transferring at another place. Therefore, it should be expected to challenges of information and the accessibility, gathering of publications and other secondary data from the ministry library. However, Primary and secondary data gathered from HRM Directorate of the ministry and the two major sectors of the ministry organization. Additionally, the researcher tried to gather information of the publication

materials, manuals, academic journals and secondary data from other reliable sources and from A.A.U. libraries to cover the limited resource on the area. In addition, currently situation in the world and in our country was required the employee couldn't be available in their working environment for a long time. Because of the existing problem on Epidemic Vires, COVID 19 they were working on and off and even if they were available giving more concentration on their job. Therefore, the research forced to limited at the HO. Even there, the questionnaire respondents returned the instrument lately.

## **1.9. Definition of Terms**

### **1.9.1. Conceptual Definition and Operational Definition of Terms:**

**Job characteristics:** JC, Aspects specific to a job, such as knowledge and skills, mental and physical demands and working conditions that can be recognized, defined, and assessed. Also called job factors (Business Dictionary).

**Job satisfaction:** JS, or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of job, such as nature of work or supervision. Hulin and Judge, (2003); Locke (1976).

Other types of definition the three psychological states are described in the following:

**Experience meaningfulness:** The degree to which employees perceive the work as meaningful, valuable and worthwhile.

**Experienced responsibility:** The degree to which employees feel accountable and responsible for the outcomes of their work.

**Knowledge of results:** The degree to which employees know and understand how well they are performing on the job. (Soruce: WordPress. Log in, 2020)

## **1.10. Chapters Organization**

This research has prearranged into five chapters, it begins from chapter one, the introductory part, under this there are ten sub titles these are background, background of the study organization, problem statement, basic research question, objective of the study including general and specific objectives, significance, scope, limitation and organization of the study; and definition of terms. The second chapter deals with conceptual, related theoretical and empirical part of the literature review of the research topic and conceptual framework with hypothesis of the study. The third chapter is about methodology part in which five sub titles are included, research design and approach; data types, sources and method of data collection; population and sampling design, data analysis and presentation. Chapter four analyzed the data and presents the findings. In the fifth chapter the summary of findings, conclusions, recommendation and suggestions should be included.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

The researchers result indicated that effect of job characteristics (job design) have more influential effect on job satisfaction and it should be given consideration to further research and investigation. The research identified the common and major variables that affect the job satisfaction and other work-related outcomes. Others are modifying their research based on the model of Hackman and Oldham job characteristics theory and related topic. Job satisfaction can be affected in several types of core dimension job characteristic factors.

##### **2.1.1. Conceptual Literature**

The chapter was assessed the job characteristics theory and its practice at the organization based on the basic research questions. This chapter also discussed about the level of employee's job satisfaction in the organization by comparing the related previous researches. It covers and reviewed important factors of job characteristics that affect job satisfaction in different theoretical perception. Thus, were presented the examined factors in research methods, measurements and other perspectives of research finding. The hypothesis illustrated in relation between variables.

In the conceptual framework, employee perception about core dimension of job and output; description on the systems that affect one of the work-related outcome job satisfaction and other related issues are discussed. In general, literature review taken from the previous related literatures, comparable books, prior research papers, articles, journals, publications and other documents.

#### **2.2. Theoretical Literature Review**

##### **2.2.1. Job Characteristic Theory**

Job characteristic theory (JCT) has been covered by researchers and used in a multitude of professions and organizations. This theory is firmly entrenched within the work design (job enrichment) literature, more over the theory has become one of the most cited in all of the organizational behavior field. In practical terms, it provides a framework for increasing employees' motivation, satisfaction and performance through enriching job characteristics (Oldham & Hackman, 2010).

JCT was mainly focused on the organization's responsibility for manipulating JC to enrich jobs, a considerable buzz in the literature regarding job crafting. The employee has some role in job creating at the organization. Hackman and Oldham point out many paths of inquiry regarding job crafting such as,

what are the benefits of job creating, are benefits due to the job creating process itself or the actual changes made to the job and what are the negative effects of job crafting/creating?

They brought up the potential research directions relevant to team work design. Specifically, they discuss the need to understand when to use **work-design** aimed at the individual or team level in order to increase performance and what type of team is best suited to particular tasks. (Hackman & Oldham 1980, 2010)

### **2.2.2. Core Dimension of Job Characteristic**

According to the most Job Characteristic Model, job satisfaction is based on five core dimensions of job, which are under three psychological states; experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities.

The five core job characteristics theories are investigated by different researchers, scholars based on the original and developed model of Hackman and Oldham of JCT. Which are **variety of skill, task identity, task significant, autonomy and feedback**. They have reported that in the practical field a number of consulting firms have employed their model or modified it to meet their needs.

In theory a job having more variety and thus requiring more skills and talents will result in an employee feeling that they are doing more meaningful work. If the employee understands when they are finished and are able to see the outcome of what they achieved at the end, then they will feel that are doing meaningful work. The task has impact within the organization it could mean the impact to the bottom line or even to society as a whole. The employee is free to choose how to go about doing specific tasks and to which they can choose how to schedule their tasks. The JCT states that employees with more autonomy will have a greater sense of responsibility towards the results of their work and therefore do a better job. More feedback leads to increased knowledge for the employee about the results of their work. If an employee is given good feedback about the work, they are doing then their self-esteem will be motivated to keep doing what they are doing. If an employee receives negative feedback quickly then this provides them the opportunity to make adjustments and corrections to their work before any major consequences are experienced. (Hackman & Oldham 1980)

### **2.2.3. The Adapted Model of the Research**

The issue of organizational psychologist Greg R. Oldham and J. Ricard Hackman sought to address the job characteristics model and they introduced it in 1960s. *They identified the job characteristics that must be in place to achieve employee satisfaction.*

**2.2.3.1. Skill Variety:** does the employees performing variety of tasks, and are they challenging? Or are they monotonous and too easy?

**2.2.3.2. Task Identity:** does tasks have a defined beginning, middle and end? Without this, it's hard to achieve the satisfaction of an attained goal.

**2.2.3.3. Significance of the Task:** does the employee feel that their role has meaning?

**2.2.3.4. Autonomy:** can individuals have a say in how they carry out their work?

**2.2.3.5. Feedback:** are employees receiving feedback on their performance?

If a job is consciously created to be varied and meaningful, with plenty of two-way communication. According to their research, they will also identify an increased sense of responsibility for their work outcomes.

### **2.2.4. Growth need strength**

Locke (1985) Job characteristics and job satisfaction were highly correlated for individuals with high growth need strength. For employees low in growth need strength, the researcher suggested emphasizing work group or management support. (Duke, 1987)

According to the theory (Hackman and Oldham, 1976), Growth Need Strength (GNS) moderated, indicates the relationship between job characteristics and the psychological states. At the same time, it also moderates between the psychological states and the possible results or outcomes.

As Luenendonk, (2019); Growth Need Strength (GNS) in which people have needs of personal growth and development. They have also a greater feeling thirst for personal accomplishment and considered the job as a tool for Training and Development (TD).

### **2.2.5. Employee Relation**

Employee relation is a critical factor for employee's performance, job satisfaction and overall organizational performance as many scholars described. Such as, (Draft, 2010) describes job satisfaction as an accurate indicator of good relationships between the employer and employees and a satisfied worker usually has good relationships with the employer. Employees' positive attitude towards the entire

organization, their work environment experiences are referred to as job satisfaction (Sweney & McFarlin, 2005). Job satisfaction is the general expression of the positive attitudes of workers structured towards their jobs, some attitudes regarding their jobs due to the job's diverse features, social status gained in the work place and job environment experiences (Oshagbemi, 2000). Though, there are many factors that affect job satisfaction (Duke, 1987).

### **2.2.6. The three Psychological States**

The JCT suggests that this three of psychological states must practice by an individual employee to arise desirable outcomes; to experience work as meaningful; to personal responsibility for desirable work outcomes; and knowledge of the results of his or her work. Several outcome variables can be predictable result when the psychological states are existing through high internal work motivation, high-quality work performance, high satisfaction with the work (Kulik, Oldham, and Hackman, 1987).

#### **2.2.6.1. Basic Psychological Needs**

Like motivational theory, SDT must give justification for the basic psychological needs, competence, autonomy, and relatedness represent one very important energizer of behaviour. In support of the declaration that there are three universal psychological needs, when social contexts in multiple cultures supported people's basic psychological needs. The people have a tendency to thrive relative to people for whom the social contexts were thwarting of need satisfaction. Various studies have examined need satisfaction as a mediator both between autonomy- supportive contexts and positive outcomes such as well- being and between the pursuit and attainment of intrinsic versus extrinsic aspirations and positive outcomes (Deci and Rayn, 2008).

High motivation is related to experiencing three psychological states whilst working as Hackman and Oldham's job characteristics theory proposed (Hackman and Oldham, 1976).

The context which described about work context or job context, as they often include job security, pay or compensation, the co-workers, and the managers. It means that individuals may be motivated by internal aspects, but that does not mean they completely ignore the external ones.

As cleaversim.com noted that individuals are also inclined to respond positively if they are satisfied by the contextual factors mentioned. For example, if they feel that they are being paid an amount appropriate to their job, then they will be more motivated to perform better. If they are satisfied with the quality of

leadership that the supervisor is showing, then they are also likely to improve their performance at work as part of the team.

Both the higher the moderator levels and the higher the likelihood of the three psychological states more uses to be experienced by the individual. Individuals who shows high levels in the moderator variables (knowledge and skills, growth need strength and work context satisfaction) are more likely to have a more positive response in their experience of the psychological outcomes. This also means that they can expect better outcomes or results.

### **2.2.6.2. Meaningfulness of Work**

That labor has meaning to you and something that you can relate to. This is fundamental to intrinsic motivation, i.e. the work is motivating by itself as opposed to motivating only as a means to an end.

### **2.2.6.3. Responsibility**

If you have given the opportunity to be a success or failure at your job, that is for the reason of sufficient freedom of action has given you. This would include the ability to make changes and incorporate the learning you gain whereas doing the job.

### **2.2.6.4. Knowledge of Outcomes**

It has important two reasons, such that to provide the person knowledge on how successful their work has been and in which to allows them learn from mistakes. Secondly, it will connect them emotionally to the customer of their outputs, therefore, giving further purpose to the work.

### **2.2.6.5. Critical States of the Job Characteristic**

#### **1. Meaningfulness of Work**

Experienced meaningful should be need his/her contribution to significantly affects the overall effectiveness of the organization. This is resulted to:

#### **Skill variety**

Using an appropriate variety of skills and talents also many might be overwhelming, too few, boring.

## **Task Identity and Significance**

Being able to identify with the work at hand as more whole and complete, hence allowing more self-importance to be taken in the outcome of that work; to identify the task as contributing the wider thing to the society or a group over and outside the self.

## **2. Responsibility**

Is derived from autonomy, as in the job offers substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

More responsibility equates to more influence and control. According to self-determination theory, (SDT, 2019) not only is control or autonomy an essential psychological need, but it also results in increased initiative, energy, performance and persistence. In addition, achievement leads to confidence which leads to employee's ability to learn new skills, meet performance expectations, reach goals and achieve his or her full potential. In contrast, if employees lack confidence, they will likely feel unmotivated, stressed, distracted and have a negative outlook toward work making achievements few and far between. Recognition for achievement not only provides encouragement but also reinforcement and validation of one's efforts and hence team members strive to achieve meeting expectations and as valued team members.

## **3. Knowledge of Outcomes**

This comes from feedback and implies an employee awareness of how effective he/she is converting his/her effort into performance. This can be anything from production figures through to customer satisfaction scores. The point is that the feedback offers information that once you know, you can use to do things differently if you wish. Feedback can come from other people or the job itself. This model tries to address the theory of job characteristics in relation to motivation and satisfaction, and to answer these questions.

What role does the job or tasks that employees are asked to do have on their motivation at work? What motivates you at work? Are financial rewards the most important or do non-financial factors such as job satisfaction play an important role too?

Hackman & Oldham suggested that there are **five job characteristics** that can be studied to help predict job satisfaction: **Skill variety, Task identity, Task significance, Autonomy and Job feedback.**

### **2.2.7. Hackman and Oldham's Job Characteristics Model and Work Outcomes**

Their model still recognizes the role of intrinsic motivators, as proposed by Deci and Ryan, who said that motivation falls on a scale that ranges from extrinsic (controlled) to intrinsic (autonomous). However, Hackman and Oldham place more on us on HR and management to ensure that the job creation stage hits right notes.

As (Kim, 2016) stated his assumption about this model based on reference of others, the fundamental premise behind this model is that objective characteristics of the work influence outcomes such as job satisfaction or job performance (Fried and Ferris, 1987).

The five core job characteristics states that skill variety, task identity, task significance, autonomy, and feedback which have an effect on the three critical psychological states i.e. experienced meaningfulness, experienced responsibility and knowledge of results. In which drives to influencing work outcomes, such as job satisfaction, performance, work motivation.

### **2.2.8. The Application of Job Characteristics Model in the Workplace**

The model was well received, due in part to the fact that their findings were clear and easily applied in the workplace. The five characteristics could be used as a checklist for job creation or job review. For example, during the job design stage employers could ask whether there were multiple key tasks to break the monotony of the role, or whether the job was clearly placed in a wider context so that its relevance was understood. Two common motivational methods that have developed from the job design model are job rotation and job enrichment. The former involves employees crossing over to tasks normally carried out by a colleague, and is designed to break up work (while creating a multi-skilled workforce). Tech giant Intel uses job rotation to fill temporary positions, which improves employee satisfaction, develop new skills, broadens organizational knowledge and keeps things moving.

Job enrichment introduces engaging elements to the role. A good example of this is asking an experienced employee to take on some coaching, adding interest and demonstrating recognition. (Yong, 2018)

### **2.2.9. Feedback**

Element of interpersonal communication concerns are important in which we give feedback to staff. This comes in two main forms; the first is the manner in which organizations communicate information to and from their employees. The second concerns the more formal feedback given to employees at work.

Feedback should focus on behaviors not personalities. Being aggressive, hectoring and negative does not help anyone and will turn all reasonable people into resentful monsters. All feedback should be given as

near as possible to the event (Well done – great job). Initially focus on the positives, be constructive and be very specific about what you want your staff to do. Try to avoid ambiguous suggestions such as You should do a bit more preparation. Check that they understand what you have said and ask for their reactions to your comments (What do you feel about this?). If people do make mistakes, use it as an opportunity for learning, not punishment. Try to replace negative words (don't, can't, shouldn't or won't) with positive ones (do, can, should, will). The main problem with negative feedback is only tells people what they should not be doing, not what they ought to be doing. Constantly criticizing staff for mistakes and focusing on errors will reduce feelings of competence, and undermine motivation and performance. Over a long period of time this can create a culture of punishment and negativity. Jointly agree future goals and courses of action and end your discussion with a compliment. Having said this, the three warnings and out principle has to be applied here. Employees cannot be allowed to make mistakes indefinitely, and if they cannot learn from their mistakes they should be moved on and replaced (Ryan, 2008).

## **2.3. Job Satisfaction**

### **2.3.1. Definition of Job Satisfaction**

Job satisfaction defined by deferent authors, researchers, job model designers and other academicians in terms of their assumption, multidimensional views, understanding and perceives with different angles. Among these several types, a few definitions of job satisfaction are indicated as follows.

Job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job or feels good about it and values his job highly. Simply stated, the more employees' work environment fulfills their needs, values, or personal characteristics, the greater the degree of job satisfaction (Ibrahim et al., 2012; Zaim et al., 2012)

As Azari, (2011) stated that the term job satisfaction refers to as depends on the individuals attituded and feelings about their job. Job satisfaction occur when the positive and favorable attitudes indicates towards the job. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

One of the elements of needs theories of motivation concerns the supposed relationship between satisfaction, motivation and performance. Maslow, Alderfer and Herzberg all suggested that employees who are talented to satisfy their needs at work are more motivated and productive than dissatisfied employees. Surely a satisfied employee will also be a more motivated and productive worker. We must be extremely careful about this widespread assumption in such a simple relationship. Research evidence

shows that there is often only a weak causal relationship between three factors (see, for example, thorough review of this literature in Hosie, 2003). Which means *the remaining modifications in well-being and productivity must be caused by other factors than 'satisfaction' in itself a notoriously difficult variable to measure and quantify.*

In reality, there are two things with absolute confidence about individuals with high levels of job satisfaction. *First, they are more likely to remain with an organization and not seek employment elsewhere. Second, high levels of job satisfaction do not always lead to higher levels of motivation or enhanced job performance, because of self-satisfaction and resistance to change and learning.* Consequently, satisfaction can be a temporary phase, leading to short-lived periods of feeling good, being appreciated and fulfilled. So, continually satisfied person with everything cannot be a fully functioning human being.

### **2.3.2. Performance and Empowerment**

The meaning of the word performance originated from French word performer, to carry through in due form, and is defined here as the successful completion of a task, action or process at work. Empowerment within the context of the decentralization of the Imperial Roman Civil Service (George, 1972). Is defined as the dual process of giving power to followers, while simultaneously developing the skills and competencies they will need to take on new roles and responsibilities. This emphasis to empowerment without training people with knowledge and confidence to manage at the levels of greater responsibility and power are doomed to failure (Forster, 2005).

### **2.4. The Herzberg Two Factor Theory**

These the third content theory, Herzberg's Two Factor theory also proposed an even simpler contrast between motivators and hygiene factors. **He suggested that, Pay and benefits (compensation), company policy and administration, relationship with co-workers, supervision, status, job security, working conditions and personal life are considered as hygiene factors in his research.** If hygiene factors were not in place, this would lead to dissatisfaction (and poorer work performance over time).

These ideas are not new, Charles Handy describes how ancient African tribes have had cultures that embraced lesser hungers and greater hungers for centuries, broadly corresponding to lower- and higher-order needs categories in Maslow's, Alderfer's and Herzberg's theories (Handy, 1996: 200). He emphasises to understand that cannot simply inspire job satisfaction by addressing things that are considered hygiene. His research leads us to understand that we cannot think of satisfaction as the reverse of dissatisfaction but rather opinion to understand as separate, mutually exclusive entities. The presence of

satisfaction as opposed to the absence of satisfaction and the presence of dissatisfaction as opposed to the absence of dissatisfaction would be a better way of understanding this concept (Herzberg, 1995).

The fourth content theory is McClelland's Achievement Motivation theory (McClelland, 1975, 1961; McClelland and Burnham, 1995). This theory focuses on three human needs:

1. need for achievement: a learnt need to excel and succeed in life,
2. need for power: a learnt need to lead and change the behaviors and beliefs of others and
3. need for affiliation: a learnt need for social interaction with others.

People need to feel master of their own destiny, at least some control over their lives; most importantly need to feel they are in control of their own behavior. Another need concerns achievements, knowledge, and skills; they need to build their competence and develop mastery over tasks that are important to them. Also, people need to have a sense of belonging and connectedness/ relatedness with the others (Deci, & Ryan; 1985, 2008).

As the MOFA case study indicated that both the motivators and hygienic factors should be influential factors for employee job satisfaction in this ministry organization. However, it does not mean all the hygienic and motivational factors include, but the major factors mostly related to the Ministry can affect the employee satisfaction.

#### **2.4.1. Goal Setting Theory**

Goal Setting is a theory developed by Locke and Latham, it considered as one of the most important elements of job satisfaction. The theory sets emphasis based on the status of particular goals in obtaining motivation and satisfaction. In its process, employees want to accomplish the goals to fulfil their desires and aspirations. The individuals job holders' duties are centered on the achievement of goals and objectives. If effective feedback process exists in the organization the goal setting also would be mostly effective (Luthans, 1995.)

As (Forster, 2005) Motivation has been the topic of much research related to work productivity and employee satisfaction. J. Richard Hackman and Greg R. Oldham have developed a model which specifically addresses job design. The model relates job characteristics to psychological states and personal and work outcomes. It can be used to predict whether positive work and personal outcomes can be achieved from a job as it is exists or with redesign.

## 2.5. The Design and Redesign of Job

The job characteristics theory of Hackman and Oldham focuses on measuring the objective characteristics of a task thus building task characteristics which lead to high internal work motivation, job satisfaction and high-quality performance. The theory recognizes that individual employees may respond differently to the same job (individual-job interaction). The model was formulated to diagnose the motivational properties of jobs prior to redesign (Hackman & Oldham, 1975). The model also needs ability to measure job characteristics, it provides a concrete set of criteria for use in deciding whether change is needed and if so what kinds of change are required. The theory deals only with the aspects of job that can be altered to create positive motivation for job holders. The theory has another strong point to recognizes and measures the workers' needs for growth and development in their work and then considers these needs in the design of their work. (Husseini, 2018).

Knowing these critical job characteristics, the theory goes, it is then possible to derive the key components of the design of a job and redesign it. Varying work to enable skill variety; assigning work to groups to increase the wholeness of the product produced and give a group to enhance significance; delegate the tasks to create autonomy and hence responsibility. Connect people to the outcomes of their work and the customers that receive them so as to provide feedback for learning.

### 2.5.1. Job Analysis

As broadly discussed in the research book, Human Resource, Job Analysis and Job Design (HRM, 2019). JA is a process of determining which characteristics are necessary for satisfactory job performance and analyzing the environmental conditions in which the job is performed. It analyzes the work content of job and the reverse. The process of job analysis leads to development of job description and job specification. JD indicates the tasks and responsibilities, job title, duties, machines, tools and equipment, working conditions and occupational hazards that form part of the job whereas job specification comprises of the capabilities required to perform job, education, experience, training, judgmental, communication and personal skills required to perform the job effectively.

After people are selected and trained, they must be placed in suitable jobs. Job analysis provides information about the appropriateness of jobs. A clear job analysis guides the process to socialize the employees to develop sound relationships with all those persons.

**Compensation:** - Job analysis provides information as to how much compensation and other financial and non-financial benefits to be associated with each job.

**Employee Safety and Welfare:** - Job analysis details information on working conditions. Thus, management tries to provide safety and welfare measures that are outlined in job analysis.

**Performance Appraisal:** - Performance of employees is appraised based on standard criteria provided in the job analysis.

**Counselling:** - A good JA provides information to the superiors about the jobs. They use this information to guide and counsel employees about their career options, performance, training requirements and skill up-gradation.

**Strategic Planning:** - Job analysis enables human resource manager to develop a long-range strategic plan in all concerned areas of human resources.

The Author discussed about major components of job analysis as follows:

**Job Description:** - is an important document which describe the nature of the job. It is useful to identify a job for consideration by job analyst. Important questions like What should be done? Why it should be done? Where it should be done? Must be answered through job description. There is no universal format of writing job description. The following information considered as a common in most of the job descriptions.

**Job Specifications:** - It also known as employee specifications is prepared on the basis of job specification. It specifies the qualities required in a job incumbent for the effective performance of the job.

**Job Evaluation:** - It is a process of determining the relative value of job, which is helpful even for framing compensation plans by the personnel manager and it is advantageous to an organization in many ways.

## 2.6. Job Design

As Totterdill noticed that all jobs are designed, whether consciously or otherwise. In this sense design is simply the process of deciding what goes in and what stays out. Design is, by its very nature, both enabling and excluding. Organisations may seek to divide tasks rationally between different groups of employees in ways that appear to maximise efficiency. Narrowly designed jobs, for example where employees repeat a restricted number of tasks in relatively short cycles, assume high levels of product or service standardisation, predictability in the business environment and high levels of employee tolerance of boring work.

Job design is a major determinant of *quality of working life and wellbeing*. Narrow and rigid specialisation distances the employee from the whole product or service. This creates the potential for alienation,

reducing job satisfaction and limiting responsibility for quality. Specialisation can also limit the potential for interaction with and support from colleagues, and reduces the individual employee's ability to resolve problems. These factors can combine and, especially in a pressurised work environment, act as major sources of stress and illness.

In contrast, **broadening job design can lead to enhanced quality of working life and job satisfaction, resolving potential sources of stress through co-operation and problem sharing.** Jobs need to include regular opportunities for productive reflection taking two steps back from the performance of functional tasks to consider what works and what can be improved. Productive reflection needs to take place in different but mutually reinforcing ways - at the level of the individual employee, the functional team and the cross-functional improvement group.

One of the most important components of human resources management is job design or work design, specifications of the job more focus on satisfy requirements of the organization and the job holder. It is one core function of HRM that cannot be overlooked or skipped, considering how it is an essential tool in ensuring high job satisfaction among workers within an organization, and improve productivity and the overall output.

Mostly in development of the life of an organization, the changes that are sure how to affect the various aspects of management operate. HRM is not immune to these effects and, many times, the HRM of an organization has to adapt the changes. One form of adaptation is through implementing job or work redesigns. Another is through the conduct of various activities and programs that are aimed at job enrichment. Unfortunately, job redesign cannot to be done overnight. There are several approaches that may be used, and one of the more popular and most acknowledged approaches is that one developed by J. Richard Hackman and Greg Oldham, and which was appropriately called the Job Characteristics Model (2010).

Job design broadly discuss in the research book of (HR, Job Analysis and Job Design) on the way of the next approach. Job design is next to job analysis and it involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives. Job design integrates the work content and qualifications required for each job that meets the needs of employee and the organization. It makes the job highly specialized and well-designed jobs are important in attracting and retaining a motivated work force. In its process the contents of a job deciding on in terms of duties and responsibilities, the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the exist relationships between the job holder and his superior, subordinates and

colleagues. The major categories of organizational factors that affect job design are characteristics of task, work flow, ergonomics and work practices.

Each task consists of three elements, namely, planning, executing and controlling. **Job design involves the assembly of a number of tasks into a job or a group of jobs.** A job may require an employee to perform a variety of connected task. All these characteristics of jobs are taken into consideration for job design. The flow of work in an organization is strongly influenced by the nature of the product or service. If the work is to be completed efficiently, the product or services proposes within the system of properly arrangement, sequence or order of the job categories and balance between jobs. The physical abilities and characteristics of individuals should be concerned with the designing and shaping of jobs which is called ergonomics. So that, it is important in order to perform their jobs effectively.

Additional factors affecting job design which are more related to this study topic have discussed on this research books such as; Environmental factors, feedback, autonomy, use of abilities and variety are includes. Environmental factors which affect job design include employee abilities and availability; social and cultural expectations; proper feedback should be given to employees about their job performance. This will allow to improve their performance and complete the job in a proper manner. Autonomy required to perform the work properly, in the absence of it may lead to poor performance on the part of employees.

The FDRE MOFA job design is based on the former Business Process Reengineering (BPR) study and the ministry also redesigned the job structure in 2010 E.C. As the researcher have got information from the discussion, this Job Evaluation Grade (JEG) system job structure approved at the end of final budget year of 2011 E.C. And it was applied on the second quarter budget year of 2012 E.C. most features of this structure have similarity with the above related job design method.

The Federal Ministry of Civil Service Organization also studied, approved and applied the new job design approach; pay structure system with scale and level. Mainly focused on the same grade, pay structure at the national level, implemented for all the government civil service organizations and ministry organizations workers. The pay structure scale for each level is identical and categorized by the JEG Structure, from job grade level I (one) up to XXII (twenty-two) which was designed and implemented with one system (Source: Federal Civil Servants Proclamation, 2017 and JEG Pay Structure).

Based on these, MOFA has been applied its JEG structure upon the job position grade level of each group of jobs. The diplomatic service sector job level rank categorized in to three such as, junior level rank start

with job grade level X (level 10) for beginner Attaché with salary of 5,359.00 ETB; up to Second secretary with salary of 7,071.00 ETB. The categories are up graded up to four senior rank diplomatic service sector, which is capable of higher-level management category, from the Minister counselor II to the Minister Plenipotentiary XIX (level 19), Each level has nine horizontal salary increment scale level. If the job holder level is at beginner Attaché, he/she must be pass through nine steps of salary increment scale to get the seal salary scale level i.e. 8,354.00. If he/she upgrade their performance with great knowledge, ability, skill and talent they have opportunity for promotion directly to the third or fourth junior, senior Attaché grade level of the same X level Sources: (Proclamation No. 790/2013 and Pay Structure). As (FCS pro. 2017, no. 32) the job holders is benefited in each of salary step increment at every two years based on his/her performance evaluation result. However, in this proclamation, on the Definition part, section one stated that the government officials with rank of state ministers, deputy director generals and other government higher officials who are assigned equivalent to this and above are excluded from the coverage of this proclamation by other appropriate law.

Therefore, the job should be designed in such a manner that an employee will be able to use his abilities fully and perform the job effectively. Adequate scope to variety factor should be given while designing a job or else the assigned job may lead to boredom. However, there are also other factors affecting the organization job design. Those factors are more related to the MOFA case variables.

## **2.7. Empirical Literature Review**

The reserch topic has a large number of related litratures in the world. However, it has limited reserch related to this specific topic in our country. Most of the reserch litratures are more related on job satisfaction.

The job sutsifaction affects employee performance assesed on the reserech paper of Benjamin Owusu (2014); presented from Kwame Nkrumah University of Science and Technology. This thesis paper is a case study in the Western Region of Ghana at Mining organisations. The resercher specified that employees who are satisfied are normally productive than their counterpart who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organisations to perform well but ensure quality gain and show loyalty as well. Therefore, job satisfaction has been the topic of many studies. He emphasised that productive employees obviously have more job sutsifaction than dissatisfied employees.

Another advanced reserch published on African Jornal of Economic and Management Studies, Addis, and et al. (2018), on the topic of Determinants of job satisfaction in Ethiopia: evidence from the leather industry described its purpose, methodology/approch, findings, originality/value, keywords and citation.

Furthermore, (Kim, 2016) added his understanding on the five core job dimensions of JCM and its relation to physiological state with supporting idea. Physiological state is opportunity to become major beneficial personal and work outcomes. According to Aziri, (2008) in his literature review defined job satisfaction in different viewpoint. One of this described in this way we consider that job satisfaction represents a feeling that appears as a result of the perception, the job enables the material and psychological needs.

Within one's job, there are number of areas that in some cases arouse job dissatisfaction, but the individuals are required to develop positive feelings and bring about effective solutions to all kinds of problems and difficulties. *Job satisfaction involves multifaceted number of variables, circumstances, situations, viewpoints and behavioral tendencies* (Grover & Wahee, 2013).

### 2.7.1. Job Design Methods in Empirical Review

The four job design methods identify on the research, in some way it has similarity to (Belias and Sklikas, 2013). But it is limited on the case of "Job Rotation in Software Engineering".

- 1. Job Simplification:** - In this technique, the job is simplified or specialized. A given job is divided into small sub-parts and each part is assigned to one individual employee. Job simplification is introduced when job designers feel that the jobs are not specialized enough.
- 2. Job Rotation:** - Implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing them shift from one job to the other. With job rotation, employees are given an opportunity to perform different jobs, which enriches their skills, experience and ability to perform different jobs. It is the process of preparing employees at lower level to replace the next higher level. It is designations for the effective and efficient functioning of the organization. To some extent boredom is reduced. However, for this employee's interest is primary importance and they can also learn new things, techniques, and ways of doing better work. Over a period of time they will be finding a job for which they are better fit. They can also contribute in a better way to achieve the organizational goals. It has for large extent reduced boredom, reduced irregularities due to familiarity, acquired new skills and assuming new and varied responsibilities. **In another way it will lead to better job satisfaction**, which is the ultimate goal for better contribution.
- 3. Job Enlargement:** - Means expanding the scope of the job. Many tasks and duties are aggregated and assigned to a single job. It is opposite to job simplification. Job enlargement is an extension of job rotation, exposing the people to several jobs without changing the job duties to be performed. Critics are of the opinion that this approach involves nothing more than having to perform several boring jobs rather than one. Job enlargement is to expand in several tasks than just to do one single task. It is also

the horizontal expansion of a job. It involves the addition of tasks at the same level of skill and responsibility. It keeps workers from getting bored, perform multi-tasking by one person, which means doing several persons jobs, appropriate resource utilization in terms of saving finance and working hours that normally would be paid to additional workers. This adds more functions; increases variety of tasks and this is short lived. It cannot enrich the human content of job. The ultimate answer is Job Enrichment.

- 4. Job Enrichment:** - Means making the job rich in its contents so that an employee will get more satisfaction while performing that job. It upgrades the responsibility, scope and challenge. A vast majority of the jobs are repetitive and monotonous in nature. This results in reducing the motivational content and human element of the job with impacts on performance. Job Enrichment is giving people more control over their work (lack of control is a key cause of stress, and therefore of unhappiness.) Where possible, allow them to take on tasks that are typically done by supervisors. This means that they have more influence over planning, executing, and evaluating the jobs they do. *In enriched jobs, employee complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance.*

Job enrichment tries to embellish the job with factors of motivation, such as achievement, recognition, increased responsibilities, self-involvement, opportunities for growth, advancement, increased competence. *It is concerned with redesigning the job to include a variety of work content; that gives the person more autonomy, responsibility for planning, directing, controlling his own performance, provide opportunity for personal growth and meaningful work experience. It helps for decentralization of decision-making rights to individual over areas that directly affect his task functions.* The emphasis is on the result of efforts rather than the procedure to carry out the work, thus making the job result oriented. This also results in motivation, satisfaction in believing oneself to be personally accountable for results and being able to know how satisfactory one's efforts are. By job enrichment, condition or state of human capabilities which were not fully utilized and creation of frustration among the individual is removed to the extent possible.

According to (Belias and Sklikas, 2013) job design is an effective tool in which practice to meet the needs of employees and in another way to satisfy the interests of the organization. Three of the main job design and re-design techniques are discussed on their research. That are *job rotation, job enlargement and job enrichment.*

Job rotation enables the development of the employees' skill, their organizational retention, reduces job boredom, while parallely it controls the work-related musculoskeletal disorders and it helps to reduces the

exposure of workers to work related injuries. Job enlargement is an additional task to the existing tasks, in which employee can increasing to participation in the decision-making process. Job enrichment creates jobs more challenging, interesting and also allows the participation of employees in the decision-making process.

Mainly their conclusion of literature review is that job design and re-design if effective, manages to stimulate employees' interest to work and to increase their job satisfaction, leading to high levels of employee performance and productivity. Job design has also various advantages relating to work related outcome, such as enhancing productivity, reducing the level of absenteeism, supporting self-mobility and increasing efficiency are additional value to job design properly. (Belias and Sklikas, 2013)

As Santos, Teresa and et al., (2019) broadly discussed on their research of software engineering results in relation to individual study; job rotation is a managerial practice applied in the organizational environment; to reduce job monotony, boredom and execution resulting from job simplification, specialization and repetition. They indicated in previous studies the use of project to project rotations in software practice; gathered empirical evidence from qualitative and field studies, set the work-related factors that can be positively or negatively affected by the practice. The major aim of their study focused on two dimensions to discuss the use of job rotation in software organizations in order to identify the potential benefits and limitations of this practice supported by the statement of existing theories of work design.

They are used the survey-based research approach in their methodology; by collected, analyzed quantitative data from software engineers about how software development work is designed and organized, as well as the potential effects of job rotation on their work designed. They investigated and constricted 21 work design along with burnout, role conflict, role ambiguity related to job rotation. The finding result identified one new benefit and six new limitation of job rotation, not observed in previous studies and added new discussions to the existing body of knowledge concerning the use of job rotation in software engineering practice. Finally, they concluded as their belief of the results represent another important step towards the construction of evidence that can guide future research and also inform practice about the potential positive and negative effects of job rotation in software development companies.

Compencetion/pay including salary can not be a main factor for job satisfaction at MOFA. Therefore, it is less facter rather than other motivating factors of employee job satisfaction. However, in both the mining companies and the leaser industry study cases pay is major factor for employee satisfaction. Concerning to security and sefety facters of the two mining companies is similar to MOFA.

The study on mine companies does not mention the effects of job characteristics thus not exactly similar to the MOFA study topic. In some way it has similarity on job satisfaction factors of the organization. In contrast, the research on leather industry has some job characteristics factors.

In relation to employee's effort the situation in MOFA is different comparing to the two mining companies and the leather industries. As the interview respondent indicated that recently, the Ministry has plan to implement a training and development program specially at diplomatic sector.

### 2.7.2. Training & Development its Relation with Job Characteristic

As (Ryan, 2008) HR function of strategic partners can help to execute occupational strategy successfully and to meet customer needs. The different roles of HR can be adopted by these strategic partners. Change leaders deliver organizational change and cultural transformation. If HR takes on the role of change leader, their approach to development and learning will be accordingly diverse.

HR departments as transactional management that are seen in the role of administrative experts will be likely to run an efficient training department which ensures that employee attend for the training courses. HR as staff administrator role, maximizing employees' motivation, satisfaction and competence; works at a strategic level to create the organization that will deliver the customer and stakeholder requirements.

Leadership development implies that it will focus on future skills and competencies with a drive to achieve practical return on investment within a clear time frame. Investment in external professional qualifications will be supported to be helpful the individual. Obviously, there is benefit to the organization, but these benefits may not be exploited as well as they could be. This is an HR approach should be utilized individual employees first with the advantages.

The model of Hamburger display that all the three elements of equation are the major managerial role. However, many managers 90 per cent of their time spend only on the task and do not supervise the rest two elements fully. Likewise, some managers feel that they are the counsellor of all and do not give attention to the process of getting the job done and the relationships next to the task. In his assumption all three parts of the equation can be the managers role. Therefore, they should be need to give attention on all of the three. Without any one component, the team can easily fall apart. Content or the task, set clear objectives and parameters and clarify time scales and deliverables (Rayn, 2008).

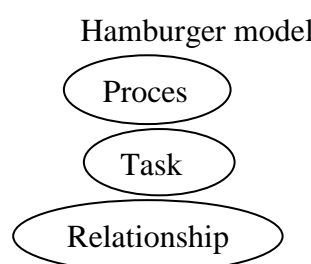


Figure 2.1 Process – task – relationships

### 2.7.3. Policy and Procedure

As Abuhashesh and et al. (2019) Company promotion policies and procedures play a big role in employee satisfaction. Some companies have a policy of internal promotion, while other companies prefer to recruit new employees to vacant positions. Successful companies reward their best employees with promotions, since obvious appreciation and reward from management encourage the employee to maximize his/her efforts, and thus, increase productivity. Naturally, an employee who enjoys high self-esteem will perform tasks confidently and efficiently, which is beneficial to the organization as a whole. A pro-active employee will seek advancement through education, training and development programs, thus enhancing their skills and experience in order to be recognized by management as somebody worthy of promotion (Gupta, 2011; Abuhashesh, 2014).

### 2.7.4. The Relationship Between Core JC and JS in Empirical Review

The effect of job characteristic on job satisfaction and the influence related to employee performance highlights by taking the location of research on Cooperatives in Solo, Central Java. The study topic more related to MOFA case study than others described in the empirical review part.

Cooperatives face several problems, namely high levels of employee turnover. This study utilized quantitative methods by using a descriptive approach. The data were collected thorough questionnaires by distributing to employees and interviews with informants who then analysed the data using smart PLS. Based on the result of the study found that job characteristics have a positive but not significant relationship to employee performance, *the next job characteristics have a positive and significant relationship to job satisfaction and the last job satisfaction has a positive and significant relationship to employee performance.* This study has similarity regarding to the methodological approach; the positive and significant relationship to job satisfaction and with one of the work-related outcomes, employee performance.

A theory states that job characteristics are the preeminent interpreters of job satisfaction since it is affected by communication of task characteristics, characteristics of workers and organizational characteristics. Job characteristics determine the suitability of a person with a particular field of work and enable a person to be more successful in the field of his work (Sugianto and et al., 2018).

The Hackman and Oldham's Job Characteristics Model where tested in varies research, one of the previous researches was conducted by International Journal of Academic Research in Business and Social Sciences; department of human resource management higher institute of business administration;

Damascus Syria. The aim of this study is to achieve several objectives, primary objectives of this research to identify the need for re-enriching the work of the employees by test and apply the job characteristics model. The sample size of 211 participants taken from the official media sector by using the job diagnostic survey based on the five Hackman and Oldham's JCM that are significant dimensions of the tasks (Skills diversity, task identity, task significance, autonomy, and feedback). By utilized the available techniques, the validity of hypotheses specified by the model was tested, and then compared to average working dimensions of the sample with the standard averages attached to it, after dividing the sample into two sub-samples by type of work (media and administrative). The results showed that the motivation potential scores are often below than required level. Therefore, it is recommended to review the design of the current business. In terms of ranking, the media works ranked first, then administrative (Hussein, 2018).

Sugianto, Hermanto, Muhyi, & Purnomo (2018) briefly discussed about the effects of JCs on job satisfaction in their research by indicated the reference of earlier researchers; Nimalathasan (2009) employee job satisfaction is related to employee expectations of superiors, co-workers and the work itself. Luthans (2006) states that there are five factors that affect job satisfaction, namely income, co-workers, opportunities to develop, the work itself, and the supervisor.

As (Blanz, 2017) the study on the topic of "Employee' Job satisfaction: A test of the Job Characteristics Model Among Social Work Practitioners". The author investigated the Job Characteristics Model (JCM) by Hackman and Oldham (1976) for the prediction of job satisfaction of employees in social work areas. Whereas there was substantial evidence for this model with respect to tested on profit-oriented organizations and whether it can also be applied to the non-profit sector.

The study surveyed on the sample size of 734 jobs holders taken from the target population in social work at Germany in order to assess their job satisfaction and core variables of the JCM (i.e., the five job characteristics and the three psychological states). The author also utilized regression and mediation analyses to examine the relations between these variables. The study results showed that the expected relations were unusually in accordance with the findings from the for-profit sector. All model variables correlated positively with job satisfaction, with the psychological states showing higher coefficients than the job characteristics. In addition, the influence of job characteristics on job satisfaction was significantly facilitated through the psychological states. Alike the Cooperatives in Solo, Central Java this study topic also more related to MOFA study topic.

As (Behson, Eddy & Lorenzet; 2000), these originally proposed theory of Hackman and Oldham JC also designates on the study discoursed that as a three-stage model, in which is a set of core job characteristics impact a number of critical psychological states, in turn, influence a set of affecting and motivational outcomes. In most subsequent research the critical psychological states which have omitted and instead of these, researchers are focusing on the direct impact on the outcomes in the two-stage model of core job characteristics. The full three-stage Job Characteristics Model was used as an input into a structural equation modelling analysis that have investigated from the thirteen studies through meta analytic data (Viswesvaran & Ones, 1995). This modelling analysis was used to examine competing version of JCs model and to determine the importance of critical psychological states. As the study results recommended that, whereas the two-stage model proves acceptable fit to the data information, the critical psychological states is important for both theoretical and practical reasons.

### **2.7.5. Major Factors Affecting the Level of Job Satisfaction**

Many researchers and psychologists had been briefly discussed and agree on the major factors of job satisfaction. Of course, job satisfaction by itself difficult to measure in an organization, because of it is determined by the satisfaction level of every individual employee, every person has exceptional psychological need, request for the achievement of their work. A longer time of working hrs. spend at work is usual for the majority of workers, as the work is an important aspect of people's lives and understand the involved factors in, job satisfaction is dominant to improving employee's performance and productivity.

As (iedu.net) noted that the major factors affecting job satisfaction includes working environment, fair policies and practice, caring organization, appreciation/ recognition, pay, age, promotion, feel of belongings, initiation and leadership, feel of being loved safety and security, challenges, responsibilities, creativity in job, personal interest and hobbies, respect from co-workers, relationship with supervisors, feedback, flexibility and nature of work.

The viewpoints and attitude of employee's jobs determined by their job satisfaction. For which the main factors that are required to be taken into consideration are, job security, opportunities to make use of skills and abilities, individuals management, compensation/pay, supervisor support, working environmental conditions, job characteristics, relationship with the co-workers, job responsibilities, flexibility to balance life & work issue and educational qualifications. A positive or negative feeling of the employees to their jobs may vital in determining the attitude of job satisfaction. **All the above stated Job satisfaction factors are observed to be a function of the balance between the work role inputs and outputs.**

**Which is education, time, effort and for role of outputs compensation & benefits; working conditions, wages, fringe benefits, task significance and intrinsic aspects of the jobs (Grover & Wahee, 2013).**

As most of the researchers agreed there are five main aspects that measure job satisfaction, these are pay, co-workers, promotions, supervision and the nature of the work. The individuals are able to measure job satisfaction on the basis of these five factors, if all these five factors are appropriate, then individuals would measure job satisfaction on a high scale and if these five factors are low, then the individuals would measure job satisfaction on a low rate.

## **2.8. Conceptual Framework**

The conceptual framework of this study presented from five core job characteristics and three psychological states. Consequently, displays how the major variables of core dimension of JC and JS connect with each other. Thus, it identified the variables required in the research investigation, which can affect job satisfaction in MOFA. Specifically, at the HO and it was examined and found particular variables of JC and determinants of JF that are influencing on JS and the increment of dissatisfaction.

Researchers have identified and recognized at least 30 potential stressors are available at work. The major factors types of these stressors includes poor leadership; role ambiguity; role conflict; poor working conditions and ergonomics; trivial civil service rules; organizational politics; lack of resources; favoritism; inequitable pay and rewards; difficulties to career development; lack of promotional opportunities; work overload and underload; communication breakdowns; discrimination; mistreatment; job moves and relocations; increasing job insecurity; growing conflicts between work and home lives and others. These stressors all have one thing in common that is dissatisfaction of employees (Cooper, 1997, 1999).

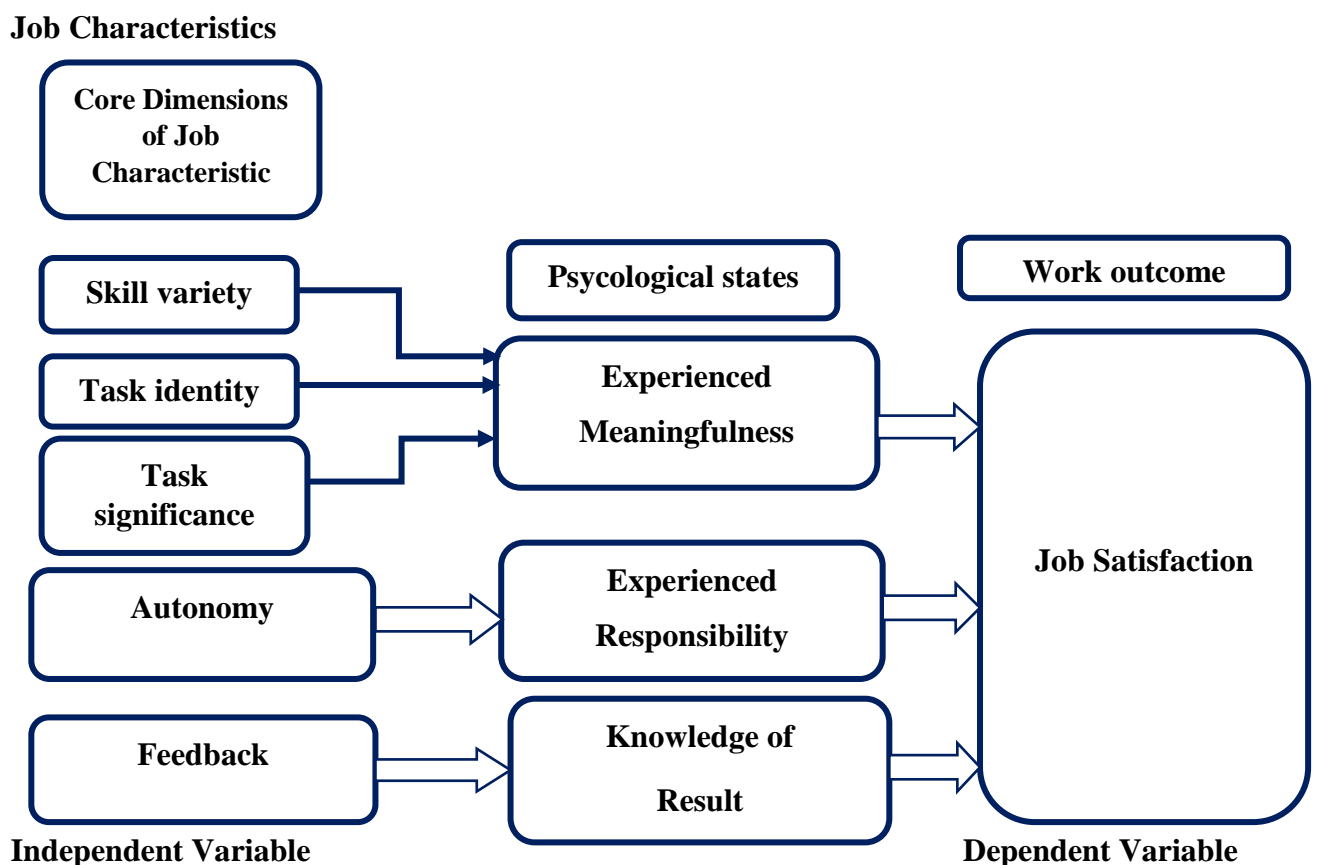
Most activities of the ministry are performing with in a team. Feedback is important for each sector, directorate, team and individual employee. The employee supervisors may not give feedback intermes of core dimention of JC. Because of less participation on decition making with the entire organization top levil managers and officials. Some times the levil of grade and pay structure, employee relation and award system may not be applied appropriately.

The information from internal evidence indicated that recently, the Ministry has plan to implement a career development system specialy at diplomatic service sector. Performance evaluation, serious training and assesment and waiting period are the requirements. Additionally, forign assignment, transfer and foreign travil are the major factors in relation with task varity, task identity, significance of the task

autonomy and feedback which are core dimension of JCs for employee satisfactions through psychological states and job satisfaction factors. As the researcher observation and the ministry redesigned structured presented that due to assigning deplomats, forign officers, experts or profecionals at missions branch offices and in forign nations the ministry properly applied job rotation, job enlargement and job enrichment and gives opportunity for the assigned employees to practice these. It is also up grading and organizing employees at lower level for promotion of the next higher-grade level of job. These shoud have a positive effect on employee motivation and sutisfaction in the sectors.

In regard of job requirement that needs employees to develop several types of activities in both sectors. And job analysis in administrative & technical sector more than other sector which gives employees opportunity to develops their skills, ability and experience to performing different jobs and overload tasks. In contrast, overload tasks should result to employee dissatisfaction and unreseonable stressful condition.

**Fig. 2.2. JC Modeal Adapted from Hackman and Oldham Job Characterstic**



## 2.9. Hypothesis of the Study

H1 = Skill variety has a significant and positive effect on job satisfaction.

H2 = Task identity has significant and positive relationship with job satisfaction.

H3 = Task significance has significant and positive relationship with job satisfaction.

H4 = Autonomy has a significant and positive effect on job satisfaction.

H5 = Feedback has a significant and positive effect on job satisfaction.

## 2.10. Summary

As the Hackman and Oldham's Job characteristic theory indicated in the theoretical literature review of this study, the task identity is considered for realization of employee satisfaction, that tasks must be understandable and defined from the beginning up to the end. Otherwise, it is impossible to achieve the satisfaction of employee's attainable goal. In this theory also described is significance of the task, that identifies feeling of employees and the meaningfulness of their role.

The theoretical parts concentratedly discussed about the core dimension of job characteristics specially the feedback system, feedback in an organization, the supervisors and the management and their way of giving feedback, communication, information with their employees. Additionally, it concerns the more formal feedback given to employees at work. It also describes about positive feedback. Feedback does not help anyone and it may have unintended effect if not handled properly.

The JCT also indicates the three psychological states of Experienced Meaningfulness (EM), Experienced Responsibility (ER), and Knowledge of Result (KR). Such as, (EM) implies that employees have to feel their work something meaningful. They feel that the work itself is meaningful; generally worthwhile or of value. It should also hold some importance or significance, especially with respect to a system or a set of values that the individual, on a personal level, believes or accepts. The theoretical part more support and applied with the descriptive analysis of the data presented as follows.

The grand average mean of the five CDJC score below the average mean **2.91** and SD= 0.755. Among these, total feedback result shows low mean **2.63**. Therefore, all the five CDJC need improvement and it indicates to change the feedback system at the ministry.

Even though, the total skill variety average mean shows highest score, 3.34, it also has the influence of negative statement.

The Psychological states summary table shows the grand average score medium score, **4.26**. SD= 1.636. The knowledge of result items shows mean **3.75**, and low average mean comparing to the other psychological states mean. More related to feedback items, it is also indicating the feedback system problem. Therefore, it implies to give a solution as a moderating path for feedback system problem in order to become employee satisfaction.

Job satisfaction factors summary table shown the grand average mean, **3.65** and SD= 0.937. From all factors compensation and benefit result show below the average mean **2.97** and SD= 0.879. In general, the result of job satisfaction factors summary table indicates the ministry exercise better with co-workers, working condition, job security and safety, social status and moral value. The preparation on training and development, supervision and recognition are at the medium level. Policy and procedures, responsibility, compensation and benefits have indicated the lower acceptance with employee satisfaction. Therefore, all the medium and lower mean should have to progress, to improve the system at the ministry.

The coefficients correlation result indicates total task significance has highest significant relation with total job satisfaction and total task identity,  $p < 0.001$ ; total task significance has high correlation coefficient with total task identity i.e., 0.480 comparing to other CDJC variables. Therefore, the Hackman and Oldham's Job characteristic theory have high contribution and more relation with this coefficient's correlation analysis.

The coefficients for CDJC predicted variables illustrated on the table 4:11 shows, the beta value has the highest coefficient of 0.319, high significant effect on employee satisfaction = 0.003 for feedback, it shows higher zero order correlation with employee job satisfaction = 0.451.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research Approach and Design**

A research method is an approach which mostly utilized to implement the research plan. Research method and design are different but closely related, since good research design ensures the data obtained; explanatory research design will help to answer the research question more effectively (Carol M., 2018).

As Marczyk and et ale, (2005) explanatory research design also utilized to make implausible alternative explanations of the results, research design must be rule out. Therefore, demonstrating the independent variable was directly accountable for the effect on the dependent variable and ultimately for the results found in the study.

The study required to conduct mixed research approach, the quantitative and qualitative data are significant to better understanding of the effects of job characteristic on job satisfaction. A research problem by utilized statistical values with quantitative research and the details of qualitative research was essential for such type of research.

##### **3.1.1. Descriptive Study**

Descriptive methods are uses to deliver an accurate, precise and valid representation of the summarize factors or variables; that relate or affect which are relevant to the research question.

##### **3.1.2. Explanatory Study**

It is a type of determining, analytical, investigative or examining the study. The main aim of explanatory research is to identify the relations between the factors or variables that relate to the research problem. Such research is very structured in nature and focus on why and how questions. It is also a method to describe the rate, level of job satisfaction in such organization, to examine trends over time or to compare the rates, level in virous organizations and in different countries.

##### **3.1.3. Mixed Research**

Mixed research is an approach to investigation that relations, connections or associates both qualitative and quantitative methods.

It involves psychological assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. Thus, it is more than simply collecting and analyzing both kinds of data;

also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research.

The descriptive and explanatory research approach is better to explore, describe and to discuss about the research topic in order to get detail information. Additionally, the selected topic research by itself initiated to investigate deeply about the problem because of lack of prior broad research related to on this topic in Ethiopia. The finding result, especially for correlation matrix of the Pearson's correlation and regression analysis shows the relationships and the effect of core dimension of JC one to the other and with JS. Additionally, the researcher briefly described the impact of each variables on JS and its relationship between core dimension of JC and analyzed the rate of major job factors including psychological states. Mainly the descriptive method deeply and broadly described to analyze the data for each variable.

### **3.2. Data Types and Sources**

The primary and secondary data are employed to the purpose of the study input. Thus, data collected from both primary, secondary sources and both sectors at the HO for this study.

#### **3.2.1. Data Types**

The secondary data types are manuals, government proclamations, regulations and rules, MOFA employee's essential demographic data, BPR document, redesigned job structure and other relevant document are included and utilized as kinds of data.

#### **3.2.2. Primary Data Sources**

Primary data gathered from main and reliable sources and the randomly selected directorates of MOFA at the HO.

#### **3.2.3. Secondary Data Sources**

The secondary data collected particularly from the HR Directorate of MOFA. In addition, other secondary data gathered from different reliable sources; websites including and all A.A.U. libraries to cover the limited resource on the area.

#### **3.2.4. Data Collection Method and Instrument**

Information gathered from the target population of sample size and reliable sources through questionnaires, discussion and sub structured interview guides. In addition, the process of data collection, distribution and conducting interviews through face to face communication, telephone conversation,

virtual communication and e-mail-based data collection method are included. Accordingly, explanation about caring questionnaire responsibility and support had covered.

Questionnaires and interview guide were utilized as a research instrument to collect the data. These questionnaires had distributed to MOFA Diplomates, senior professionals, officers and other employees, who are above degree holders to assess the effects of JC and their level of satisfaction or dissatisfaction by utilized the five, six- and seven-point Likert-type scale items.

### 3.3. Population of the Study and Sampling Design

The total population of MOFA is **1190**, from these total population, those are also found in diplomatic, administrative & technical and supporting service sectors at the head office and only diplomatic and administrative & technical service sector at the Missions branch offices.

**Table: 3. 1. Total Population of HO in Gender and Job Level**

Service Sectors	Male	Female	Total
Diplomatic Sector	297	83	380
Administrative & Technical Sector	66	86	152
Supporting Service Sector	62	45	107
<b>Total</b>	<b>425</b>	<b>214</b>	<b>639</b>

(Source: HRM Directorate of MOFA, 2020)

#### 3.3.1. Target Populations

Target populations of this study were employees of FMOFA who are permanently working at the Head office in A.A. Particularly higher-level professional employees; who are degree holders and above were participate in responding questionnaires. Among the total of **639** employees at the HO, **503** professional employees are available in diplomatic and administrative & technical sectors.

**Table 3.2: Diplomatic Sector in Level of Education at the HO**

No.	Level of Education	Female	Male	Total
1	PHD	2	3	5
2	Second Degree	10	77	87
3	DVM		1	1
4	First Degree	71	213	284
	<b>Total</b>	<b>71</b>	<b>294</b>	<b>377</b>

(Source: HRM Directorate of MOFA, 2020)

As the above data shown the number of male's employees are higher above three times than the number of female employees. These may be because of the diplomatic sector have more job opportunity for males.

All are educated peoples and they were included, therefore 377 had taken as a target population of this sector, who were above degree holder the job satisfaction survey conducted based on the study sampling design and technique.

**Table 3.3: Administrative and Technical Sector in Level of Education at the HO**

No.	Level of Education	Female	Male	Total
1	Second Degree	4	8	12
2	First Degree	58	56	114
<b>Total</b>		<b>62</b>	<b>64</b>	<b>126</b>

Source: (HRM Directorate of MOFA, 2020)

126 had taken as a target population of this sector. As both the tables showed the total no populations in administrative & technical sector and diplomatic sector are higher rate with first degree holder employees.

### 3.3.2. Stratified Random Sampling Technique

Stratified random sampling is a type of probability method of sampling which includes, dividing the entire population in to smaller sub groups known as strata. The process of classifying the population in groups or strata are called stratification, in it the entire population can get a better representation (Salkind, 2010; Nickolas and Hayes, 2020).

The sample size of each stratum in this technique is proportionate to the entire population size of the strata. Therefore, this sampling technique was utilized and makes arrangement of sample size and sample population in each stratum as illustrated in the following table.

**Table 3.4: Target Population and Sample Size**

Stratum	Sample size at the Head Office	Target population at the Head Office
Administrative & Technical Sector	27	126
Diplomatic Sector	80	377
<b>Total no.</b>	<b>107</b>	<b>503</b>

Source : Own Survey Result

107 of sample size at the HO distribute to randomly selected respondent from both sectors and sent by e-mail. In addition, the interview conducted with randomly selected 1 higher expert 1 director and 2 directorate director generals with briefly discussion on the topic issues of job characteristics effect on job satisfaction. By utilizing interviewing guideline questionnaire with face to face communication, telephone

conversation, virtually communication. E-mail-based data collection method was also utilized as an input for the study.

**3.3.3. Sample Size:** The sample size keeps the requirement of the optimum, efficiently representativeness, reliability and flexibility of sample (Source: questionpro.com).

Proportionate stratified random sampling formula :  $n_h = (N_h/N) \times n$

$n_h$  = Sample size for  $h^{\text{th}}$  stratum

$N_h$  = Population size for  $h^{\text{th}}$  stratum

$N$  = Size of entire population

$n$  = Size of entire sample

$n_{hHO1} = (126/503) \times 107 = 0.25 \times 107 \approx 26.75 = 27$

$n_{hHO2} = (377/503) \times 107 = 0.75 \times 107 \approx 80.25 = 80$

### **3.3.4. Sampling Frame**

The source of data is obtained from the reliable and appropriate source of MOFA to be correct, complete and as a target population to be representative of total population.

### **3.3.5. Sampling Unit**

The sampling unit of geographical and structural are appropriate. Such as the Head Office (HO) specified these geographical sampling units.

- The diplomatic, administrative & technical sectors are type of the structure sampling unit.

## **3.4. Measurement**

The data collection instruments prepared with close ended item which are used to measure the independent and dependent variables. These items divided in to two categories, in Part I opinion questionnaire were gathered data from the five core JC variables; which consists the variable code skill variety (SV), task identity (TI), task significance (TS), autonomy (AU) and feedback (FB) with opinion survey, from no opinion to excellent five Likert scale, i.e. 0 to 4. And satisfaction survey questionnaires consist of eleven job factors that are identified by variable code compensation and benefit (CB), training and development (TD), coworker (CW), Job security and safety (JSeSa), motivation value (MV), policy and procedure (PoPro), social status (SoS), supervision (Su), recognition (Rec), responsibility (Res) and

working condition (WC) with six Likert scale from disagree very much to agree very much, i.e. 1 to 6. In Part II the three psychological states questionnaires are three types, that are experienced meaningfulness which is description on job from very inaccurate to very accurate with seven rating scale, i.e. 1 to 7. Experienced responsibility of personal feeling about the job; with seven rating scale from strongly disagree to strongly agree and knowledge of results attitudes towards the job; with seven rating scale from extremely dissatisfied to extremely satisfied.

### **3.4.1. Data Analysis Method**

After the data collected the process was started to editing, coding and organizing the qualitative and quantitative data. The qualitative and quantitative data represented the content and respondent rate description, experience, opinion, attitudes, beliefs and other are considered as qualitative and quantitative data. Mainly for this study purpose the primary data was collected through individual interviews and survey method by utilized open-ended and close ended questions.

There are different methods which are used to data analysis in qualitative and quantitative research. Then, the researcher was prepared the data in order to arranged the descriptive and explanatory types of data analysis and examined the Effect of job characteristics on job satisfaction at MOFA. Mostly, the data analysis covered all the data types based on the research approach and design of this research. In which the data analysed with measure of central tendency, frequency, percentage, mean and SD. In inferential statistics the data analysed with Pearson correlation to understand the significance relationship between the independent variables JC and dependent variable JS and with regression analysis method.

The data also analyzed by used the Statistical Program for Social Science (SPSS) version 25 application software. Additionally, the qualitative data which was gathered from the interview guideline given that properly analysed the content of the respondent response.

According to (William M.K., 2020); Inferential statistics try to infer from the sample data what the population might think, to reach conclusions that extend beyond the immediate data alone. For instance, when uses inferential statistics to make judgments of the probability that an observed difference between groups. Thus, use inferential statistics to make inferences from the data to more general conditions; use descriptive statistics simply to describe what's going on in the data. One of the simplest inferential tests is used when you want to compare the average performance of two groups on a single measure to see if there is a difference. Most of the major inferential statistics come from a general family of statistical models known as the General Linear Model. This includes the t-test, Analysis of Variance (ANOVA), Analysis of Covariance (ANCOVA), regression analysis, and many of the multivariate methods like factor analysis, multidimensional scaling, cluster analysis, discriminant function analysis, and so on. In which the finding

of the study described, interpreted; then these results used to conclude and recommended. The statistical method of this study includes the regression and Pearson Correlations analysis; the relationship between those variables was measured by Linear analysis. This linear analysis is illustrated in the form of the following equation.

To visualize a linear model with two predictors, imagine a three-dimensional cube, with the outcome (y) along the vertical axis, and the two predictors (say, x 1 and x 2) along the two horizontal axes and the base of the cube. A line that describes the relationship between two or more variables is called a regression line,  $\beta_0$  and  $\beta_1$  (and other beta values) are called regression coefficients, and the process of estimating regression coefficients is called regression analysis. The GLM for regression analysis with n predictor variables is:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_n x_n + \epsilon$$

Y= is Job Satisfaction

$\beta_0$ = the coefficients of the model

$\beta_1 - \beta_n$ = the coefficients of the independent variables

x 1= is Total Skill Variety items

x 2= is Total Task Identity items

x 3= is Total Task Significance items ...

$\epsilon$ = error

### **3.4.2. Measurement Scales**

Measurement in research design is important in two critical extents. It allows the researchers to quantify abstract concepts and variables. And the level of statistical complexity used to analyse the data resulting from the study input is directly dependent on the scale of measurement used to quantify the variables of interest (Marczik and et. al., 2005).

#### **1. Nominal Scales and Data**

Questionnaires prepared by categorizing the determinants of core variables and carefully classified the qualitative type questions. Such type of questionnaire cannot be ordered in a quantitatively, impossible to use any mathematical operations. Since, it is purely descriptive cannot be operated by mathematically.

## **2. Ordinal Ranking Scales and Data**

The Ordinal rank order scales mostly used in this type of qualitative research approach. The scale numbers should be assigned to represent the items, choice of respondent and rank each question in terms of the respondent preference. The variables will be categorized with its relative scale size, extent, degree or magnitude in relation to other variables. Representing an ordering of variables with some number not utilized mathematical properties necessary for sophisticated statistical analyses.

## **3. Interval Rating Scale and Data**

The interval rating scale should be in terms of overall performance to select the best alternative rate from the given choice Eg. 1,2,3,4 and 5.

## **4. Ratio Scale and Data**

Ratio scales have an absolute or true zero of measurement. It is a test of complete measurement.

### **3.5. Reliability and Validity**

As (Paul and et al, 2019) the concept of reliability and validity used to evaluate the quality of research which indicates the method, technique or test of measurements. One of the indicators of the measurement validity should be high reliability, if it is not reliable method the validity has less probability.

#### **3.5.1. Validity**

Validity is the scores from a measure represent the variable they are intended to what extent, the measurement in it must be considering the three basic types of validity, i.e. **face validity, content validity and criterion validity.**

The measurement of face validity appears to measure the construct of interest. Content validity defines to what extent covers the construct of interest, it considers the attitudes which are involving thoughts, feelings and actions toward something. Therefore, for good content validity like face validity, it is not usually assessed quantitatively. Instead, carefully checking the measurement method against the conceptual definition of the construct. In criterion validity the extent of people's scores on measure are correlated with other variables (Paul and et al, 2019).

Validity should be the most serious standard and in which an instrument measures to indicates the degree of its supposed to measure (Marczyk, DeMatteo and et al, 2005).

### 3.5.2. Reliability

The measure of reliability more related to one of the three consistency which is cited by psychologists that is internal consistency.

**Scale Reliability** as Paul, and et al, (2019) reliability is a type of measurement in internal consistency of people's responses across the degree for multiple items. In this regard such type of measures for all items supposed to reflect the same causal construct. Consequently, those items which are scored by peoples should be correlated with each other.

In order to this study data instrument methods the internal consistency of respondents in all items are measured their feelings, opinions, satisfactions, descriptions and attitudes about their job satisfaction. In addition, the items have been tested with significant hypostatical relationship of the study, with correlation between the independent and dependent variables.

The first and the most common measure of internal consistency or reliability in SPSS Statistics is Cronbach's alpha method. In order to understand whether the equations in the questionnaire all reliably measure latent variable. Thus, it considered to be a measure of the Likert scale reliability that could be constructed. It provides the overall reliability coefficient for a set of or all variables. And on the item total statistics table Cronbach's alpha presents if the item deleted from the scale (Source: SPSS tutorials, 2019).

**Table. 3.5. Reliability Statistics Test**

<b>Reliability Statistics</b>			
<b>Types</b>	<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
<b>Total Item</b>	<b>0.926</b>	<b>0.926</b>	<b>66</b>
<b>The Five CDJC</b>	<b>0.905</b>	<b>0.900</b>	<b>19</b>
<b>Eleven JS Factors</b>	<b>0.936</b>	<b>0.936</b>	<b>34</b>
<b>The Three Psychological States</b>	<b>0.940</b>	<b>0.938</b>	<b>13</b>

**Source:** SPSS Output Result

As George and Mallery, (2003) reliability coefficient in Cronbach's alpha method is normally ranges between 0 and 1, reliability coefficient ranging from .0 and 1 Salkind (2014). The greater is the internal consistency of the items (variables) in the scale, its coefficient is closer to 1.

The overall reliability of all variables as illustrated on the table 3.5. on these reliability statistics shows that the coefficient of all variables of Cronbach's Alpha is .926, more the closest to 1. The reliability measure of the total CDJC variables, illustrated on the above table based on standardize items shows. N with coefficients of Cronbach's alpha, 0.926 test all the 66 items; the five CDJC items Cronbach's alpha 0.905, the eleven JS factors 0.936 and three psychological states, 0.940 are included. Therefore, its result entirely and each individual group items tested the reliability of internal consistency.

As Nunnally (1978) recommends when different levels of reliability are required, based on the nature and purpose of the scale, a minimum level of .7. Cronbach alpha values are needs on the number of items in the scale. When there are a small number of items in the scale (fewer than 10), Cronbach alpha contains small values. In this situation it may be better to calculate and report the mean inter-item correlation for the items. The optimum mean inter-item correlation values range between .2 to .4 (as recommended by Briggs & Cheek 1986).

**Table 3.6. Reliability Test of the CDJC Summary Item Statistics**

<b>Five CDJC Summary Item Statistics</b>							
<b>Item Types</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Range</b>	<b>Maximum / Minimum</b>	<b>Variance</b>	<b>N of Items</b>
<b>Item Means</b>	3.623	2.911	4.200	1.289	1.443	0.143	19
<b>Item Variances</b>	0.992	0.429	1.632	1.203	3.801	0.109	19
<b>Inter-Item Covariances</b>	0.330	-0.278	1.099	1.377	-3.948	0.098	19
<b>Inter-Item Correlations</b>	0.321	-0.272	0.836	1.107	-3.072	0.072	19

Source: SPSS Output Result

The above table 3.6. survey result indicated the Total CDJC with JS inter item correlation mean value is 0.321 so its range between as the above authors recommended.

**Table 3.7. Reliability Test of the JS factors Summary Item Statistics**

<b>Eleven JS Factors Summary Item Statistics</b>							
<b>Item Types</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Range</b>	<b>Maximum / Minimum</b>	<b>Variance</b>	<b>N of Items</b>
<b>Item Means</b>	3.701	2.911	4.200	1.289	1.443	0.116	34
<b>Item Variances</b>	0.915	0.280	1.632	1.353	5.835	0.096	34
<b>Inter-Item Covariances</b>	0.276	-0.467	1.099	1.566	-2.353	0.083	34
<b>Inter-Item Correlations</b>	0.332	-0.411	0.856	1.267	-2.080	0.074	34

Source: SPSS Output Result

(Mean Average is 3.0)

The above table 3.7. survey result indicated the Total job satisfaction factor with JS inter item correlation mean value is 0.332 so its range between the acceptable coefficient.

**Table 3.8. Reliability Test of the Psychological States Summary Item Statistics**

<b>Three Psychological States Summary Item Statistics</b>							
<b>Item Types</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Range</b>	<b>Maximum / Minimum</b>	<b>Variance</b>	<b>N of Items</b>
<b>Item Means</b>	4.585	4.156	4.933	0.778	1.187	0.055	13
<b>Item Variances</b>	2.650	1.265	4.590	3.324	3.627	0.895	13
<b>Inter-Item Covariances</b>	1.443	0.219	3.213	2.994	14.658	0.494	13
<b>Inter-Item Correlations</b>	0.536	0.114	0.854	0.740	7.461	0.031	13

Source: SPSS Output Result

(Items Mean Average is 4.0)

The above table specified that the three psychological factors with JS inter item correlation mean value is 0.536 so it shows the highest coefficient of inter item correlations mean value.

### **3.6. Data Presentation**

#### **3.6.1. Descriptive Statistical Analysis**

The collected data describe in research studies and characterized by precisely the variables of a specific sample. Descriptive analyses are frequently used to summarize a study sample prior to analysing a study's primary hypotheses. In which provides information about the overall representativeness of the sample and necessary for other researchers to repeat the study, if they so desire (Marczik and et. al., 2005).

Descriptive statistical techniques such as frequency, percentage, mean & std. deviation and inferential statistics, correlation and regression research approaches are applied for analysis of quantitative and qualitative data. The data also analyzed by using the Statistical Program for Social Science (SPSS) version 25 application software.

The data displayed by illustration of tables, figures, charts and shows in percentages. In addition, it was carefully analyzed and interpret the questionnaire by description, interpretation, correlation and regression analysis in order to get a meaningful result. Qualitative data analyzed based on the result of gathered information from interviewing technique through sub structured questionnaire. Mainly it was interpreted and analyzed by descriptive method for both the independent and dependent variables of the study.

### **3.7. Ethical Considerations**

The researcher was considered ethical issues on the process of the research surveying, sampling, interviewing, data recording and analysing method. The research questionnaires, interview guide line presented information about the major objectives, purpose of the research on covering pages. In addition, respect the participants' right and confidentiality, gave assurance and to use the data. As (Greener, 2008) the research strategy must be insured ethical issues to address the stack holder's analysis.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1. Introduction

The major affecting factors on the effects of core job characteristic, and the three psychological states for job satisfaction are clearly discussed on the previous chapters. In this chapter gathered data and information from different sources were utilized, analyzed and survey method applied in order to get the findings of the research result. The structured and sub structured questionnaire adapted from academic international institution, Minnesota Questionnaire Survey (MQS) was developed in different level of scales, which are utilized as Likert scale to conduct statistical analysis.

Furthermore, an interview guide was used for data interpretation. Likert scale data can be analyzed at the rating measurement scale and the items are created by calculating a sum score mean. Descriptive statistics utilized for such type of items that was included the percentage, mean and standard deviations from frequency for each group of variables. The data analysis used for Likert rating scale items was included inferential statistics on correlation, relationship measures and regression analysis.

In this chapter the finding from the respondents answered were analyzed on the tables, figures and charts in order to present the study result. This result was presented in three major parts, that are the data analysis and interpretation of core job characteristics, affecting factors of job satisfaction level and the three psychological states in relation to job satisfaction.

The survey questionnaires were prepared to the total **107** sample respondents, among those **90** peoples respond fully and returned it from both the **Administrative & Technical Service Sector and Diplomatic Service Sector**. One of the questionnaires found incompletes and excluded from the analysis. Hence, the final data collected and analyzed **68** sample respondents who are from Diplomatic sector and **22** from Administrative and Technical sector. The rest 16 questionnaires were not returned.

#### 4.2. Descriptive Statistical Analysis

This study measures by category three core dimension of Job Characteristics; job satisfaction factors and description, attitude and personal feeling to a job in the psychological states. The survey explored **19 core dimension, 34 aspects of employee job satisfaction affecting factors and 13 closes to three psychological states** in order to measure the total of **66** items. As Azari, (2011) stated that the term job satisfaction refers to as depends on the individual's attitude and feelings about their job. Job satisfaction

occur when the positive and favorable attitudes indicates towards the job. While, negative and unfavorable attitude implies job dissatisfaction.

**Table 4.1. CDJC of Skill Variety and Task Identity**

V. Code	Items	Valid Opinion rate	Frequency	%	Mean	Std. Deviation
<b>Skill Variety (SV1)</b>	Opportunities for ongoing professional career development, to learn and grow	fair	13	14.4	3.2	0.688
		good	43	47.8		
		excellent	34	37.8		
<b>Skill Variety (SV2)</b>	My job makes good use of my skill, abilities and talent	fair	4	4.4	3.3	0.557
		good	53	58.9		
		excellent	33	36.7		
<b>Skill Variety (SV3)</b>	Experience personal growth such as upgrading your skills and learning other tasks apart from your regular task	fair	11	12.2	3.4	0.692
		good	36	40		
		excellent	43	47.8		
<b>Skill Variety (SV4)</b>	Most of the time I performing over load tasks to fulfil the task gup	poor	3	3.3	3.31	0.788
		fair	9	10		
		good	35	38.9		
		excellent	43	47.8		
<b>Skill Variety (SV5)</b>	My job may cause of unreasonable amount of stress	poor	5	5.6	3.49	0.838
		fair	5	5.6		
		good	21	23.3		
		excellent	59	65.6		
	<b>Average</b>				<b>3.34</b>	<b>0.713</b>
<b>Task Identity (TI 1)</b>	My work gives me a feeling of personal accomplishment	fair	3	3.3	3.33	0.54
		good	54	60.0		
		excellent	33	36.7		
<b>Task Identity (TI 2)</b>	I have clearly defined and understand my job from the beginning up to the end	fair	4	4.4	3.26	0.531
		good	59	65.6		
		excellent	27	30.0		
<b>Task Identity (TI 4)</b>	I have freedom of decision how to accomplish my assigned tasks	poor	15	16.7	2.36	0.952
		fair	43	47.8		
		good	17	18.9		
		excellent	15	16.7		
		Total	90	100.0		
	<b>Average</b>				<b>2.98</b>	<b>0.674</b>

Source: Own survey result;

Questionnaires Source: See Annex I, A

### **4.2.1. Descriptive Analysis of Core Dimension of Job Characteristic and Psychological States**

Descriptive analysis for this study discussed with core dimension of JC Model. The frequency described based on the result rate of respondent, percentage, mean score and standard deviation for each category of sub group items. The analysis realised items of each variables deeply in order to give recommendation or suggestion. It also answered the research questions for each variables of core dimension of JC and psychological states.

#### **4.2.1.1. Skill Variety**

The respondent rate illustrated on **Table 4.1.** which describes the core JC, how and to what extent practiced the skill variety items with Skill Variety variable code (SV1, SV2 and SV3) on the opportunities for career development; the job itself uses skill, abilities and talent; experience personal growth; upgrading skill and learning other tasks are presented with high opinion rate. Which are good and excellent with the above frequency and percentage of for all three variables' items consecutively. In all the three items of skill variety doesn't have respondent rate of no opinion and poor, all are given their opinion rather than refusal. The fair opinion rate has minimum score 4.4., medium 12.2 and maximum 14.4. There were a few percent of respondents satisfied fairly for these three items. It also presented the mean value with consecutive score 3.2, 3.3, 3.4. and SD= 0.688, 0.557, 0.692. In general, this three skill variety questions have no doubt and the respondent recognized positively.

The next two skill variety items (SV4, SV5) are performing overload tasks and a job may case of unreasonable amount of stress the opinion rated that was good and excellent with the frequency and percentage indicated on the above table. The mean values consecutively scored 3.31, 3.49, result to high means for these negative statements, SD=0.788, 0.838. In both items the skill variety doesn't have respondent rate of no opinion but the poor and fair rating scales have minimum frequency scores 3,9 and 5,5 and 5.6%, 5.6% for both items. These indicated all the respondent had given their opinion. Among these, very large percent of respondent highly dissatisfied and some others poorly satisfied with these two SV items due to overload tasks and a job may case for stressful condition. In general, these items evaluation rate of the respondent shows highly dissatisfaction. It was because of the existing problem lack of system and mishandling.

#### **4.2.1.2. Task Identity**

On **Table 4.1.** the respondent rate illustrated with description of the core JC task identity items with variables (code TI1 and TI2). Questions of the work itself on personal accomplishment; whether the fair opinion rate has minimum score implies there were a few percentages of respondent satisfied fairly for these two items of TI with mean value consecutively of 3.3, 3.26 and SD=0.54, 0.531. Generally, these

two task identity questions have certainly clarified the task and the respondent accepted it positively. They are more satisfied and there was no rate of no opinion and poor. As the above result shows the core dimension of JC practiced in these two items implies that the existing of satisfaction in a good condition.

The last task identity (TI 4) variable includes the items about freedom of decision how to accomplish the assigned task. The opinion rates score from poor to excellent, with frequency and rated with a percentage which described on the above table. Like others this item of TI doesn't have respondent rate of no opinion but the poor and fair rating scale for the third item scores high percentages scale. The mean recorded 2.36 which was the lowest comparing to the other TI items and SD=0.952. Therefore, it indicates the result of minimum percent on good and excellent for freedom of decision on the task.

**Table 4.1.2. Task Significant**

<b>Task Significance (TS 1)</b>	Opportunities to share your ideas about improving the services provided	no opinion	2	2.2	2.37	0.867
		poor	10	11.1		
		fair	38	42.2		
		good	33	36.7		
		excellent	7	7.8		
<b>Task Significance (TS 3)</b>	I believe my job makes a positive difference in stock holders, customers and other's life	no opinion	2	2.2	3.34	0.737
		fair	2	2.2		
		good	47	52.2		
		excellent	39	43.3		
<b>Task Significance (TS 4)</b>	I think I have had enough training to solve stock holders and customer issues	poor	9	10	2.44	0.863
		fair	45	50		
		good	23	25.6		
		excellent	13	14.4		
<b>Task Significance (TS 5)</b>	I have the procedures, tools and resources to do my jobs well and opportunity to do what I do best every day	poor	6	6.7	2.47	0.81
		fair	48	53.3		
		good	24	26.7		
		excellent	12	13.3		
<b>Average</b>					<b>2.65</b>	<b>0.819</b>

Source: Own survey

Questionnaires Source: See Annex I, A

#### 4.2.1.3. Task Significant

The core dimension of job characteristic practiced showed on task significant items (TS1, TS3, TS4, TS5) with respondent rate illustrated on the above table that describes the core JC questions on task significance. The four items are answered from no opinion to excellent and with frequency of the items described in the above table. The first item TS1 has highest percentage of 42.2 % fair followed by good 36.7% then poor 11.1% the rest no opinion and excellent have the lowest with sum of percentage scores 10.1. The mean is 2.37 and it is minimum comparing to others, this may be due to the influence of minimum score of excellent and the SD=0.867. This rating scale shows their feeling fair for opportunity to share idea and improve the services but it must be upgraded to increase the service supporting idea in a high percentage of with good and excellent;

The second TS3 item scale scores better than the first that the job itself make a difference in stock holders, customers and others; its high percentage on good 52.2% followed excellent 43.3% while no opinion and fair scores equal minimum percentage 2.2. The two highest scores may result in highest mean value of TS3 is 3.34. and  $SD=0.737$ . This expression implies to the assumption of the majority of respondent well understanding, knowing about the content of the job regarding customers and stock holders. The third one enough training to stock holders and customer issues item TS4 has high percentage on fair is 50% followed 25.6% on good then 14.4.% on excellent and poor has the least percentage 10%.

As Armstrong (2009) differentiates the concepts of training and development; he identified development as the new skills and knowledge that an employee gains from his/her organization in which the employee can get support for appropriate and growth of future position. Training helps employees to upgrade their current skills and to practice with better standard; thus, it helps to increasing performance and to be advanced in the workplace. TD has a lot of contribution to progress the confidence of employees and can consequently improve their general attitude towards the organization. It provides to help employees on their performance to be better on their job with adequate knowledge and information about their roles and the products or services. Therefore, it brings them for better prepared to assist customers. Furthermore, training and development help employees to think creatively (Masa'deh and et al., 2019).

On the contrary, TS4 item has the second lowest mean score 2.44 and the  $SD=0.863$  from the TS variables. The fourth TS5 item describes the procedures, tools and resources to do well jobs and opportunity to do best every day has the highest percentage on fair 53.3%, followed by 26.7% good and 13.3% excellent. The average respondent score on fair was the third lowest mean score 2.47 and the  $SD=0.81$ . Though it couldn't be fully satisfied, it must be increased to high percent of excellent. Generally, the JC practiced on all the three items expect the second (TS3) item have score mean less than 2.5. These shows the impact on mismanagement, one of the major problems on the existing core job characteristic.

**Experienced Meaningfulness:** As it is described earlier, SV, TI and TS are parts of the JCs Model and it affects dependent variable JS through psychological states. Thus, the experienced meaningfulness uses as a moderating effect to JS and the average level mean is 4.

An employee should be able to find more meaning in his/her job or task with skill variety, task identity and task significance. The model diagram of JC shows easily that there is a connection between meaningfulness of work and the first three core dimension of job characteristics.

### Meaningfulness of work with Skill Variety, Task Identity and Task Significance

The job required a variety of skills and talents, which means it also have the appropriate number of skills and talents. Basically, requiring too many skills and talents may make the job too overwhelming and complex, so the worker will have difficulty keeping up with it. On the other hand, a job that requires too little skills and talents may make it too boring and not challenging at all (Source: from chapter two JCT, JCM, JS and Job Design). The EM of this study is assessed on the following inferential statistics rating scale with four items, seven rate scale and explained with descriptive analysis method. The respondent rate illustrated on the table below.

**N.B.** For the purpose of analysis, mostly inaccurate and slightly inaccurate; slightly accurate and mostly accurate rating scales adds together and presented sum of results for each. Both of them was called inaccurate and accurate.

**Table 4.2. : Experienced Meaningfulness**

V. Code No.	Item	N	Valid Opinion Rate	Frequency	Percent	Mean	Std. Dev.
<b>EMQ1 54</b>	The job requires me to use a number of complex or high-level skills	90	Very Inaccurate	17	18.9	4.50	2.142
			Mostly Inaccurate	2	2.2		
			Slightly Inaccurate	10	11.1		
			Uncertain	7	7.8		
			Slightly Accurate	17	18.9		
			Mostly Accurate	18	20.0		
			Very Accurate	19	21.1		
<b>EMQ2 55</b>	The task I do on my job is very meaningful to me	90	Very Inaccurate	7	7.8	4.71	1.756
			Mostly Inaccurate	7	7.8		
			Slightly Inaccurate	3	3.3		
			Uncertain	20	22.2		
			Slightly Accurate	17	18.9		
			Mostly Accurate	23	25.6		
			Very Accurate	13	14.4		
<b>EMQ3 56</b>	The job gives me considerable opportunity for independence and freedom in how I do the work	90	Very Inaccurate	0	0	4.16	1.593
			Mostly Inaccurate	19	21.1		
			Slightly Inaccurate	19	21.1		
			Uncertain	9	10.1		
			Slightly Accurate	18	20.0		
			Mostly Accurate	22	24.4		
			Very Accurate	3	3.3		
<b>EMQ5 57</b>	The job itself is very significant or important in the broader scheme of things	90	Very Inaccurate	8	8.9	4.93	1.708
			Mostly Inaccurate	0	0		
			Slightly Inaccurate	8	8.9		
			Uncertain	14	15.6		
			Slightly Accurate	19	21.1		
			Mostly Accurate	26	28.9		
			Very Accurate	15	16.7		
	Valid N (listwise)	90					
	<b>Average</b>					<b>4.57</b>	<b>1.799</b>

Source: Own survey result

Questionnaires Source: See Annex I, PART II

As the above Table 4.2. shows these sub items have different level at Likert scale. On the item no. 54 (EMQ1) they were asked whether the job required to practice the number of complex or high-level skill. About 35 peoples respond on accurate which was 38.9%; 19 respondents very accurate and 21.1 %; only 12 respondents' response on inaccurate with 13.3%; other 17 respondents are scored very inaccurate by 18.9%. The rest 7.8% of 7 respondents response shows on uncertain; the mean value scored 4.50 and the SD=2.142. This shows most of the respondents (54) above 60% accepted this item accurately so, it is related with all SV, TI and TS items and the positive effect of this EM can support the level of job satisfaction with large number of respondent and high percentage of the satisfaction rate as mediator effect for all SV, TI and TS items. Almost 29 respondents (32.2%) scored the item considered as inaccuracy, this is not overlooked assumption. In contrast, it gives the general concept of this item understood by the employees with different views. These imply there are a large percentage of employees, who are performing number of complex or high-level skill.

On the item no. 55 (EMQ2) employees were asked whether the task they do on their job is very meaningful to them. 10 employees replied inaccurate which is 11.1%; 7(7.8%) respondents replied very inaccurate; and 40 employees respond accurate with 44.5%; other 13 employees replied very accurate by 14.4%. 22.2% of 20 employees reply uncertain. The mean value scored 4.71 and the SD=1.756. This shows about 45% of the employees accepted this item as the job is very meaningful to them nearly to the average scored. The next uncertain 22.2% showed some respondents may respond automatically or they do not know either their job is meaningful or not. Close to the average employees knows the meaningfulness of their job. The positive consequence of EM improves the level of job satisfaction in some degree of respondents and medium percentage of the satisfaction rate as mediator for all SV, TI and TS items. These implies there are medium percent of employees known and considered their job as meaningful. This EM accepted either positively or negatively also indicates the mismanagement problem since one fourth of employees selected uncertainty.

As the table shows on item no. 56 (EMQ3) employees were asked whether the job gives them significant opportunity for independence and freedom in how they do the task. About 38 employees chosen inaccurate which is 42.2%. No respondents choose very inaccurate; 40 employees respond accurate with 44.4%; and other 3 employees' choice was very accurate by 3.3%. 10.1% of 9 employees' response shows 'uncertain'. The mean value is 4.16 and the SD=1.593. Near to the average employees accepted 'accurate' as the job gives significance opportunity for independence and freedom of the task. Above 47 percent of employees showed the positive response for EM on job satisfaction for all SV, TI and TS items.

On the table item no. 57 (EMQ5) the employees were asked whether the job itself is very significant or important in the broader scheme of things. About 8 employees responded both inaccurate and very inaccurate equally by 8.9 %, 45 employees responded accurate with 50%; other 15 responded very accurate by 16.7%. The remaining 14 (15.6%) of employees' response shows uncertain. The mean value is 4.93 and the SD=1.708. This indicates 50% of employees accepted 'accurate' about the importance or significant of the job itself. The item has positive response for EMQ5. These implies there are medium percent of employees, who know and considered their job as accurately satisfied on importance or significant of the job itself.

**Table 4.1.3. Autonomy**

<b>Autonomy (AU 2)</b>	I have clear job position, scope and responsibility	no opinion	2	2.2	3.19	0.669
		fair	1	1.1		
		good	63	70		
		excellent	24	26.7		
<b>Autonomy (AU 3)</b>	I have professional authority and autonomy at work	no opinion	2	2.2	3.03	0.893
		fair	22	24.4		
		good	35	38.9		
		excellent	31	34.4		
<b>Autonomy (AU 5)</b>	My team provide me to support at work whenever needed	poor	6	6.7	2.71	0.782
		fair	26	28.9		
		good	46	51.1		
		excellent	12	13.3		
<b>Average</b>					<b>2.97</b>	<b>0.781</b>

Source: Own Survey

Questionnaires Source: See Annex I, A

#### 4.2.1.4. Autonomy

The respondent rate illustrated on the above table for the item Variable Code AU2, shows the frequency of Autonomy with the three items answered in Likert scale as no opinion, fair, good and excellent, the above number of respondents for item AU3; AU5. The first highest percentage item is 70 % on good followed excellent 26.7% then the rest no opinion and fear 2.2. and 1.1% with lowest percentage scores. The mean is 3.19, it was the result of high score of good and excellent and the SD=0.669. The rating scale shows there is no poor and the majority of respondent feel good for item I have clear job position, scope and responsibility i.e. AU2. It implies the respondents clearly identified their job position and responsibility. However, it doesn't mean they have satisfaction on their job position, scope and responsibility.

The second scale scores on the item I have professional authority and autonomy at work reveals 38.9% as good followed by excellent with 34.4% and fair 24.4 percent. The minimum being no opinion 2.2%. The two scores result are comparable and high contribution of mean value to be above medium score 3.03 and

SD=0.893. These observations indicate the majority of respondents were professional's employee, who are assigned with a certain type of task authority and autonomy.

My team provide me to support at work whenever needed or AU5 item has half of the response was good (51.1%) followed 28.9% fair then excellent and poor have the least, sum of their percentage is 20%. The majority of the respondents feel good and fair, showing 80% of result implying that employees are satisfied with team sprit to supporting at work. However, it was below medium mean score 2.71 from all items of AU, this can be the influence of lowest percentage scale 13.3%; on excellent. The fair rating scale result on AU3 and AU5 must be improve to good and excellent. Generally, the core dimension of JC practiced on the first two items of AU the mean scores above 3 indicates that medium of the employee perception for their autonomy and authority are average.

### **Experienced Responsibility**

The other explanation of JS presented by Aziri (2011) in relation to the collection of feeling, beliefs and levels of job satisfaction, that employee have about their current job, refers to the degree of JS range between extreme satisfaction and extreme dissatisfaction in addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

**N.B.** For the purpose of analysis, the disagree and slightly disagree; slightly agree and agree rating scales were adds together and illustrated sum of each result. In both of them it was called disagree and agree.

The ER of this study assessed on the following inferential statistics rating scale is presented with four items scored and explained with descriptive analysis method. The respondent rate is illustrated on the table below.

**Table 4.3. : Experienced Responsibility**

V. Code No.	Item	N	Valid Opinion Rate	Frequency	Percent	Mean	Std. Deviation
ERQ1 58	It's hard on my job to care very much about whether or not the work gets done right is clearly my responsibility	90	Strongly Disagree	12	13.3	3.28	1.683
			Disagree	28	31.1		
			Slightly Disagree	5	5.6		
			Neutral	27	30.0		
			Slightly Agree	11	12.2		
			Agree	0	0		
			Strongly Agree	7	7.8		
ERQ2 59	On my job I feel a great deal of personal responsibility for the work I do	90	Strongly Disagree	7	7.8	4.78	1.772
			Disagree	6	6.7		
			Slightly Disagree	10	11.1		
			Neutral	9	10.0		
			Slightly Agree	10	11.1		
			Agree	41	45.6		
			Strongly Agree	7	7.8		
ERQ4 60	A job in which greater responsibility is given to loyal employees who have the most seniority	90	Strongly Disagree	0	0	4.61	1.330
			Disagree	6	6.7		
			Slightly Disagree	11	12.2		
			Neutral	26	28.9		
			Slightly Agree	24	26.7		
			Agree	15	16.7		
			Strongly Agree	8	8.9		
ERQ5 61	A job in which greater responsibility is given to those who do the best work	90	Strongly Disagree	0	0	4.72	1.181
			Disagree	3	3.3		
			Slightly Disagree	13	14.4		
			Neutral	18	20.0		
			Slightly Agree	31	34.4		
			Agree	22	24.4		
			Strongly Agree	3	3.3		
ERQ6 62	I have challenging, worry to do- work from which I can get a personal sense of accomplishment	90	Strongly Disagree	0	0	4.64	1.125
			Disagree	2	2.2		
			Slightly Disagree	15	16.7		
			Neutral	19	21.1		
			Slightly Agree	33	36.7		
			Agree	19	21.1		
			Strongly Agree	2	2.2		
ERQ7 63	I am willing to put in a great deal of effort beyond that normally expected in order to help the Ministry successfully	90	Strongly Disagree	4	4.4	4.77	1.536
			Disagree	2	2.2		
			Slightly Disagree	18	20.0		
			Neutral	9	10.0		
			Slightly Agree	14	15.6		
			Agree	40	44.4		
			Strongly Agree	3	3.3		
	Valid N (listwise)	90					
	<b>Average</b>					<b>4.47</b>	<b>1.437</b>

Source : Own survey result

Questionnaires Source: See Annex One, PART II

As the above Table 4.3. shows, item no. 58 (ERQ1) requests whether employees' job is hard to care very much, work gets done right or not, and the clearly of responsibility. About 11 employees responded agree with 12.2%; strongly agree 7 (7.8 %); 33 employees 36.7% respond disagree; others 12 employees strongly disagree with (13.3%). The rest 27 (30%) employees respond neutral; the mean value scored 3.28 and the SD=1.683. This item is related with autonomy (AU) items and this result indicates all most half of the people do not agree. ER can be less the level of job satisfaction with fifty percent of respondent and above 30% of the satisfaction rate as mediator has negative response for employee satisfaction. Only 18 employees (20%) agree on the item, which implies job satisfaction of ER, so it must be changed in to high percentage in order to achieve more satisfaction. It was also the lowest mean 3.28 compared to the others.

On the same table item no. 59 (ERQ2) employees were asked for their feeling personal responsibility for the work they do. About 16 employees disagree with 17.8%; 7(7.8 %) respondents strongly disagree and the same number of employees strongly agree. 51 employee's response agree with (56.7%); The other 9 employees are responded neutral 10.0%. The mean value is 4.78 and SD=1.772. This shows above 56% of the employees accepted this item as the job satisfies personal responsibility at their work. But there are also 23 employees who disagree on this item. In general, more than the average employees agreed on this item implies more positive response of ER on the level of job satisfaction and medium percentage of the satisfaction rate as mediator for this AU item.

As the table shows on the item no. 60 (ERQ4) the employees were asked whether greater responsibility is given to loyal employees who are the most senior. About 17(18.9%) employees respond on disagree; 8(8.9 %) respondents strongly agree; 39(43.4%) employees response on agree; other 26(28.9%) of employees response shows neutral. The mean value is 4.61 and SD=1.330. This shows about 44% of employee agree on that more responsibility is given for loyal and most senior employees. This item has more influence for positive response, practically it is applicable in the ministry organization.

Owusu (2014) stated that satisfied employees are not only limited on as creators of the pleasant working situation and environment within organisations but also improve quality and show loyalty as well.

On the other hand, item no. 61(ERQ5) concerning a job in which greater responsibility is given to those who do the best work about 16(17.7%) employees disagree; 49(52.8%) employees agree response on agree; 18(20%) employees neutral and other 3(3.3%) strongly agree. The mean value is 4.72 and the SD=1.181 this shows above 58% employees.

Respondents were asked on item no. 62 (ERQ6) whether they have challenging work and worry about to do; from which if they may get a personal sense of accomplishment or not. About 17(18.9%) employees disagree; 52(57.8%) employees agree; 19(21.1%) of employees are neutral, other 2(2.2%) strongly agree.

The mean value is 4.64 and the SD=1.125. This shows above (58%) of the respondent agree on more responsibility being given for loyal employees who are doing the best work. This item also has more positive response, that is why above the average employees agree.

Item no. 63 (ERQ7) asked their willingness to put in great deal of effort beyond the normally expected to help the Ministry successfully. About 20 (22.2%) employees disagree; 4 (4.4%) strongly disagree; 54 (60%) employees agree; 9 (10%) of employee's response shows neutral, other 3 (3.3%) strongly agree. The mean is 4.77 and SD=1.536. This shows above 63% of employees indicated their willingness and agreed to put in high effort more than the normally expected to help the ministry successfully.

**Table 4.1.4. Feedback**

<b>Feedback (FB 1)</b>	Availability of a supervisor to answer your questions and to assist you to carry out your duties	poor	9	10	2.41	0.792
		fair	43	47.8		
		good	30	33.3		
		excellent	8	8.9		
<b>Feedback (FB 2)</b>	I have good relationship with my supervisor and receive regularly and timely evaluation and feedback on my performance	poor	6	6.7	2.64	0.754
		fair	29	32.2		
		good	46	51.1		
		excellent	9	10		
<b>Feedback (FB 4)</b>	The management does not involve you while taking leadership related decisions	poor	68	75.6	2.33	0.687
		fair	17	18.9		
		good	2	2.2		
		excellent	3	3.3		
<b>Feedback (FB 5)</b>	My struggle to get information about our sector, directorate or team from the top-level management to make better decisions at work	no opinion	3	3.3	3.16	0.935
		fair	15	16.7		
		good	34	37.8		
		excellent	38	42.2		
		Total	90	100		
<b>Average</b>					<b>2.63</b>	<b>0.792</b>

Source: Own Survey

Questionnaires Source: See Annex I, A

#### 4.2.1.5. Feedback

As the table depicts the three items of responses in Likert scale namely poor, fair, good and excellent for all. But FB5 item, no opinion, fair, good and excellent. The first two item FB1 and FB2 scores are close to fair and good, with number of respondents; 43, 30 and 29, 46 consecutively. Because of the high rate scale of excellent and good for FB5 the mean is 3.16 and FB4 2.33 SD= 0.935 and 0.687 consecutively.

As the table shown above indicates, after transform negative statement item FB4 in to (FeB4) 68 respondents score the minimum on poor, so that the mean is changed to 2.33.

As discussed earlier on problem statement, one of this ministry organization problems that are identified on the existing of job characteristic was the system problem on job satisfaction. Such as, the above result indicated that there is a gap between the items scores, therefore, this implies there is no best feedback system to develop employee job satisfaction.

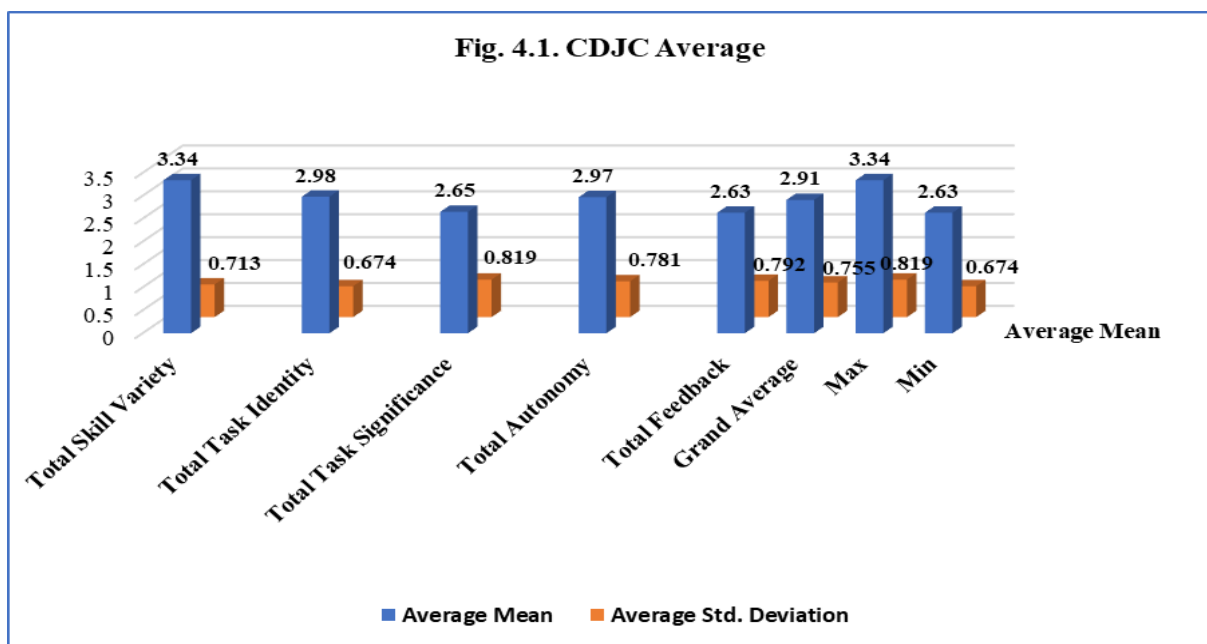
**Table 4.1.5. Summary Table for CDJC Average**

The Five CDJC	Average	
	Mean	Std. Deviation
Total Skill Variety	3.34	0.713
Total Task Identity	2.98	0.674
Total Task Significance	2.65	0.819
Total Autonomy	2.97	0.781
Total Feedback	2.63	0.792
<b>Grand Average</b>	<b>2.91</b>	<b>0.755</b>
<b>Max</b>	<b>3.34</b>	<b>0.819</b>
<b>Min</b>	<b>2.63</b>	<b>0.674</b>

Source: Own Survey

(N.B. Average mean is 3)

The above summary table shown the grand average mean of the five CDJC score below the average mean **2.91** and SD= 0.755. Among these, **total feedback result indicates the low mean 2.63** and SD= 0.792. also total skill variety average mean shows highest score, 3.34, for the negative statement.



Source: Own Survey

## Knowledge of Result :

**N.B.** For the purpose of analysis, dissatisfied and slightly dissatisfied; slightly satisfied and satisfied rating scales were presented sum of results for each. In both of them it was called dissatisfied and satisfied.

Therefore, these knowledge of result seven Likert scale questionnaires merged to five Likert scale; Extremely Dissatisfied, Dissatisfied, Neutral, Satisfied and Extremely Satisfied. That are applied on the descriptions of the analysis part.

**Table 4.4. Knowledge of Result**

V. Code No.	Item	N	Valid Opinion Rate	Frequency	Percent	Mean	Std. Deviation
<b>KRQ1 64</b>	The amount of support and guidance I receive from my supervisor	90	Extremely Dissatisfied	10	11.1	4.16	1.954
			Dissatisfied	12	13.3		
			Slightly Dissatisfied	12	13.3		
			Neutral	17	18.9		
			Slightly Satisfied	13	14.4		
			Satisfied	11	12.2		
			Extremely Satisfied	15	16.7		
<b>KRQ2 65</b>	The job itself provides very few evidences about whether or not I am performing well	90	Extremely Dissatisfied	9	10.0	3.58	1.702
			Dissatisfied	21	23.3		
			Slightly Dissatisfied	18	20.0		
			Neutral	14	15.6		
			Slightly Satisfied	7	7.8		
			Satisfied	21	23.3		
			Extremely Satisfied	0	0		
<b>KRQ5 66</b>	My own feelings generally are not affected much one way or the other by how well I do on this job	90	Extremely Dissatisfied	8	8.9	3.52	1.359
			Dissatisfied	16	17.8		
			Slightly Dissatisfied	14	15.6		
			Neutral	29	32.2		
			Slightly Satisfied	19	21.1		
			Satisfied	4	4.4		
			Extremely Satisfied	0	0		
	Valid N (listwise)	90					
	<b>Average</b>					<b>3.75</b>	<b>1.672</b>

Source: Own survey

Questionnaires Source: See Annex I, PART II

The above table 4.4. showed the knowledge of result on JS. On item no. 64 (KRQ1) employees were asked about the amount of support and guidance receive from the supervisors. 10(11.1%) employees were extremely dissatisfied and 15(16.7%) employees extremely satisfied; 24(26.6%) employees were both dissatisfied and satisfied; the rest 17(18.9%) employees response was 'neutral'. The mean is 4.64 and the SD=1.954. This shows above 43% of employees were satisfied with the amount of support from their superiors. This item has balanced influence of positive and negative response.

Respondents asked about the job itself provides very few evidences whether or not they were performing well, on item no. 65 (KRQ2); 9(10.0%) respondents were extremely dissatisfied; no one was extremely satisfied; 39(43.3%) respondents scored dissatisfied and 28(31.1%) satisfied; the rest 14(15.6%) employees response was ‘neutral’. The mean is 3.58 and the SD=1.702. This shows above 53% of the employees were dissatisfied by the job itself does not giving enough evidence to check their performance well done.

As illustrated in the table 4.4. on item no. 66(KRQ5) employees were asked their own feelings how well they do on their job, 8(8.9%) employees on extremely dissatisfied; no one said on extremely satisfied; 30(33.4%) employees were dissatisfied and 23(25.5%) satisfied; 14(15.6%) employees were neutral. The mean is 3.52 and SD=1.359. This shows dissatisfied employees are more than satisfied employees.

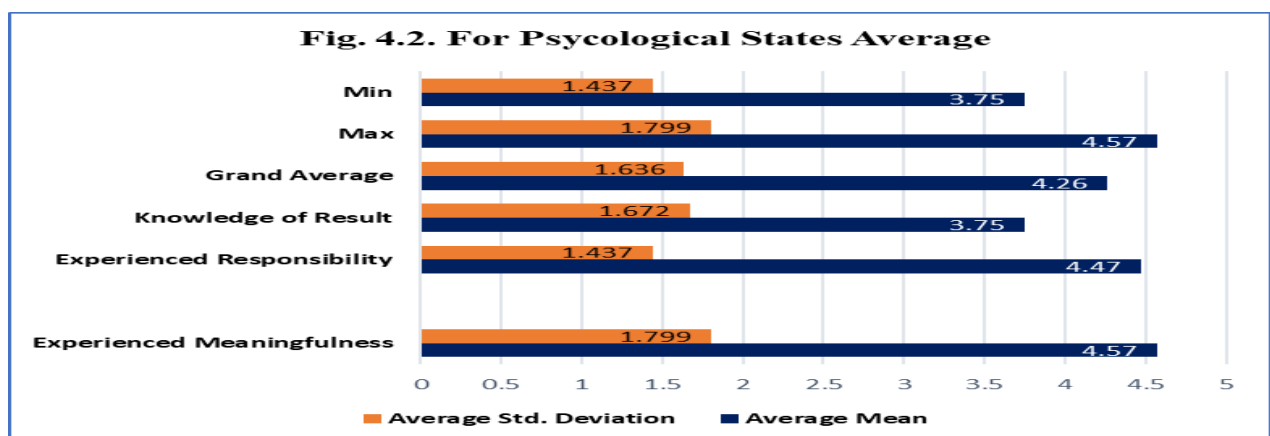
**Table 4.4.1. Summary Table for Psychological States Average**

The three Psychological States	Average	
	Mean	Std. Deviation
Experienced Meaningfulness	4.57	1.799
Experienced Responsibility	4.47	1.437
Knowledge of Result	3.75	1.672
Grand Average	4.26	1.636
Max	4.57	1.799
Min	3.75	1.437

Source: Own Survey

(NB. Mean Ave. is 4)

As the Psychological states summary table shows total or grand average score near to the medium score, **4.26**. SD= 1.636. **The knowledge of result items mean showed below the average 3.75**, it has minimum average mean comparing to the other psychological states average mean. Additionally, more related to feedback items, it is also indicating the feedback system problem. Therefore, it implies to give a solution as a moderating path for feedback system problem in order to improve employee satisfaction.



Source: Own Survey

#### 4.2.2. Descriptive Analysis of Job Satisfaction Factors

Descriptive statistics refers to the frequency described based on percentage, mean score, standard deviation, and skewness for each category of job satisfaction factors sub group items. The analysis considered each dependent variable factor impact on job satisfaction and in order to assess the items and give best recommendation or suggestion. In another way, it has also answered the research questions for each independent variable.

**N.B.** For the purpose of analysis, the disagree moderately and disagree slightly; agree slightly and agree moderately rating scales were presented sum of the results for each. In both of them it was called disagree and agree.

Therefore, these Satisfaction Factors questionnaires merged to four Likert scale; Disagree Very Much, Disagree, Agree, Agree Very Much. That are applied on the descriptive analysis part.

#### Descriptive Statistics on Job Satisfaction Factors

**Table 4.5. Compensation and Benefit**

No.	Item	N	Valid Opinion rate	Frequency	Percentage	Mean	Std. Deviation
20	I feel I am being a fair amount of benefit for the work I do (CB1)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	9 16 45 13 7 0	10.0 17.8 50.0 14.4 7.8 0	2.91	1.019
21	I am not satisfied with the benefit I received (CB2)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	0 1 9 46 31 3	0 1.1 10.0 51.1 34.4 3.3	2.88	0.885
22	There is rarely too little chance for promotion on my job (CB3)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	6 23 11 50 2 0	6.7 23.3 12.2 55.6 2.2 0	2.80	0.824
23	I am satisfied with my chance percentage for a salary increase (CB4)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	0 7 21 50 31 5 0	0 1.1 11.1 47.8 34.4 5.6 0	3.32	0.791
	<b>Average</b>					<b>2.97</b>	<b>0.879</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

Table 4.5 describes the major factors that shows employee job satisfaction rate at MOFA. On item number 20 Code (CBQ1), employees were asked whether feeling on fear amount of benefit for their doing works. The majority 70 (77.8%) employees answered moderately. 20 (22.2%) agree on the amount of benefit they received for their work, but no one said very much agree. The mean score 2.91 and SD=1.019.

As table 4.5 showed on items no. 21 and 22 with Code no. (CBQ2 & CBQ3), employees were asked if they are not satisfied with the benefit received. About 77 (85.5%) employees respond agree for this item and 3(3.3%) said very much agree. Only 10(11.1%) disagree on this statement. The mean is 2.88 with SD=0.885 this item also showed negative skewness =-1.539 the mean result were after transforming of the negative statement variable CBQ2 in to CoB2. Thus, the item implication can be the majority or above 85 percent of people are not satisfied with the benefit they received.

The next item 22 which was asked if there are rarely too little chances for promotion on their job 52 (57.8%) employees agree; 34 (35.5%) disagree and only 6(6.7%) very much disagree. The mean is 2.80 with SD=0.824; the result showed for this item above 57% percent of employee does not get a chance for promotion, whereas, above 42% of employees have a chance for promotion on their job. The mean score lowest comparing to other CB items. All the above three items shows the response of job satisfaction factor on compensation and benefit negatively. This practice implies the ministry has a problem on pay and grade structure.

On the same table, item no. 23 Code (CBQ3) the employees were asked whether they are satisfied with the chance percentage for a salary increase. It shows the majority 81(82.2%) of respondents agree; 5(5.6%) very much agree and the rest 28(12.2%) respondents disagree but no one stated disagree very much scale. The mean is the highest 3.32 and SD=0.791 from compensation and benefit (CB) factors group. These indicated regarding salary increment in government civil service organization mostly applied as the same time in specific interval of the years. The employee salary increments percentage calculating as individual performance, salary and grade scale. So, it gives opportunity for all employees to gate equal chance to percent of salary increment. But it does not mean the benefit is good thus, it means the government civil service organization pay system do not discriminate any one on the salary increment process.

**Table 4.5.1. Training and Development**

24	I feel encouraged to come up with new and better way of doing things (TD1)	90	Disagree Very much	0	0	4.00	0.807
			Disagree Moderately	2	2.2		
			Disagree Slightly	23	25.6		
			Agree Slightly	38	42.2		
			Agree Moderately	27	30.0		
			Agree Very Much	0	0		
25	Sufficient training materials and training opportunities to allow you to perform your job well (TD2)	90	Disagree Very much	8	8.9	3.59	1.208
			Disagree Moderately	6	6.7		
			Disagree Slightly	25	27.8		
			Agree Slightly	27	30.0		
			Agree Moderately	24	26.7		
			Agree Very Much	0	0		
<b>Average</b>						<b>3.79</b>	<b>1.007</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

On the items no. 24 and 25 the employees asked their level of satisfaction regarding TD factors with Code (TDQ1 & TDQ2), regarding their feeling to come up with new things and to do in better way of things. There are no employees who do not agree very much and do agree very much; about 25 (27.8%) employees respond disagree and 65 (72.2%) agree on this statement, the mean is 4.00 with SD=0.807. Thus, this item indicated about one third of the respondents not agreeing for this statement. But the three fourth of employees agree to coming with new and better way of doing things, so that most of the people are satisfied and the other (above 27 percent) employees are unsatisfied.

On the next item 25 they were asked whether there are sufficient training materials and allowed training opportunity to do their work properly, 8 employees (about 8.9%) disagree very much, no one agree very much. About 34(34.5%) employees disagree for this item and 51 (56.7%) agree. So that 43% are not satisfied on the availability of training materials and training opportunity on the ministry. The mean is 3.59 with SD=1.208. Then, this item showed average employees agree for this statement. The above two items imply that the rate of job satisfaction factor on TD has more satisfaction. However, item 25 have showed near to the average respondents not satisfied. So, this practiced implies that the ministry has responsibility of working more on TD need assessment to satisfy these near to average employees.

**Table 4.5.2. Co Workers**

26	I feel cooperation and team sprit with team member (Cw1)	90	Disagree Very much	0	0	3.87	0.796
			Disagree Moderately	2	2.2		
			Disagree Slightly	29	32.2		
			Agree Slightly	38	42.2		
			Agree Moderately	21	23.3		
			Agree Very Much	0	0		
27	I have good relationship with my co-employees (Cw4)	90	Disagree Very much	0	0	4.09	1.002
			Disagree Moderately	3	3.3		
			Disagree Slightly	23	25.6		
			Agree Slightly	36	40		
			Agree Moderately	19	21.1		
			Agree Very Much	9	10		
28	My co-workers have good inter personal communication and cooperation skill (Cw5)	90	Disagree Very much	0	0	4.08	0.902
			Disagree Moderately	3	3.3		
			Disagree Slightly	18	20		
			Agree Slightly	44	48.9		
			Agree Moderately	19	21.1		
			Agree Very Much	6	6.7		
<b>Average</b>						<b>4.01</b>	<b>0.90</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

As described on items no. 26, 27 and 28 employees were asked about their feeling on factors relating to cooperation and team sprit with team member; about good relationship with co-employees; and good inter personal, communication and cooperation skill with V. Code (CwQ1, CwQ4 & CwQ5), On item 26 there are no employees who ‘disagree very much’ and ‘agree very much’, about 31(34.4%) employees disagree and 59(65.5%) agree on this statement. The mean is 3.87 with SD=0.796 it indicated almost the majority of the respondents were agreeing for this statement. But the rest employees who disagree were not small in number. Thus, most of the employees are satisfied, above 34 percent employees feeling unsatisfied for item ‘cooperation and team sprit with team member’.

The next item 27, 26(28.9%) employees disagree on good relationship with co-employee, there were no employees who disagree very much. About 55(61.1%) employees agree for this item and 9(10%) very much agree. Consequently, the majority of the employee respond agree. The mean score 4.09 with SD=1.002.

On item 28 employees were asked about good inter personal communication and cooperation skill with their co-workers 21(23.3%) employees disagree; there were no employees who disagree very much. 63(70%) employees respond ‘agree’ and 6(6.7%) very much agree. So, this also shows the majority of employees respond agree. The mean score is 4.08 with SD=0.902. All the three Co-workers (Cw) items imply more rate of job satisfaction factors on JS. So, this practice indicates that the majority of the ministry employees have good relationship, interpersonal, team spirit, cooperation and communication skill with co-workers.

**Table 4.5.3. Job Security and Safety**

29	My office circumstance is safe and comfortable (JSeSa1)	90	Disagree Very much	0	0	3.97	0.529
			Disagree Moderately	0	0		
			Disagree Slightly	14	15.6		
			Agree Slightly	65	72.2		
			Agree Moderately	11	12.2		
			Agree Very Much	0	0		
30	I believe the available safety equipment is good enough (JSeSa2)	90	Disagree Very much	1	1.1	3.97	0.867
			Disagree Moderately	7	7.8		
			Disagree Slightly	8	8.9		
			Agree Slightly	52	57.8		
			Agree Moderately	22	24.4		
			Agree Very Much	0	0		
31	How satisfied are you with opportunity to get better job in this ministry? (JSeSa3)	90	Disagree Very much	2	2.2	3.81	1.004
			Disagree Moderately	10	11.1		
			Disagree Slightly	13	14.4		
			Agree Slightly	43	47.8		
			Agree Moderately	22	24.4		
			Agree Very Much	0	0		
<b>Average</b>						<b>3.91</b>	<b>0.80</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

As the above table described on items no. 29, 30 and 31 employees were asked their feeling on job security and safety; whether their office circumstance was safe and comfortable; their believe on the available safety equipment good enough; and are they satisfied with opportunity to get better job in this ministry Job Satisfaction Factors with V. Code (JSeSa1, JSeSa2 & JSeSa3).

On item 29; there are no employees who disagree very much and agree very much; about 14 (15.6%) of employees respond disagree for this item and 76(84.4%) agree on this statement. The mean is 3.97 with SD=0.529 it indicates almost the majority of the respondents were agreeing for this item. The remaining small number of employees disagreed.

The next item 30, 15(16.7%) employees disagree on the available safety equipment good enough, and 1(1.1%) disagree very much. About 74(82.2%) employees respond agree for this item; there were no employees who were on 'very much agree'. Consequently, the majority of the people respond agree. The mean score 3.97 with SD=0.867.

On item 31 employees were asked about opportunity to get better job at the ministry 23(25.5%) disagree; no employees who agree very much. 65(72.2%) respond agree and 2(2.2%) very much disagree. This also shows the majority of the employees respond agree. The mean score is 3.81 with SD=1.004. All the three items imply that more satisfaction. So, this practice indicates that the majority of the ministry employees have opportunity to get better job in the ministry.

**Table 4.5.4. Moral Value**

32	When a customer is dissatisfied, I can usually correct the problem to their satisfaction (MV1)	90	Disagree Very much	1	1.1	3.53	0.939
			Disagree Moderately	11	12.2		
			Disagree Slightly	31	34.4		
			Agree Slightly	33	36.7		
			Agree Moderately	14	15.6		
			Agree Very Much	0	0		
33	Do you think is there high morale in your sector, directorate or team? (MV3)	90	Disagree Very much	0	0	3.97	0.953
			Disagree Moderately	3	3.3		
			Disagree Slightly	27	30		
			Agree Slightly	36	40		
			Agree Moderately	18	20		
			Agree Very Much	6	6.7		
<b>Average</b>						<b>3.75</b>	<b>0.946</b>

Source : Own Survey

Questionnaires Source: See Annex I, B

On items no. 32 and 33, the above table employees were asked their overall job satisfaction on moral value; when a customer was dissatisfied, whether they can usually correct the problem to their satisfaction (MV1) and their thinking with high morale in their sector, directorate or team (MV3). On item 32; there are no employees who agree very much; about 47(52.3%) employees respond agree for this item and 42(46.6%) disagree and 1(1.1%) disagree very much; the mean is 3.53 with SD=0.939. It indicated about fifty percent of the respondents agreeing for this item. The remaining near to the average disagreed so that this implies when the customer was not satisfied, they do not correct the problem usually.

On item 33; there are no employees disagreeing very much; 30(33.3%) employees respond disagree about 54(60%) employees respond agree and 6(6.7%) agree very much; the mean is 3.97, SD = 0.953. As the result showed above sixty percent of the respondent was agreeing for this item, the remaining one third of employees disagreed. It identified the employees more thinking with high moral about their sector, directorate or team.

**Table 4.5.5. Policy and Procedure**

34	Many of MOFA’s rules, procedures and policy make doing a good job difficult and eligibility for paid time off and receive for it (PoPro2)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	12 3 30 40 5 0	13.3 3.3 33.3 44.4 5.6 0	3.26	1.087
35	I feel that the management is just towards administering policies concerning employees (PoPro3)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	12 5 45 20 8 0	13.3 5.6 50 22.2 8.9 0	3.08	1.083
36	I think MOFA has clear policies regarding salaries and allowance (PoPro4)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	11 4 18 48 9 0	12.2 4.4 20 53.3 10 0	3.44	1.133
37	I do not feel satisfaction on the existing insurance and health policy of MOFA (PoPro5)	90	Disagree Very much Disagree Moderately Disagree Slightly Agree Slightly Agree Moderately Agree Very Much	9 3 10 48 20 0	10 3.3 11.1 53.3 22.2 0	3.74	1.147
<b>Average</b>						<b>3.38</b>	<b>1.112</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

The above table, from items no. 34 up to 37 respondents was asked their overall job satisfaction on policy and procedure; about many of MOFA’s rules, procedures and policy which make to do a good job difficult and eligibility for paid time off (PoPro2); their feeling about the management towards administering policies concerning employees (PoPro3); their thinking on the clear policies regarding salaries and allowance (PoPro4); and whether they are satisfied with the existing insurance and health policy of MOFA (PoPro5).

On item 34; there were no respondents ‘agree very much’ and 12(13.3%) ‘disagree very much’; about 45(50%) employees respond agree; and 33 (36.6%) disagree on this statement; the mean is 3.26 and SD=1.087. Above one third of employees disagree; some of the respondents; who are score ‘disagree very much’ minimum in number. It shows fifty percent of respondents agree for this item. In general, this item indicates half of the respondent agreed on MOFA’s rules, procedures, policy and eligibility of time off payment and implies MOFA should needs reform on these.

As item 35, no employees agree very much; 28(31.1%) employees agree on (PoPro3) item, and 12(13.3%) disagree very much. About 50(55.6%) employees respond disagree; there are no employees who very

much agree, mean score 3.08 and SD=1.083. Accordingly, most of the employees respond on disagree. It also the lowest mean when compared to the other policy and procedure items.

On item 36 employees were asked about clear policies regarding salaries and allowance; there were no agree very much; 57(63.3%) agree; 22(24.4%) employees respond disagree and 11(12.2%) very much disagree and it shows above fifty percent of the people respond on agree. The mean score 3.44 with SD=1.133 and above sixty percent of respondent agreed. Accordingly, this specifies above one tired of respondent disagreed on this item and implies most employee’s believes on clear policy of employee salaries and allowance; the ministry salary and allowance policy not clear for the remaining thirty-three respondents. This practice indicates one third of employees have questioned on the ministry salary and allowance policy.

On item 37 employees were asked whether not feeling satisfaction on the existing insurance and health policy of MOFA; no employees agree very much; 68(75.5%) agree; 13(14.4%) employees disagree and 9(10%) very much disagree. The mean 3.74 and SD=1.147. This shows the Majority of respondents respond on agree, about one fourth of respondent disagreeing on this item. This practiced indicates most of the employees not satisfied on the ministry insurance and health policy.

**Table 4.5.6. Social Status**

<b>38</b>	Your level of satisfaction on the assigning and traveling to foreign countries (SoS2)	90	Disagree Very much	0	0	3.93	0.700
			Disagree Moderately	1	1.1		
			Disagree Slightly	22	24.4		
			Agree Slightly	49	54.4		
			Agree Moderately	18	20		
			Agree Very Much	0	0		
<b>39</b>	Your feeling on upgrading your skill with job rotation and enrichment (SoS3)	90	Disagree Very much	3	3.3	3.73	0.992
			Disagree Moderately	6	6.7		
			Disagree Slightly	23	25.6		
			Agree Slightly	38	42.2		
			Agree Moderately	20	22.2		
			Agree Very Much	0	0		
<b>Average</b>						<b>3.83</b>	<b>0.846</b>

Source: Own Survey

Questionnaires Source: See Annex I, B

Employees asked about social status of their satisfaction level on the assigning and traveling to foreign countries (SoS2); their feeling on upgrading skill with job rotation and enrichment (SoS3).

On item 38 no respondents ‘agree very much’ and ‘very much disagree’; 67(74.4%) agree; 23(25.5%) disagree, the mean 3.93 and SD=0.700. Therefore, it indicated above seventy five percent of respondents shows their satisfaction on assigning and traveling to foreign countries.

On item 39 employees asked their feeling on upgrading job rotation and enrichment; no respondents agree very much; 58(64.4%) agree; 29(32.3%) employees disagree and 3(3.3%) disagree very much; the mean 3.73 and SD=0.992. These indicates above sixty four percent of respondent agreed and above one tired of respondent disagreed on item 39. This indicated most of the employees feel satisfaction on upgrading job rotation and enrichment. The remaining above 35 percent peoples do not agree on this item.

**Table 4.5.7. Supervision**

<b>40</b>	I don't think the management respects my personal family time (Su1)	90	Disagree Very much	6	6.7	3.27	1.068
			Disagree Moderately	15	16.7		
			Disagree Slightly	27	30		
			Agree Slightly	33	36.7		
			Agree Moderately	9	10		
			Agree Very Much	0	0		
<b>41</b>	I don't think my manager treats all the team members equally (Su2)	90	Disagree Very much	1	1.1	3.40	0.969
			Disagree Moderately	16	17.8		
			Disagree Slightly	31	34.4		
			Agree Slightly	30	33.3		
			Agree Moderately	12	13.3		
			Agree Very Much	0	0		
<b>42</b>	I feel the supervisors does not uses positive feedback with staff (Su4)	90	Disagree Very much	2	2.2	3.94	0.940
			Disagree Moderately	8	8.9		
			Disagree Slightly	6	6.7		
			Agree Slightly	51	56.7		
			Agree Moderately	23	25.6		
			Agree Very Much	0	0		
<b>43</b>	There is high administrative tension in my immediate supervisor (Su5)	90	Disagree Very much	0	0	4.03	0.942
			Disagree Moderately	2	2.2		
			Disagree Slightly	24	26.7		
			Agree Slightly	41	45.6		
			Agree Moderately	15	16.7		
			Agree Very Much	8	8.9		
<b>Average</b>						<b>3.66</b>	<b>0.979</b>

**Source :** Own Survey

**Questionnaires Source:** See Annex I, B

As employees asked about supervisions of their satisfaction level whether the management respects the employee's personal family time or not (Su1). On item 40 there were no respondents 'agree very much'; 42(46.7%) agree; 42(46.7%) disagree, 6(6.7) very much disagree; the mean is 3.27 and SD=1.068. This item mean minimum score when it compared to other supervision items (Su).

On Item 41 respondents asked about their thinking whether their managers treat all the team members equally (Su2). No employees score agree very much; 42(46.6%) agree; 47(52.2%) disagree, 1(1.1) very much disagree; the mean score 3.40 and SD=0.969. This is the second minimum score mean, when it compared to other supervision items (Su).

On the supervision item no. 42, employees asked their feeling about the supervisors does not uses positive feedback with staff (Su4). No employees agree very much; 74(82.3%) agree; 14(15.6%) disagree, 2 (2.2) very much disagree; the mean score 3.94 and SD=0.940. The majority of employees accept this statement of supervisors does not uses positive feedback with staff. The other small number of respondents does not agree on this statement.

On item 43 employees asked about their feeling if there is high administrative tension in their immediate supervisor on the fifth supervision item. There were no respondents disagree very much; 26(28.9%) disagree; 56(62.3%) agree, 8(8.9) very much agree; the mean is 4.03 and SD=0.942.

**Table 4.5.8. Recognition**

<b>44</b>	I feel I am rewarded for my dedication and commitment towards the work (Rec2)	90	Disagree Very much	0	0	3.56	0.655
			Disagree Moderately	0	0		
			Disagree Slightly	48	53.3		
			Agree Slightly	34	37.8		
			Agree Moderately	8	8.9		
			Agree Very Much	0	0		
<b>45</b>	I don't think my effort are rewarded the way they should be (Rec3)	90	Disagree Very much	2	2.2	3.44	0.996
			Disagree Moderately	15	16.7		
			Disagree Slightly	26	28.9		
			Agree Slightly	35	38.9		
			Agree Moderately	12	13.3		
			Agree Very Much	0	0		
<b>46</b>	I think I am valued by my manager (Rec4)	90	Disagree Very much	0	0	3.70	0.726
			Disagree Moderately	0	0		
			Disagree Slightly	41	45.6		
			Agree Slightly	35	38.9		
			Agree Moderately	14	15.6		
			Agree Very Much	0	0		
<b>Average</b>						<b>3.56</b>	<b>0.792</b>

**Source :** Own Survey

**Questionnaires Source:** See Annex I, B

From the satisfaction factor items no. 44 up to 46 employees asked about recognition; On item 44 their feeling about rewarded for dedication and commitment on the work shows the following rates. No employees agree very much; 42(46.7%) agree; 48(53.3%) disagree, no employees very much disagree; the mean score 3.56 and SD=0.655. Thus, the percentage of those employees who do not accept and shows the high rate on their level of satisfaction due to reward system problem.

On recognition item 45 again they were asked whether not thinking about their effort rewarded the way they should be; no respondents agree very much; 47(52.2%) agree; 41(45.6%) disagree, 2(2.2%) very much disagree; the mean score 3.44 and SD=0.996. The mean score minimum when it compared to other recognition items (Rec).

Employees asked on item 46 whether they are valued by their manager or not; this shows exceptional score, there were no employees agree very much and disagree very much; disagree moderately; 49(54.5%) agree; 41(45.6%) disagree; the mean score 3.70 and SD=0.726. The result implies above fifty four percent employees thinking as they were valued by their managers. The remaining forty-one employees does not have feeling as they considered valued by their manager. This number is not lowest so, it indicated some managers does not give value for their employees.

**Table 4.5.9. Responsibility**

<b>47</b>	The management involve me while taking leadership related decisions (Res1)	90	Disagree Very much	14	15.6	3.31	1.278
			Disagree Moderately	7	7.8		
			Disagree Slightly	20	22.2		
			Agree Slightly	35	38.9		
			Agree Moderately	14	15.6		
			Agree Very Much	0	0		
<b>48</b>	I am satisfied with my task responsibility (Res3)	90	Disagree Very much	1	1.1	3.51	0.997
			Disagree Moderately	14	15.6		
			Disagree Slightly	29	32.2		
			Agree Slightly	30	33.3		
			Agree Moderately	16	17.8		
			Agree Very Much	0	0		
<b>49</b>	MOFA does an excellent job of keeping employees informed about matters affecting satisfaction (Res4)	90	Disagree Very much	12	13.3	3.22	1.197
			Disagree Moderately	6	6.7		
			Disagree Slightly	36	40		
			Agree Slightly	22	24.4		
			Agree Moderately	14	15.6		
			Agree Very Much	0	0		
<b>Average</b>						<b>3.34</b>	<b>1.157</b>

Source : Own Survey

Questionnaires Source: See Annex I, B

As employees asked about responsibility of their satisfaction factors from item no. 47 up to 49. On item 47 the respondent asked whether the management needs their involvement when they were taken leadership related decisions. Regarding this no peoples score agree very much; 49(54.5%) agree; 27(30%) disagree, 14 (15.6%) very much disagree; the mean score 3.31 and SD=1.278. As the result indicated above fifty four percent employees considered themselves as involved on the process of leadership related decisions; from the total percentage above 45% and 41 number of peoples; who do not accept this item positively and shows the high impact on their level of satisfaction due to mismanagement problem. This shows the lowest mean when it compared to other responsibility items.

On item 48 respondents asked about their satisfaction with the task and responsibility; no employees score agree very much; 46(51.1%) agree; 43(47.8%) employees disagree, 1(1.1%) very much disagree; the mean score 3.51 and SD=0.997. It is the highest mean value when it compared to other responsibility (Res)

items. As the result shows the satisfied employees about fifty percent and the total unsatisfied employees task and responsibility was also near to the average.

Respondents asked on item 49 important question whether MOFA does an excellent job and informed employees about matters affecting satisfaction. There were no employees agree very much; 36(40%) agree; 42(46.7%) disagree; 12 (13.3%) very much disagree; the mean score 3.22 and SD=1.197 it is the second minimum mean value. In addition, the result implies forty percent respondents respond positively for this significance job satisfaction question as they were informed by MOFA about job satisfaction affecting matters. Totally disagree employees are sixty percent, who does not inform by MOFA about job satisfaction affecting matters. This was also indicated the existing mismanagement problem.

**Table 4.5.10. Working Condition**

<b>50</b>	I am satisfied with my Job overall (WC1)	90	Disagree Very much	0	0	4.08	0.851
			Disagree Moderately	0	0		
			Disagree Slightly	21	23.3		
			Agree Slightly	49	54.4		
			Agree Moderately	12	13.3		
			Agree Very Much	8	8.9		
<b>51</b>	Work arrangement % are not fully experienced (WC2)	90	Disagree Very much	0	0	3.93	0.969
			Disagree Moderately	5	5.6		
			Disagree Slightly	23	25.6		
			Agree Slightly	42	46.7		
			Agree Moderately	13	14.4		
			Agree Very Much	7	7.8		
<b>52</b>	I have obligation too much to do at work (WC3)	90	Disagree Very much	6	6.7	3.86	1.055
			Disagree Moderately	0	0		
			Disagree Slightly	20	22.2		
			Agree Slightly	40	44.4		
			Agree Moderately	23	25.6		
			Agree Very Much	1	1.1		
<b>53</b>	My office lay out is interesting and attracting for customers (WC4)	90	Disagree Very much	0	0	3.97	0.710
			Disagree Moderately	3	3.3		
			Disagree Slightly	15	16.7		
			Agree Slightly	54	60		
			Agree Moderately	18	20		
			Agree Very Much	0	0		
Valid N (listwise)		90					
<b>Average</b>						<b>3.96</b>	<b>0.896</b>

Source : Own Survey

Questionnaires Source: See Annex I, B

On the last category of satisfaction factors respondents asked on working condition from item no. 50 up to 53; Item 50 asked overall satisfaction of employees with their job. No employees disagree very much; 21(23.3%) disagree; 61(67.7%) agree, 8(8.9%) very much agree; the mean score 4.08 and SD=0.851. As the result shows above twenty three percent employees do not have overall satisfaction on their job; the total percentage above 76% and 69 number of employees or the majority of employees; who agreed on this item positively and they have overall satisfaction on their job. It scores the highest mean from other the same group items.

On item 51 employees asked about whether work arrangement percent are not fully experienced; there were no respondent disagree very much; 28(31.2%) disagree; 55(61%) agree, 7(7.8%) very much agree; the mean 3.93 and SD=0.969. As the result shows about thirty one percent considered as working arrangement are not fully experienced and the total no. of agreed peoples are 62(68.9%). Therefore, above the average respondent do not satisfied with work arrangement.

The respondent was asked on item 52 whether they have obligation too much to do at work. The respondent agree 63(70.0%); agree very much 1(1.1%); 20 (22.2%) employees respond disagree; 6(6.7%) very much disagree; the mean is 3.86 and SD=1.055 this shows the minimum mean value. This result indicates the majority (71%) of employees believes as they have obligation to perform a lot of tasks at work. About one fourth of employees believes they considered as they do not have obligation too much to do at the work.

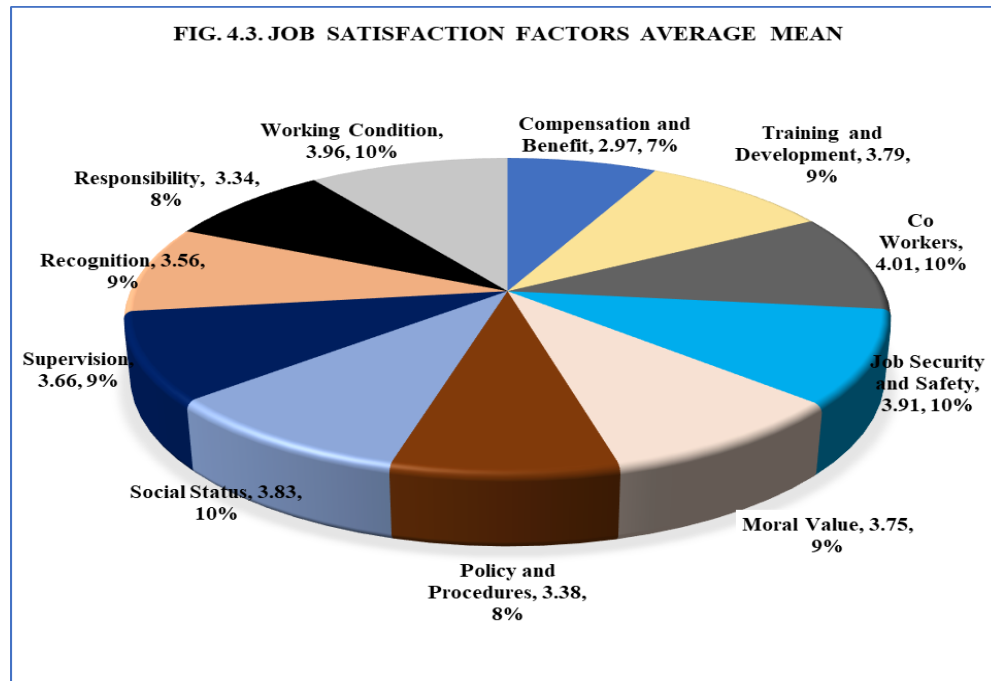
This is the last item of the study questionnaire about working condition item no. 53; respondents asked about the office lay out whether it was interesting and attracting for customers. There were no employees disagree very much and very much agree; 18(20%) disagree; 72(80%) respond agree; the mean is 3.97 and SD=0.710 it has the highest mean score. This result indicates the majority (80%) of employees' beliefs the office lay out is interesting and attracting for customers.

**Table 4.5.11. Summary Table for Job Satisfaction Factors Average**

<b>Job Satisfaction Factors</b>	<b>Average</b>	
	<b>Mean</b>	<b>Std. Deviation</b>
<b>Compensation and Benefit</b>	<b>2.97</b>	<b>0.879</b>
<b>Training and Development</b>	<b>3.79</b>	<b>1.007</b>
<b>Co Workers</b>	<b>4.01</b>	<b>0.90</b>
<b>Job Security and Safety</b>	<b>3.91</b>	<b>0.80</b>
<b>Moral Value</b>	<b>3.75</b>	<b>0.946</b>
<b>Policy and Procedures</b>	<b>3.38</b>	<b>1.112</b>
<b>Social Status</b>	<b>3.83</b>	<b>0.846</b>
<b>Supervision</b>	<b>3.66</b>	<b>0.979</b>
<b>Recognition</b>	<b>3.56</b>	<b>0.792</b>
<b>Responsibility</b>	<b>3.34</b>	<b>1.157</b>
<b>Working Condition</b>	<b>3.96</b>	<b>0.896</b>
<b>Grand Average</b>	<b>3.65</b>	<b>0.937</b>
<b>Max</b>	<b>4.01</b>	<b>1.157</b>
<b>Min</b>	<b>2.97</b>	<b>0.792</b>

Source : Own Survey

The above job satisfaction factors summary table shows the grand average mean, near to the average mean **3.65** and SD= 0.937. Mainly, **Compensation and Benefit** result show below the average mean **2.97** and SD= 0.879.



Source: Own Survey

### 4.3. Correlation Analysis

The study used correlation analysis to measure the degree of association between different variables under consideration.

#### 4.3.1. Pearson’s Correlation Analysis

Pearson’s correlation matrix showing the correlation coefficients which are used to measure the strength and direction of linear relationship between two variables. It is also used to summarize a large amount of data as an input in to a more advanced and diagnostic analysis. Before creating a correlation matrix, the researcher choice the correlation statistic, coding of the variables, checking or treatment of missing data. Pearson’s correlation coefficient (r) for continuous (interval level) data ranges from -1 to +1: r= -1 the data lie on a perfect straight line with a negative slope or strong negative relationship, r=0 there is no linear relationship between the variables, r=+1 the data lie on a perfect straight line with a positive slope. When both variables increase or decrease together it indicates that there is positive correlation between the variables or strong positive relationship. Whereas negative correlation indicates that as one variable increase but the other decreases and vice versa (Lane, 2020).

The five-core dimension of job characteristics grouped as indicator variables in order to identified either positive or negative relationship with dependent variable job satisfaction. To develop the Pearson's correlation matrix with design of Pearson's correlation coefficient  $-1 \leq r \leq 1$ . If the correlation is significant to the coefficient lower than the 5%  $p \leq 0.05$ , correlation matrix or the test is significant and if  $p \geq 0.05$ , the test is not significant.

Meaning of KEY Words: TOTAL JOBSAT, Total Job Satisfaction or dependent variable.

**Table 4.6. Pearson's Correlation Matrix**

This table shows the Pearson's correlation coefficient matrix between Effects of core dimension of job characteristics on Job satisfaction.

*Significance of Pearson Correlations*

	TOTAL JOBSAT	Total skill variety	Total task identity	Total task significant	Total autonomy	Total feedback
<i>TOTAL JOBSAT</i>	1	0.084	.323**	.430**	.265*	.451**
<i>Total skill variety</i>		1	.300**	.293**	.467**	0.109
		<b>0.434</b>				
<i>Total task identity</i>			1	.480**	.447**	.364**
	Sig. (2-tailed)	<b>0.002</b>	<b>0.004</b>			
<i>Total task significant</i>				1	.469**	.433**
	Sig. (2-tailed)	<b>0.000</b>	<b>0.005</b>	<b>0.000</b>		
<i>Total autonomy</i>					1	0.144
	Sig. (2-tailed)	<b>0.012</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<i>Total feedback</i>						1
		<b>0.000</b>	<b>0.309</b>	<b>0.000</b>	<b>0.000</b>	<b>0.176</b>
	N	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

\*\**. Correlation is high significant at p < 0.01 level (2-tailed).*

\**. Correlation is significant at p < 0.05 level (2 -tailed).*

As the above correlation table shows the total task identity, and task significant have high significant 2 tiled correlation  $p < 0.01$  level with total job satisfaction, total skill variety, task identity and task significance. But total autonomy has significant of 2 tiled correlation  $p < 0.05$  level with the total job satisfaction. Total feedback has also high significant 2 tiled correlation  $p < 0.01$  level with total job satisfaction, task identity and task significance. Total feedback has small or lower correlation with total skill variety and autonomy, and total skill variety also has small or lower correlation with total job satisfaction.

The study indicated in chapter two the empirical review part was based on the survey conducted in social work in Germany. The assessment result of their job satisfaction and core variables of the JCM and the three psychological states was illustrated with regression and mediation analyses and examined the relations between the variables. The findings result from the for-profit sectors shows that the expected relations were unusually in accordance with the study model variables correlated positively with job satisfaction, the psychological states showing higher mean value than the job characteristics. In addition, job characteristics had been showing influence on job satisfaction and it was significantly facilitated through the psychological states. This study results are more related to MOFA finding.

The correlation coefficients interpretations suggested by different authors; such as the following are an example. According to (Cohen, 1988, pp. 79-81) guidelines the  $r=.10$  to  $.29$  small;  $r=.30$  to  $.49$  medium;  $r=.50$  to  $1.0$  large. If the strength of correlation  $r$  has equal number, and it is either in positive or negative the strength is the same (SPSS PALLANT, 6<sup>th</sup> Edition).

As (Wayne W. and LaMorte, 2019) indicated about coefficients correlation as the following table provides some guidelines for how to describe the strength of correlation coefficients, but these are just guidelines for description. Also, any researcher should be giving concentration that even weak correlations can be statistically significant, as they were learnt shortly.

**Table 4.6.1. Correlation Coefficients**

<b>Correlation Coefficient (r)</b>	<b>Description (Guideline)</b>
+1.0	Perfect positive + association
+0.8 to 1.0	Very strong + association
+0.6 to 0.8	Strong + association
+0.4 to 0.6	Moderate + association
+0.2 to 0.4	Weak + association
0.0 to +0.2	Very weak + or no association
0.0 to -0.2	Very weak - or no association
-0.2 to - 0.4	Weak - association
-0.4 to -0.6	Moderate - association
-0.6 to -0.8	Strong - association
-0.8 to -1.0	Very strong - association
-1.0	Perfect negative association

(Source: Wayne W. LaMorte, 2019)

The correlation coefficient is greater than 0 significances that both variables move in the same direction which shows the positive correlation. When  $\rho$  is +1 the two variables being compared have a perfect

positive relationship and it indicates that have significance; when one variable moves higher or lower, the other variable moves in the same direction with the same magnitude. The closer the value of  $\rho$  is to +1, the stronger the linear relationship.

In order to the above correlation coefficients description table 4.6.1. All the variables correlation coefficient put on positive.  $r=+1$  the Pearson's correlation determined perfect relationship between TOTAL JOBSAT and the value of five total core dimension of job characteristics variables for each vice versa. The correlation coefficients Total skill variety and Total feedback variables have very week correlation (0.109) and there is no significant relationship in between i.e. 0.309; the correlation coefficients Total auto and Total feedback variables also have very week correlation to each other (0.144) and there is no significant relationship in between i.e. 0.176, each of them has their own result independently. The correlation coefficient on TOTAL JOBSAT verses Total skill variety or vice versa  $r=0.084$  and it showed small and insignificant relation. TOTAL JOBSAT with Total task identity has medium of  $r= 0.323$  and it was high significance positive relation  $=0.002$ . The Total task significant  $\rho$  value also was moderate  $r=0.430$ ; and also showed the highest significance relationship with TOTAL JOBSAT is 0.000. TOTAL JOBSAT with Total auto was small or week association of  $r= 0.265$ ; and it was significance positive relation 0.012, TOTAL JOBSAT has medium or moderate  $r=0.451$  with Total feedback correlation coefficient, it showed highest significance relation 0.000 and highest correlation comparing to the other core dimension of JC variables which are corelated to the dependent variable JS. Total skill variety with Total task identity or vice versa was medium  $r=0.300$  correlation coefficient and high significant relation  $=0.004$ . Total skill variety with Total task significant or vice versa was close to medium  $r=2.93$  correlation coefficient and high significant relation  $=0.005$ . Total skill variety with Total auto or vice versa was moderate or medium  $r=0.467$  correlation coefficient and high significant relation  $=0.000$ . Total task identity with Total task significant or vice versa was moderate or medium  $r=0.480$  correlation coefficient and high significant relation  $=0.000$ . In addition, it was the highest correlation coefficient from this correlation table. Total task identity with Total auto or vice versa was moderate  $r=0.447$  correlation coefficient and high significant relation  $=0.000$ . Total task identity with Total feedback or vice versa was moderate medium  $r=0.364$  correlation coefficient and high significant relation  $=0.000$ . Total task significant with Total auto or vice versa was moderate medium  $r=0.469$  correlation coefficient and high significant relation  $=0.000$ . Total task significant with Total feedback each other was moderate  $r=0.433$  correlation coefficient and high significant relation  $=0.000$ .

In the field of human resources, the lower correlations strength also be used more frequently. Such as, the college grades and job performance correlation has shown to be about  $r=0.16$ . This is fairly low, but it's

large enough that it's something a company would at least look at during an interview process (www.investopedia.com).

### 4.3.2. Test of Assumption for Regression

The researchers utilized the most commonly used data presentation methods that includes pictorial representation of the data. Such as charts; bar graphs and scatter plots.

As the (Planningtank.com) source indicated, these methods help in adding the visual aspect to data which makes it much more comfortable and easier to understand. Representation is depending on the available data point, data set, data format, file format, available tools etc.

### 4.3.3. Test for Collinearity

For any predictor between the  $R^2$  and the remaining predictors is very high Multicollinearity is a problem. SPSS given two transformations of the squared multiple correlation coefficients. One is tolerance, which is simply 1 minus that  $R^2$ . The second is VIF, the variance inflation factor, which is simply the reciprocal of the tolerance. The values of tolerance when very low it is less than or equal to 0.1 or that indicate a problem. When the values of VIF very high it is greater than or equal to 10, although some would say 5 or even 4 indicate a problem (Source: CorrReg-SPSS, 2016). As shows on the table below, no collinearity problem on the study.

**Table 4.7. Collinearity Statistics Coefficients Table**

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Total skill variety	1.000	1.000
Total task identity	0.664	1.505
Total task significant	0.606	1.651
Total auto	0.615	1.626
Total feedback	0.766	1.306

**a. Dependent Variable: TOTALJOBSAT**

Source: SPSS Analysis Result (2020)

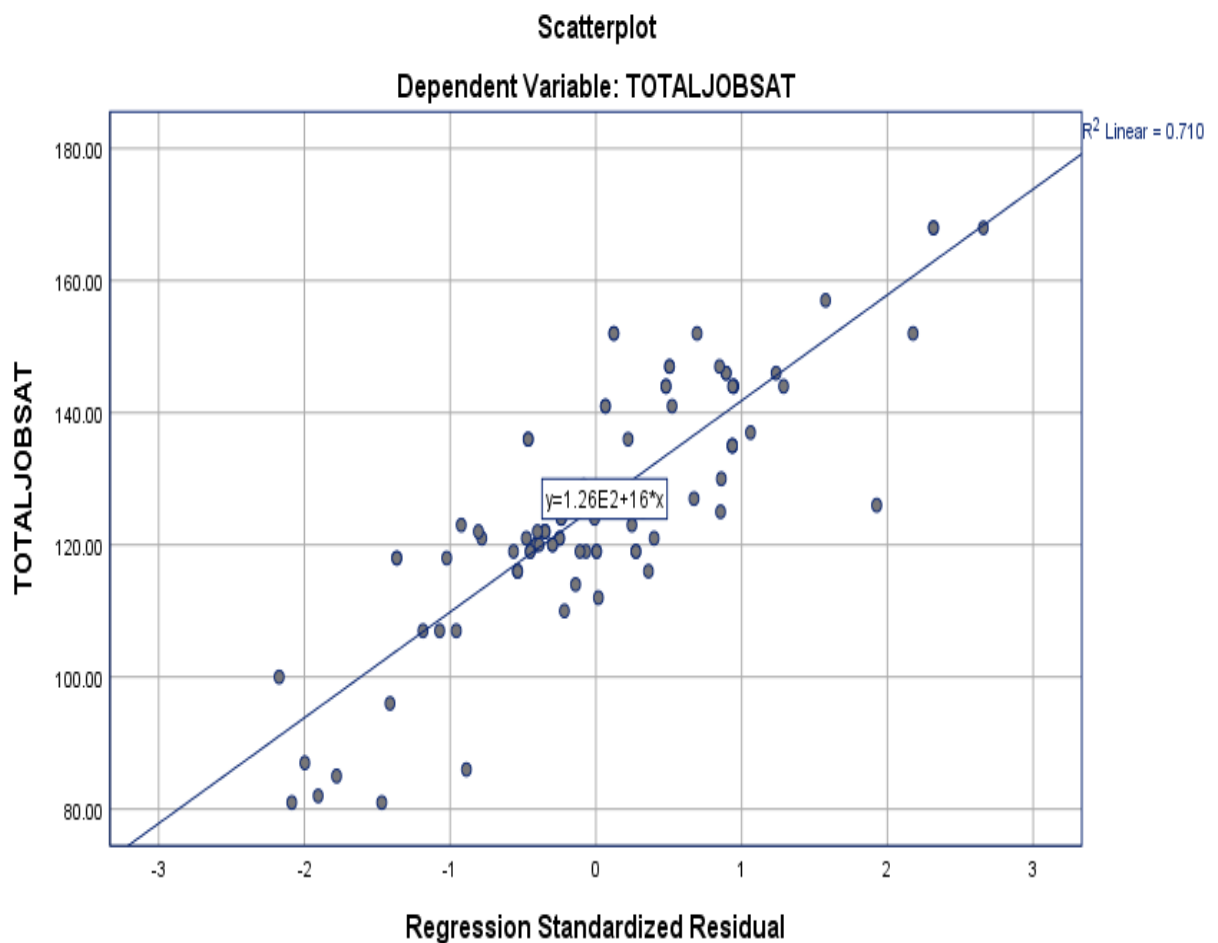
All the total items variables on skill variety, task identity, task significant, auto and feedback > 0.1; so, the coefficients of total job satisfaction on collinearity statistics result indicated that no problem on tolerance.

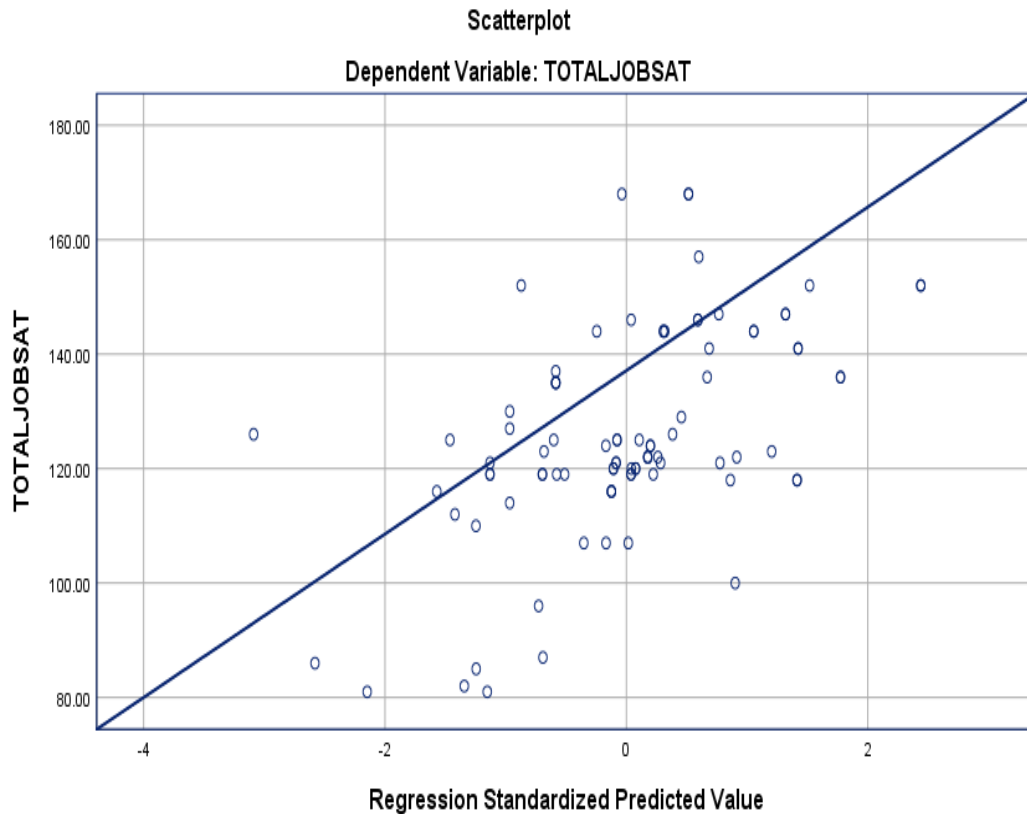
The VIF result also showed all the above coefficients of total job satisfaction on  $VIF < 10$ . Therefore, it does not have a problem on VIF.

#### 4.3.4. Scatter Plot

Scatter Plot is most commonly used for establishing the relationship between two or more than two variables. The following figure illustrated, create visualizations of items as per the dataset, core dimension variables and job satisfaction using a scatter plot with regression standadized residual and predicted value scattered plots on total JS. These scattered plot helps the two variables, which are the dependent variable, Total job satisfaction and regression standardized residual and predicted value (Planningtank.com).

**Figure 4.4.** Regression Standadized Residual and Predicted Value Scattered plots on total JS





**Source:** SPSS Analysis Result (2020)

As the above Regression Standardized Residual scattered plot shows the linearity of the two variables scattered in between -2 and 2, but it indicates the total job satisfaction highly scattered 120 and regression standardized residual between -1 and 0. The regression standardized predicted value scattered plot also shows more scattered in between -2 and 2.

#### **4.4. Regression Analysis**

Regression Analysis used to test normality, the effect of independent variable i.e. core job characteristics on dependent variable of job satisfaction. It is also used to understand the relation between dependent and interdependent variables that are stored in a data file. It explains how a change in the value of an interdependent variable can affect the dependent variables. The primary need of regression analysis is to understand the type of relationship between different variables.

##### **4.4.1. Regression Model Fit**

The coefficient of multiple determination for multiple regression are denoted by R-squared which are evaluates the scatter of the data points around the fitted regression line. The variation of dependent

variable percentage in linear model explains this  $R^2$  and it is always between 0 and 100%. As the studies indicated in regression models the low  $R^2$  values not always a problem rather it considered as perfectly good models for different reasons. The most popular measure of how well a regression model fits on the data may be the  $R^2$  which is defined either as a ratio or a percentage. Since use the ratio form, its values range from zero to one. A value of  $R^2$  near zero indicates no linear relationship and near one indicates a perfect linear fit. Although popular,  $R^2$  should not be used indiscriminately or interpreted without scatter plot support.

$R^2$  has some qualifications on its interpretation. Such as additional independent variables, when adding more independent variables, in it  $R^2$  has possibility to increase. It is also influenced by the range of the independent variable.  $R^2$  increases as the range of X increases and decreases as X decreases. The appropriateness of a linear model cannot measure by  $R^2$ . But it might be measuring the strength of the linear component of the model. If the  $R^2$  value would be zero there is a perfect relationship between the variables. A large no. of  $R^2$  does not necessarily mean high predictability, nor does a low  $R^2$  necessarily mean poor predictability. The definition of  $R^2$  assumes that there is an intercept in the regression model. The fact that  $R^2$  value increases when remove the intercept from the regression model does not reflect an increase in the goodness of fit. Rather, it reflects a change in the underlying definition of  $R^2$  (Source: NCSS.com).

**Table 4.8. Model Summary**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.538 <sup>a</sup>	0.290	0.247	16.00339	0.290	6.848	5	84	0.000

a. Predictors: (Constant), Total skill variety, Total task identity, Total task significance, Total autonomy, Total feedback

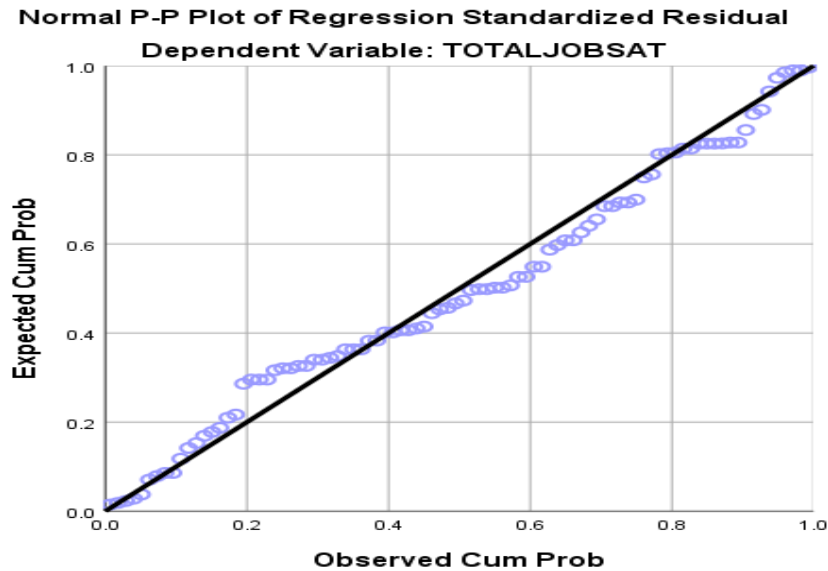
b. Dependent Variable: TOTALJOBSAT

Source: SPSS Analysis Result (2020)

As the above model summary table 4.8. illustrated the coefficient of R (.538), R Square result (0.290), so that this study shows the medium R-squared value 29%, but most of the independent variables of job characteristic are statistically significant coefficients remain to represent the mean change in the dependent variable job satisfaction. And it shows Std Error of the Estimate (16.00) and the highly significance of F change value (0.000).

#### 4.4.2. Normality Test

**Figure 4.2.** Regression Standardized Residual Plot on JS



**Source:** SPSS Analysis Result (2020)

The observed values and fitted values have the minimum difference that can be identified by linear regression. Linear regression finds the precise and smaller sum of squared residuals in a dataset.

**Table 4.9. ANOVA for CDJC and JS**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.694	5	17.539	6.848	.000 <sup>b</sup>
	Residual	21.513	84	.256		
	Total	109.207	89			

a. Dependent Variable: TOTALJOBSAT

b. Predictors: (Constant), Total feedback, Total skill variety, Total task identity, Total auto, Total task significance (**Source:** SPSS Analysis Result (2020))

**ANOVA** uses to compare, find out the difference between events, groups or processes of statistical approach. It helps to understand which method is more suitable for executing a task. Observing the result to find the feasibility and effectiveness of the specific method (**Source:** SPSS, 2018).

**Table 4.10. ANOVA Between Items and Residual**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Between People		1172.401	89	13.173		
Within People	Between Items	2446.861	65	37.644	38.498	.000
	Residual	5656.699	5785	.978		
	Total	8103.561	5850	1.385		
Total		9275.961	5939	1.562		

Grand Mean = 3.67 (Source: SPSS Analysis Result (2020))

**Table 4.11. Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlation
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order
1	(Constant)	67.612	16.452		4.110	0.000	34.896	100.32	
	Total skill variety	.718	0.912	0.084	0.787	0.434	-1.095	2.531	0.084
	Total task identity	1.006	1.599	0.071	0.629	0.531	-2.174	4.186	0.323
	Total task significant	1.828	0.953	0.227	1.917	0.059	-0.068	3.724	0.430
	Total autonomy	1.375	1.276	0.126	1.077	0.285	-1.164	3.913	0.265
	Total feedback	3.619	1.190	0.319	3.040	0.003	1.251	5.986	0.451

(Source: SPSS Analysis Result (2020))

The model shows positive and lower relationship with total skill variety ( $\beta = 0.718$ ,  $t = 0.787$ ,  $p = 0.434$ ); Total task identity ( $\beta = 1.006$ ,  $t = 0.629$ ,  $p = 0.531$ ); total task significance shows significance relationship ( $\beta = 1.828$ ,  $t = 1.917$ ,  $p = 0.059$ )  $p < 0.05$ ; total auto ( $\beta = 1.375$ ,  $t = 1.077$ ,  $p = 0.285$ ); total feedback ( $\beta = 3.619$ ,  $t = 3.040$ ,  $p = 0.003$ ) it shows high significance,  $p < 0.01$ . The coefficients are positive for all total skill variety, total task identity, total task significant, total auto and total feedback items.

According to Ana SPSS (2016), The coefficients  $\beta$  value shows  $-.625$ ,  $-.175$  for total mastery and total pcors variables. The standardized coefficient Beta value shows  $-.424$  and  $t$  value  $-10.2$  and  $-8.66$  for both variables consecutively. In this case the largest Beta coefficient is  $-.42$  which indicates the variable makes the strongest and unique contribution to explaining the dependent variable. It also makes a significant unique contribution to the prediction of the DV. Some of the previous researches also indicated the coefficients of the standardize  $\beta$  shows negative values and the unstandardized coefficients  $\beta$  shows  $> 1$ .

In addition to this the confidence interval of the  $\beta$  value also shows the upper bound higher than 1 and the lower less than zero.

As **table 4.11** shown, some of the independent variables show significant relation when their  $p < 0.05$ . Others were indicative of the effects of job characteristics on JS negatively and positively at the ministry. The coefficients of all core dimension variables were indicating positive correlation. All the coefficients are positive which means that a change in any one of core dimension variables affects job satisfaction on the same direction. If the significance value was less than 0.001 ( $p < 0.001$ ); the relation with the independent variables were high, or 1-tailed correlation coefficient, it is 0.05 ( $p < 0.05$ ); the relation with independent variables were significant at 2-tailed correlation coefficient measures, indicating relation with job satisfaction.

The feedback beta value shows the highest coefficient of 0.319, high significant effect on employee satisfaction = 0.003, it is also having higher zero order correlation with employee job satisfaction = 0.451, more than the other core dimension of job characteristic variables. The second highest coefficient of beta value is the 0.227, total task significance has significant effect on job satisfaction = 0.059, with zero order correlation of employee satisfaction = 0.430, next to feedback beta value. Total autonomy has the third beta value = 0.126, next to task significance and medium zero order correlation 0.285. Total skill variety has the beta value = 0.084, and lower zero order correlation, 0.434. Total task identity has the least beta value = 0.071, and lower zero order correlation, 0.531.

The model developed in data analysis method of this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \epsilon$$

$$Y = 67.612 + .084 X_1 + 0.071 X_2 + 0.227 X_3 + 0.126 X_4 + 0.319 X_5 + 16.452$$

Y is job satisfaction; X1 is the Total skill variety items; X2 is Total task identity items; X3 Total task significant items; X4 is Total auto items and X5 is Total feedback items.

#### **4.4.3. Interpretation and Discussion**

As information gathered from the discussion explanation, the training and development program in each profession were includes in the strategic plan of the ministry and it is very important to professionals' career development. In addition to this most of the questioner respondents' opinions are indicated their interest about the need of TD at a higher scale good and excellent. However, as the information specified that the Ministry recently carrier development program takes time to implement properly in different reason.

The interviewed respondents were asked to what extent the job delivers: the employee with significant freedom and independence; to plan and regulate the procedures in the job; and with decision making skill. From the total of four two of them was respond on moderately; one of them chooses on moderately and low; one of them choses highly for both three questions. This implies to some extent the job itself has a problem on the above indicated interview guide questions. The higher officials and high expert also accept the structured problem on these questions mostly chooses moderately. They were also asked to what extent the ministry implement the method of employee motivation for satisfaction factors to minimize dissatisfaction; three of them respond on moderately; one of them chooses on low. In addition, as the researcher understood from the discussion the reason why the problem occurred. These was not only a problem of MOFA as it is government civil service ministry organization it has obligation to accept the proclamation, policy, regulation and rules of the Federal Civil Service Ministry (FCSM). The applied job design approach; pay structure system with scale and level of job structured of FCSM which was described in theoretical part, MOFA was generally accepted it as it is one of the Federal Government Civil Service Organization and as one of the ministry sector organization.

Those of the interview respondent implies the effect of employee satisfaction due to mismanagement problem; one of them discussed on this way, 'employee may be dissatisfied with their higher expectation and minimum achievement of their needs' weather the reason they are dissatisfied is caused by real mismanagement. If they have claim, there is a mechanism to apply their cause and it is accordingly handled (MOFA, HO). The other interviewee explained it in relation to allocation of HR at the Ministry HO and Missions Branch Offices. Sometimes it may happen because of our organization missions branch offices have very broad structure. So, for this reason mismanagement happen by allocation of employee in the mission's branch offices and also at the HO. This indicated again the higher officials certainly accepted the existing mismanagement and structured problem due to lack of competency and confidence of employee; the trained or practice on the allocation of HR in related to transfer; assigned Foreign Officer's and experts to the HO or missions branch offices.

They were also implies on the effect of JC on employee satisfaction due to system problem; one of them discussed on this way, before 2011 E.C there were some problems, the organization re-organized by implementing the restructured job design from (Dec, 2011 E.C) to avoid the existing system problem and system was established and employees are somehow satisfied. As it was described in chapter two the Ministry re designed job structure was applied since (Dec, 2012 E.C), at the begging of the second quarter year. However, the study practical result showed from the surveyed questionnaire respondent most of the independent variables item finding results stated that in some item cases there was satisfaction on the other hand it implies most of the employees were unsatisfied with the ministry job structure. So, these can

be an evidence for the existing problem of task or job structure system. The other interviewee stated that employee mostly dissatisfied caused by the low pay. Obviously, it was supported by the practical observation survey result the majority of respondent dissatisfied with compensation and benefit they received. Therefore, this is also the pay structure system problem.

According to (Rogger,2017); The Worldwide Governance Indicators (WGI's) 'Government Effectiveness Score' presents a percentile ranking of countries on an aggregate measure of the quality of public services, the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies by using expert surveys. Ghana, Indonesia and the Philippines score substantially higher than Ethiopia, Nigeria and Pakistan, indicating that the former are perceived as significantly more capable civil services.

#### **4.5. The Research Hypothesis Test of the Independent and Dependent Variables**

##### **4.5.1. Effects of Skill Variety on Job Satisfaction**

**H1** = Skill variety has a significant and positive effect on job satisfaction.

In person correlation matrix table 4.6. result shows that Total skill variety ( $r=0.084$ ;  $p=0.434$ ) the small positive effect and weak relation. But the first three skill variety items in descriptive analysis specified that respondents are mostly satisfied, so in its character suggested to positive relation with job satisfaction. The last two skill variety items in descriptive analysis specified the respondents level shows the impact of job satisfaction negatively. Also, in regression analysis the result shows the positive effects of SV on job satisfaction. So, it has either positive effect the  $H_0$  cannot be accepted.

##### **4.5.2. The Relationship of Task Identity on Job Satisfaction**

**H2**= Task identity has significant and positive relationship with job satisfaction.

As table 4.6. result shows that Total task identity ( $r=0.323$ ;  $p=0.002$ ) is positive and high significance relationship with job satisfaction. Additionally, the first two items in descriptive analysis support this hypothesis test and the respondent accepted it positively. But TI4 was recorded the mean value below the average i.e. 2.36 because of less freedom of decision to accompanied the task. So that the coefficient of  $r$  shows medium value.

##### **4.5.3. The Relationship of Task Significance on Job Satisfaction**

**H3**= Task significance has significant and positive relationship with job satisfaction.

The same table 4.6. result shows that Total task significance ( $r=0.430$ ;  $p=0.000$ ) has positive and high significance or important relationship with job satisfaction,  $p<0.001$  with 2 tiled tests. It shows more significance coefficient than the previous two CD of JC's. Also, the items in descriptive analysis supported this hypothesis test.

#### **4.5.4. The Effect of Autonomy on Job Satisfaction**

**H4=** Autonomy has a significant and positive effect on job satisfaction.

Table 4.6. result stated that Total Autonomy ( $r=0.265$ ;  $p=0.012$ ) positive and it was significant relationship with job satisfaction,  $p<0.05$  with 1 tiled test. Furthermore, on the items in descriptive analysis the respondent accepted positively and that was supported this hypothesis test. On the item majority of respondent are professional's employee, who are assigned with a certain type of task authority and autonomy. It is also showing a positive effect and there is a high significant relationship with JS in regression analysis.

#### **4.5.5. The Effect of Feedback on Job Satisfaction**

**H5=** Feedback has a significant and positive effect on job satisfaction.

Table 4.6. correlation coefficient result shows that Total feedback ( $r=0.451$ ;  $p=0.000$ ) is positive and high significance relationship with job satisfaction,  $p<0.001$  with 2 tiled tests. The more positive feedback result to high JS; in other words, when the supervisors given positive feedback to employees; the employees also more satisfied with their supervisor's feedback. Whatever the feedback shows positive effect but, the coefficient of ( $r$ ) indicates still moderate result. The knowledge of result items also indicates respondents who are satisfied shows below the average score. The item more related to given feedback from the supervisor and implies the effect on JS. It is also showing a positive effect in regression analysis and there is a highly significant relationship with JS.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Introduction

This chapter consists the major parts of the research and the general concept in each part that are found from the research finding and summarizes the study finding; conclusions and recommendations.

#### 5.2. Summary of the Study Finding

##### Core Dimension of JC

*To what extent core dimension of job characteristic is practiced at the ministry?*

- ✚ The last two skill variety items shows the employee less satisfaction comparing to other skill variety items. As the finding result and the practiced of Task Identity 1 and 2 items shows mean scores (3.3, 3.26), the employees were more satisfied. But the Task Identity 4 result shows lowest mean 2.36.
- ✚ The result in item Task Significance 3 implies that the majority of respondent satisfied. So that, the ministry has good practice on this item. The finding of the three Task Significance items except (TS3) all of them scored the lowest mean, under 2.5, which was below the average. And the high percentage score on fair which means half of the respondent were satisfied fairly but it doesn't mean the training is enough regarding with assigned foreign affair tasks on the national, international authority, duties and responsibility comparing to technological transformation and the current global situation.
- ✚ The Autonomy (AU5) item result implies the employee perception on team support considered to that was scored below standard mean 2.71 from all items of AU. The fifth item of Feedback has proportional and medium rating scale. It also implies the extent of FB practiced with some employees struggling to get better decision on their sector, directorate and team. In general, the JC practiced with items FB1, FB2, FB4 mean scores below the average i.e. 2.41, 2.64 and 2.33 consecutively. These indicated the majority of employee opinions on feedback system was below the average.

*Does the ministry implement best system on core dimension of job characteristic to develop employees job satisfaction?*

- ✚ In some way lack of system can be a case for some structure of tasks which are not designed properly including freedom of decision and result to employee dissatisfaction.

- ✚ On item Feedback 4, mean value minimum scored 2.33. The employees have less involvement on feedback system when the management takes leadership decision. So, it indicated majority 68 (75.6 %) of the respondent showed dissatisfied on this item.

### **The Three Psychological States**

- ✚ The psychological state result on Experienced Meaningfulness shows above the average employees accepted, mean value scored 4.16. It also indicated the job structured system problem because of near to the average people who responded inaccurately and uncertainty and the item more related to the SV and TS.
- ✚ All the three-core dimension of JC path through the Experienced Meaningfulness statement specified either positively or negatively. It also indicated the structure system problem with above 32% employees who were not working in complex and high-level skill on their task activities, it was mainly related to the SV and TS.
- ✚ Experienced Responsibility, on the item no. 58, there are fifty percent of employees, who don't agree on caring much about their work, responsibility of the job done right or wrong and not considered as their responsibility. It does not mean employees do not hardly working their tasks or activity. Whatever employees do their work or tasks properly the system may not give opportunity for responsibility. One of the psychological states Experienced Responsibility path through this shows the respondents response positively or negatively.
- ✚ Experienced Responsibility 2, indicates more than half of the employees have feeling of personal responsibility on their work. So, this shows relation to item 58 and it is certainly represented their willingness. This ER both positively and negatively accepted, also indicated the mishandling problem since one fourth of people who were selected disagree.
- ✚ Near to the average respondents shows positive response for ER on the level of job satisfaction and this Autonomy (AU) item imply as mediator. The ER 4 indicated one fourth of people who are scored on neutral, this item more related to autonomy of the employee experience and responsibility, employee should need to be ready on upgrading their knowledge, skill, experience to take high responsibility.
- ✚ Experienced Responsibility (ER5) item also had more influence of positive response, that is why above the average respondents scored agree. Some respondent neutrally agrees on this item, so this implies not limited number of employees scored on neutral. Like the ER4 item this is also more

related to the employee loyalty and to do the best work. However, the percentage is not enough it must be increased, the employee more expected to be loyal and to practice doing best work.

- ✚ As Experienced Responsibility, ER7 item shows the majority of employees agree. A small number of respondents strongly agrees on this item. It is also more related to Autonomy items. The idea should be encouraged by the ministry with different methods to grow their willingness progressively, again the employees are more expected to show their effort increasingly to do for the ministry successfulness.
- ✚ As the Knowledge of Result KR 1 implies the satisfied employees were below the average score. This item more related to given feedback from the supervisor. The supervisors support and guidance must be progressive, so they are expected to advance the amount of support and supervision.
- ✚ As the Knowledge of Result 2, indicates near to the average employees were below the average score. This item is more related to performance evaluation feedback from the job itself. During job design process the job designers have to notify and specify feedback to the job holders whether well done or not.
- ✚ Knowledge of Result 5, indicates above 42% employees were dissatisfied and one fourth of respondents satisfied on the item feelings were not affected on one way or the other by how well they do on their job. In addition, it was the least mean 3.52 and SD =1.359. value comparing to the other Knowledge of Result items.

### **Satisfaction Factors**

*What are the major problems on the existing core job characteristic at MOFA?*

- ✚ The compensation and benefit 1, item number 20 indicated the majority of the respondents were not agreeing with the amount of benefit for their work. The mean value is below the average i.e. 2.91. Almost 78% does not believe whether the ministry has paid a fair amount of benefit. So, this is the result of pay structure system problem. Additionally, the compensation and benefit (CB2); item no. 22, the majority of employee's opinions showed there were no fair amount of benefit, and promotion opportunity. Therefore, the ministry HRM and other concerned directorates should have to revise this compensation and benefit pay structure system.
- ✚ One of the satisfaction factors of supervision; item no. 42 (Su4); the majority of employees assumed the supervisors does not uses positive feedback with staff, they accept the statement

negatively, in other words the way they were unsatisfied. However, small no of employees does not agree on this idea.

- ✚ On item 45 near to the average employees also complained on the reward system, because they do not think their effort was rewarded. In contrast, above forty five percent do not accept this statement. This can indicate above the average employees were not satisfied and less than half of the respondents satisfied with the ministry award system.

*To what extent core dimension of job characteristic is practiced at the ministry?*

- ✚ Most of the respondent replied that MOFA has an interesting and attractive office lay out for its customer service. As personal observation could reveal the working atmosphere; the HO compound; the office lay out have been in a good condition for providing services. Items no. 29 shows that the majority of the employee were more satisfied with the office circumstance as it was considered safe and comfortable. In the same manner as the visible situation, change on significance of the task in order to provide good services and employee satisfaction is also expected.
- ✚ As item 38 indicates the majority of the workers are satisfied on assigning and traveling to foreign countries and it shows the ministry practice on these. But, the remaining twenty five percent of employees were not satisfied. Item 39 implies most workers believe they have got skill up gradation for job rotation and job enrichment; the remaining thirty five percent workers do not agree on this item.
- ✚ The organizational leadership is more related decision-making skill mostly performed by the manager itself.
- ✚ As item 52 implies the majority of employees have obligation to perform too much to do at work, the remaining twenty five percent showed not having obligation on much amount of work.

### **Correlation Coefficient**

- ✚ All the three sub group items variables SV, TI and TS had given the finding of highest significant relationship (0.000),  $p < 0.001$  and moderate correlation of (0.467), (0.447) and (0.469) consecutively with Autonomy (Au) and vice versa in Pearson correlation matrix. But Total task significance and Total task identity showed more moderate correlation (0.480) each other and it was also high significant relationship (0.000).

### 5.3. Conclusions

The major objectives of this study were to examine and assess the effect of core dimensions of job characteristic; to determine the level of job satisfaction, to examine the effect of CDJC system on job satisfaction at the head office of MOFA. The study also attempts to assess job design and redesign at the ministry in relation to job satisfaction; to illustrate correlation of variables; to demonstrate the relationship between the independent and dependent variables. Finally, according to the findings provided necessary information, conclusion and recommendation.

Based on the finding on task identity (TI) and the psychological state (EMQ3) the ministry's concerned Directorate should have responsibility to identify the job which was not given significant opportunity for independent and freedom for employees in order to avoid the structured problem. Most of the (TS) items show the high percentage score on fair which means half of the respondent were satisfied fairly. But it must be increased to high percent of good and excellent. These shows the influence of mismanagement, one of the major problems on the existing core job characteristic. This may be because of the concerned directorates at the ministry which could not provide high attention on these very significances of the tasks.

In Psychological states of EM specially the SV and TS need changes. Consequently, the ministry HR Directorate in collaboration with Ministry of Civil Service (MoCS) must balance the complex and high-level skill tasks and to illuminate uncertainty of the employee's view in order to avoid confusion.

One of the EM item is about 66.7% more positively and accurately accepted. But the remaining showed to some extent mishandling problem because above 30% of workers who did not understand accurately about significance or important of the job itself.

Item 59 more related to autonomy of ER, the worker's personal responsibility. So, the concerned ministry directorate should identify the reason why the workers are disagreeing and neutral in order to minimize mistakes. The most senior and experienced workers have more responsibility and they are at the high-level position. That is why workers respond nearly to the average scored on item 60s statement. The next one fourth of respondent's response was rated as neutral. It implies that some respondents impartially agree on this item.

The management has responsibility to avoid unnecessary overload tasks and unreasonable amount of stress. As the item no. FB 4 shows below the average mean score **2.33**, indicating the duty of the management to implement high feedback system; to develop, progress feedback in order to apply participatory, prompt decision making for employee JS.

The supervision item 40 implies above fifty three percent respondent think the management respects their family time. The rest 42 employees do not think the management respects their family time. This shows to some extent the mishandling of the problem.

In general, the majority of employees are not satisfied with the MOFA policy and procedure items with the exception of item 34; on item no. 42, the sum of total number of agreed employees shows above eighty two percent, which is high percent of the respondents. In item 43 all the sum of the respondents agreed implies above seventy percent feel their immediate supervisor was in a high administrative tension condition. In other words, those employees believe their supervisors were so busy in the administrative activities. Therefore, managers are expected to stabilize and balance their working condition with employee's supervision time.

On item 44 near to the average employees' response was 'disagree' on the item as they were considering themselves not rewarded for their dedication and commitment towards the work. The remaining forty seven percent think they were rewarded for their commitment. The HRM directorate should have to see the reason for unsatisfied employees on task and responsibility. Above the average peoples indicated MOFA is not doing excellent job on matter that affect employee satisfaction. In addition, the management and supervisors should have to give solution on the problem of high amount of routine work. Otherwise it may be burden and a case to stressful condition resulting in employee's dissatisfaction.

## **5.4. Recommendations**

### **5.4.1. Recommendation on TD Programme Affecting Factors**

The concerned service subdivision in HRM directorate have responsibility to implement the Training and Development strategic plan timely. After works on the training and development need assessment then select the trainee. The selection rules must be applied properly in order to avoid intentional favouritism, to minimize wastage of the human resource and other necessary input resources to apply for each directorate appropriately. If it is not properly applied it may initiate the following major points:

- ✚ May create a problem to employees, who have opportunities to be included in the TD program.
- ✚ The effect of the existing problem will be continuing and it may influence on stock holders such as the national, international and government organizations who are jointly working with the ministry organization and other potential, strategic customers of MOFA.
- ✚ It will be a case of wastage of HR; financial, material, professionals (trainers) and time resources.

#### **5.4.2. Recommendation Concerning the Skill Variety**

- ✚ The item Experienced Meaningfulness (EM 2) more related to the SV and TS. So, the ministry concerned directorate should take accountability to identified the reason why the workers are uncertain on this item no. 55, in order to correct mistakes.
- ✚ Some professionals and foreign officers in the ministry may not be upgrading their skill, abilities and talents with higher level of the required qualification to learn additional tasks. The mean value was presented with consecutive score of 3.2, 3.3, 3.4. The job itself needs tasks with high motivation, satisfaction and performance of a team and individual employees.
- ✚ In addition to this, as the information gained from all of the interview respondents by the researcher implies, all most all directorate needs high special skills. So, the stack holders; specially the MOFA training centres; HRM concerned sub division; and other all the responsible directorates have commitment to give concentration on individual and organizational career development program. Based on the standardized qualification and requirement of the diplomatic and administrative & technical service sectors; the management and supervisors must be helping their employees and they are expected to include it in their strategic and short-term plan. Thus, proper career development will encourage the employees, who are under their control and needs to upgrade their skills, abilities and talents.

#### **5.4.3. Recommendation Concerning the Autonomy and Responsibility**

- ✚ Based on the practical result shown, the majority of respondents are professional employees, who are assigned with a certain type of authority and autonomy. In accordance with this, to some extent MOFA must give freedom of the task, duty and responsibility to employees by applying systematic controlling mechanism.
- ✚ In order to change the lowest mean 2.71 on AU5 item from all items of AU; the supervisors should have obligation on development of team work rather than their parts of the team activities. The ministry is expected to show its power on this, to solve this system problem on core job characteristic and to build or place highly effective and efficient team.

#### **5.4.4. Recommendation on Feedback and Decision Making**

As most of the researchers agree workplace are more productive when people are satisfied or happy with their job. It also enhanced the decision-making ability since happiness reduced stress and uncertainty. In addition, most of the time new customers are attracted by happy employees because these employees treat customers substantially better. Further that happy employees will have high level of job satisfaction because they feel comfortable with the organization (Procedia, 2014).

- ✚ The management has responsibility to progress the high feedback system and to develop participatory, prompt decision making for employee JS.
- ✚ Because of the supervisors less involvement on the decision-making process of the entire organizational tasks; the autonomy of responsibility and building a good team they may have limitation. MOFA should give opportunity for all middle level managers and supervisors to participate and involve fully on the process of decision making to their directorate tasks.
- ✚ So, supervisors should have to change their feedback system in order to satisfied their employees who are supervised under their control.
- ✚ To some extent the management should have to involve the higher experts, experienced employees in order to develop succession of leadership role. The higher experts or professionals also not only complained but they have to upgrade their skill, ability in relation to leadership and decision-making activities to be competent and satisfied.

#### **5.4.5. Recommendation on Compensation and Benefit Affecting Factors**

According to the federal civil servant proclamation section two no. 7 salary scale; sub section four no. 32, salary increment and incentives. Federal Civil Servant position rating, grading and salary scale Council of Minister Regulation No. 455/2019.

- ✚ The ministry HRM and other concerned directorates in consultation with the Ministry of Civil Service, Ministry of Finance and other stack holders should have to revised and reform the MOFA compensation, benefit scheme and pay structure.
- ✚ The ministry HRM, legal affairs and other concerned directorates should have to work carefully and to give equal opportunity for foreign officers, experts and other employees on traveling and assigning to missions, consular offices and foreign countries, in order to avoid intentional favoritism.
- ✚ The MOFA and the Federal ministry organization policy makers; the concerned management and stack holders should have to work on designing and implementation of clear policies regarding employee salary and allowance to minimize ambiguity and dissatisfaction of employee.
- ✚ The HRM Directorate should have to work properly on upgrading job rotation and job enrichment to give opportunity for all Diplomatic and Administrative & Technical Sectors foreign officers, experts, diplomates to change the situation.

#### **5.4.6. Recommendation on System Problem**

In general, the finding result shows MOFA has a system problem on job structure, the employee benefit scheme, pay structure, award and the feedback system. Item no. 58 (ER 1) an indicator of the existing system problem.

- ✚ To some extent the system should give responsibility to employees at their level of the task activity not pass to others. Also, the practice of MOFA reward system not clear and not acceptable on the candidate selection method. Consequently, all the Federal Ministry organizations should give concentration to work from the ground on all the system problems, which affect employee JS.
- ✚ In relation to this system problem the ministry also anticipated to work with stack holders, Federal Ministry of Civil Service to progress the system.

#### **5.4.7. Recommendation Regarding the Research**

- ✚ One of the ministry mission statements indicated in the introduction part is sustainable and continuous institutional reform implementation with sound research. Based on this and the objectives of the ministry, MOFA has commitment to allowed, encourage and support during conducting a research.
- ✚ The main objective of this survey research to examine the level of job satisfaction in the ministry titled Effect of Job Characteristics on Job Satisfaction at the ministry organization. Accordingly, the researcher highly appreciates and give admiration for excellent communication and cooperation with the researcher. However, in order to benefit from the research findings and valuable outcomes, MOFA must give more timely attention, and respect for the university students and academic researchers.

#### **5.4.8. Recommendation on Job Satisfaction**

- ✚ MOFA, FDRE Ministry organizations and government sectors organizations recommended to conduct satisfaction survey at regular periodic time. Like performance management the employee satisfaction survey also better to conduct yearly, every six month or quarterly to maximize employee satisfaction.
- ✚ The researcher tried to check at MOFA and few other ministries and their sector organizations whether a study was conducted or not; no one studied on this specific topic. Thus, to develop employee high satisfaction on Government Ministry Organizations and Federal Ministry sector organizations, study on this topic is vital in order to improve employee job satisfaction.
- ✚ Finally, MOFA, others ministry and sector organizations have responsibility to identify matters that affect employee's satisfaction and work on it deeply to maximize satisfaction of employees.

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This data collection questionnaires are based on the topic “Effect of job characteristics on job satisfaction: in a case of MOFA in A.A.” A.A.U., School of Commerce, for the partial fulfilment of MA in HRM. The researcher assures you that your response/ opinion shall be kept highly confidential and shall only be used for the purpose of current research. None of the research items will be used for any other propose except purely academic.

### **ANNEX I. Questionnaire**

**PART I : Instructions:** This survey will be used to assess the workforce practices of MOFA in A.A. Please answer each question as accurately as possible and it will take approximately 30 minutes to complete all 5 pages questionnaires. Your answers will be kept confidential and will not affect your status as an employee at your organization. When you have completed this survey please return it in the envelope provided. Please submitted within two days.

Thank you in advance for your participation!

Employee Satisfaction Survey Code No:

Sectors Name: Administrative and Technical, Diplomatic (Bold/ Underline on your sector)

Directorate/Section Name: \_\_\_\_\_

Date: \_\_\_\_\_

**A. Opinion Questionnaire.** Please rate opinion about your responsibility, work or task at your ministry organization in the following core dimension of Job Characteristic. Thick (√) on the box the number under the word that most closely describes your overall opinion of each item.

No.	Core dimensions of Job Characteristic	Poor	Fair	Good	Excellent	No Opinion
	<b>Skill Variety (SV)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>0</b>
1	Opportunities for ongoing professional career development, to learn and grow					
2	My job makes good use of my skill, abilities and talent					
3	Experience personal growth such as upgrading your skills and learning other tasks apart from your regular task					
4	Most of the time I performing over load tasks to fulfill the task gup					
5	My job may cause of unreasonable amount of stress					
	<b>Task Identity (TI)</b>					
1	My work gives me a feeling of personal accomplishment					
2	I have clearly defined and understand my job from the beginning up to the end					
3	I have got information about all the situation on my task					
4	I have freedom of decision how to accomplish my assigned tasks					
5	My job gives opportunity to use my skill and abilities					
	<b>Task Significance (TS)</b>					
1	Opportunities to share your ideas about improving the services provided					
2	Attitude of customers and families toward your organization					
3	I belief my job makes a positive difference in stack holders, customers and other's life					
4	I think I have had enough training to solve stack holders and customer issues					
5	I have the procedures, tools and resources to do my jobs well and opportunity to do what I do best every day					
	<b>Autonomy (AU)</b>					
1	My schedule and flexible work procedures					
2	I have clear job position, scope and responsibility					
3	I have professional authority and autonomy at work					
4	My team inspiration, for me to do my best at the job					
5	My team provide me to support at work whenever needed					

	<b>Feedback (FB)</b>					
1	Availability of a supervisor to answer your questions and to assist you to carry out your duties					
2	I have good relationship with my supervisor and receive regularly and timely evaluation and feedback on my performance					
3	Relationship with your supervisor's manager					
4	The management does not involve you while taking leadership related decisions					
5	My struggle to get information about our sector, directorate or team from the top-level management to make better decisions at work					

**Source:** Hackman and Oldham JCM; Minnesota Sub structure Questionnaires

**B. Satisfaction Survey Questionnaire.** Please rate this job satisfaction survey questions and how MOFA assist you at your sector, directorate, team or office in the following job factors. Thick (√) on the box under the word that most closely describes your overall job satisfaction of each item.

No.	Job factors (JF)	<b>Disagree Very much 1</b>	<b>Disagree Moderately 2</b>	<b>Disagree Slightly 3</b>	<b>Agree Slightly 4</b>	<b>Agree Moderately 5</b>	<b>Agree very Much 6</b>
	<b>Compensation and Benefit (CB)</b>						
1	I feel I am being a fair amount of benefit for the work I do						
2	I am not satisfied with the benefit of I received						
3	There is rarely too little chance for promotion on my job						
4	I am satisfied with my chance % for a salary increase						
5	I am satisfied with my chance % for promotion						
	<b>Training and Development (TD)</b>						
1	I feel encouraged to come up with new and better way of doing things						
2	Sufficient training materials and training opportunities to allow you to perform your job well						
3	Completeness and timeliness of orientation about your Organization in general and your workplace in particular						
	<b>Co-workers (Cw)</b>						
1	I feel cooperation and team spirit with team member						
2	I believe all co-workers know sense of belongingness equally						
3	My co-workers are committed to doing quality work						
4	I have good relationship with my co-employees						
5	My co-workers have good inter personal communication and cooperation skill						

	<b>Job Security and Safety (JSeSa)</b>						
1	My office circumstance is safe and comfortable						
2	I believe the available safety equipment is good enough						
3	How satisfied are you with opportunity to get better job in this ministry?						
4	My job is secured so I am interested in my organization						
	<b>Moral Value (MV)</b>						
1	When a customer is dissatisfied, I can usually correct the problem to their satisfaction						
2	Is it clear to you what your role demands in meeting the ministry objectives?						
3	Do you think is there high morale in your sector, directorate or team?						
	<b>Policy and Procedure (PoPro)</b>						
1	Is there a clear understanding of the strategic objectives of the organization						
2	Many of MOFA's rules, procedures and policy make doing a good job difficult and regarding eligibility for paid time off and receive for it						
3	I feel that the management is just towards administering policies concerning employees						
4	I think MOFA has clear policies regarding salaries and allowance						
5	I do not feel satisfaction on the existing insurance and health policy of MOFA						
	<b>Social States (SoS)</b>						
1	The scope for personal growth such as skill enhancement						
2	Your level of satisfaction on the assigning and traveling to foreign countries						
3	Your feeling on upgrading your skill with job rotation and enrichment						
	<b>Supervision (Su)</b>						
1	I don't think the management respects my personal family time						
2	I don't think my manager treats all the team members equally						
3	I feel that my opinions are heard and valued by superior						

4	I feel the supervisors does not uses positive feedback with staff						
5	There is high administrative tension in my immediate supervisor						
	<b>Recognition (Rec.)</b>						
1	I should receive recognition, when I have done a good job						
2	I feel I am rewarded for my dedication and commitment towards the work						
3	I don't think my effort are rewarded the way they should be						
4	I think I am valued by my manager						
	<b>Responsibility (Res.)</b>						
1	The management involve me while taking leadership related decisions						
2	How satisfied are you with the information you receive from management on what is going on in your ministry organization?						
3	I am satisfied with my task responsibility						
4	MOFA does an excellent job of keeping employees informed about matters affecting satisfaction						
	<b>Working Conditions (WC)</b>						
1	I am satisfied with my Job overall						
2	Work arrangement % are not fully experienced						
3	I have obligation too much to do at work						
4	My office lay out is interesting and attracting for customers						
5	I have no chance to possess my right						

**Source:** 1. SAGE KNOWLEDG; PUBLICATION, SAGE BOOKS Job satisfaction; JOB Satisfaction survey, Paul E, Spector; Department of Psychology, University of south Florida. 2. Journal of Family and Community Medicine Academic Job Satisfaction Questionnaire 3. Hackman and Oldham JCM and Sub structured questionnaire.

## Part II

### A. Description on job

In this part you will find statements which could be used to describe a job. Indicate whether each statement is an accurate or an inaccurate description of your job. Based on the following scale; rate each of your alternative statement about Experience meaningfulness. How accurate is the statement describing your job?

No.	Psychological States (JF)	Very Inaccurate 1	Mostly Inaccurate 2	Slightly Inaccurate 3	Uncertain 4	Slightly Accurate 5	Mostly Accurate 6	Very Accurate 7
	<b>Experience meaningfulness (EM)</b>							
1	The job requires me to use a number of complex or high-level skills							
2	The task I do on my job is very meaningful to me							
3	The job gives me considerable opportunity for independence and freedom in how I do the work							
4	The feeling of valuable achievement I get from doing my job							
5	The job itself is very significant or important in the broader scheme of things							
6	I would accept any type of job assignment in order to keep working for the ministry values							

### B. Personal feelings about job

The listed below statements that represent feelings of individuals might say about his or her job. Indicate your own feelings about your job Experienced Responsibility by making how much you agree with each of the statements. Write a number in the box for each statement, based on this scale: How much do you agree with the statement?

No.	Experienced Responsibility (ER)	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Neutral 4	Slightly Agree 5	Agree 6	Strongly Agree 7
1	It's hard on my job to care very much about whether or not the work gets done right is clearly my responsibility							
2	On my job I feel a great deal of personal responsibility for the work I do							
3	My job has trouble figuring out whether I am doing a good or bad job							

4	A job in which greater responsibility is given to loyal employees who have the most seniority							
5	A job in which greater responsibility is given to those who do the best work							
6	I have challenging work to do from which I can get a personal sense of accomplishment							
7	I am willing to put in a great deal of effort beyond that normally expected in order to help the Ministry successfully							

**C. Attitudes toward your job**

In this part would like to know how satisfied you are with each aspect of your Knowledge of Results job listed below. Write the appropriate number in the box for each statement, based on this scale:

No.	Knowledge of Results (KR)	Extremely Dissatisfied 1	Dissatisfied 2	Slightly Dissatisfied 3	Neutral 4	Slightly Satisfied 5	Satisfied 6	Extremely Satisfied 7
1	The amount of support and guidance I receive from my supervisor							
2	The job itself provides very few evidences about whether or not I am performing well							
3	I feel bad and unhappy when I discover that I have performed poorly on my job							
4	I feel a great sense of personal satisfaction when I do my job well							
5	My own feelings generally are not affected much one way or the other by how well I do on this job							

Source: core.ac.uk

☞ Hackman and Oldham job characteristics model and Sub Structured Questionnaire

Thank you very much for your cooperation, giving your time and response!

## ANNEX II. Interview Guide Questionnaire

This Questions prepared for Interview respondent. For the purpose of study on “**Effect of job characteristic on job satisfaction in FMOFA in A.A.**”; A.A.U., School of Commerce, for the partial fulfilment of MA in HRM. The researcher assures you that your analysis/ response/ opinion shall be kept highly confidential and will only be used for the purpose of current research. None of the research items or components will be used for any other propose except purely academic.

Dear Interview respondent,

The questioners need thinking critically and respond as higher level professionals’ concern.

Thank you in advance for your cooperatively respond on the following questions!!

Employee Satisfaction Survey Code No: \_\_\_\_\_

Sectors Name: \_\_\_\_\_

Directorate/Section Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Directions:** I. Please indicate your choice by underline in each of the close ended questions.

II. Please fill in the blank space for open ended questions.

1. How employee identify their task and complete the work in a valuable outcome? (TI)
  1. Maximumly
  2. Medium
  3. Impartial
  4. Minimum
  5. Under minimum
2. To what extent the job delivers the employee with significant freedom, and independence? (TI)
  1. Very highly
  2. Highly
  3. Moderately
  4. Low
  5. Very Low
3. To what extent the job delivers the employee to plan and regulate the procedures in the job? (AU)
  1. Very highly
  2. Highly
  3. Moderately
  4. Very low
  5. Low
4. To what extent the job itself delivers the employee with decision making skill? (TI)



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12. How incentive activities are applied to encourage employees? What are the major criteria/requirements to be beneficiary? (JF)

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13. How do explain intentional favouritism traits/problem on the existing job characteristics in your organization? In which what is the effect on employee satisfaction? (JF)

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14. How do explain mismanagement problem/traits on the existing job characteristics in your organization? What is the effect on employee satisfaction? (JF)

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15. How do explain the system problem on the existing job characteristics in your organization? What is the effect on employee satisfaction? (Note: the term system is, it can be the structure, organization, employee relation, working arrangement, classification and other) (JF)

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16. How do you describe traits or problem/lack of good governance on the existing core job characteristics in your organization? What is the effect on employee job satisfaction? (CDJC)

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17. How do you expect one of the desirable work outcomes, job satisfaction through psychological states? (Note: The three psychological states that are Experienced meaningfulness, Experienced responsibility, Knowledge of result) (EM, ER, KR)

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**Source:** Hackman and Oldham JCM and structured questions

Thank you very much for your cooperation, giving your time  
and response !