



**College of Business and Economics**

**Department of Management**

**MBA PROGRAM**

**THE EFFECT OF JOB STRESS ON JOB SATISFACTION: THE  
CASE OF BREWERY FACTORIES IN ADDIS ABABA**

**A Thesis Submitted To the Department Of Management Presented In Partial  
Fulfillment of the Requirements for the Degree of Masters of Business  
Administration in Management**

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**Addis Ababa, Ethiopia**

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## Declaration statement

I declared that this thesis is my original work and has not been presented for any degree and that all source of material used for the study have been duly acknowledged.

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This thesis has been submitted for examination with my approval as university advisor

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## **Abstract**

*Job stress is considered as the harmful physical and emotional response that occurs when there is a poor match between job demand and capability, resource or need of the employee. Job satisfaction describes how comfortable an individual is with own job. This research was carried out to compute the effect of job stress on employee job satisfaction in two selected brewery factories (Heineken and BGI Ethiopia) in Addis Ababa. To achieve the objectives of this study, information was gathered through self-administered questionnaire from a sample of 273 respondents. These respondents were selected using random sampling technique. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, correlation, simple linear regression and multiple regression analysis. In particular, this study analyzes the effects of job stress on job satisfaction by using six stressors—work overload, role ambiguity, role conflict, physical environment, job autonomy and relationship at work. The results of this study indicate that role conflict, role ambiguity and work overload negatively affect job satisfaction whereas relationship at work and job autonomy positively affect job satisfaction the study also shows that physical environment has insignificant relationship with job satisfaction. Based on the findings of the study, some recommendations forwarded; only a single supervisor should give commands to the employees, Making clear employee's responsibility and giving adequate information concerning their role, Improving technology by using advance technology , Closer relationships among employees and granting high autonomy increases job satisfaction.*

**Key words:** Job Stress, Work Overload, Role Conflict, Role Ambiguity, Job Autonomy, Relationship at Work, Physical Environment, Job Satisfaction

# CHAPTER ONE

## Introduction

### 1.1 Background

Manufacturing industries play a great role in development of one's country economy. Employees are the most important resource of any industry. They are company's livelihood. How they feel about the work they are doing and the result received from that work directly affect industry's performance and ultimately its stability. When employees engaged with work they got in to stress, when the stress level is high it may leave a negative impact on the organization.

All employee and managers are exposed to work stress. Some are exposing more intensive than others (Raza and Irfan, 2014) are. Stressed workers show withdrawal behaviors such as a cynicism toward work, lack of organizational commitment and intention to leave the organization. Stress will lead to lower productivity and this is a threat to the organizational competitiveness. The negative effect of stress levels, low morale and staff absence could be set to continue unless the economic environment improves (Vanishree, 2013). Globally, the costs of work-related stress are estimate to be approximately \$5.4 billion each year (Health and Safety Executive, 2010).

The Health Safety Executive, (2004) defines stress as an undesirable response people have to tremendous pressures or other types of demands placed upon them. It arises when they worry they cannot deal with. Some stress can be good, and some can be bad. According to Richardson & Rothstein, (2008) job stress is a state in which work-related factor affect employees to the degree that psychological condition deviates from usual performance of an individual. Stress has nowadays become a prevalent state in everyday human life especially among different employees at various levels of job. On the one hand, stress is the motivational force and on the other side, it is the cause of

depression. In fact, the lack of stress is the end of life, as there is no enthusiasm towards the accomplishment of goals (Ling et al., 2014).

There are many workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as manufacturing industries, some of them are Role conflict, role ambiguity, work overload, conflicts with the behavior of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies (Mansoor et al., 2011). Job stress is multidimensional in nature i.e. workload pressure, time pressure, performance pressure, role conflict, role ambiguity, work family conflict, job autonomy, physical environment etc. (Khaak, 2004).

When employees are at the work place, there are different stressors that are having a direct impact upon the performance of employees (Azizollah et al., 2013). Although not all stress is necessarily bad, an excessive level of job stress can produce negative outcome in organization as well as in employee. More specifically, job stress is negatively relate to job satisfaction and wellbeing (Noblet and Rodwell, 2009).

Employee's job satisfaction is important for both the employee and the industry. When employees are satisfied, their motivation will be high to accomplish their job and to become productive. The satisfaction of employee is the factor for the success and profitability of an industry. When employees are dissatisfied it leads to inefficiency, and intents to leave the organization.

Employee with higher job satisfaction are important since they believe that the organization would have a tremendous future in the long run and the employer give credit to the quality of their work,

hence those employee are more committed to the organization , have higher retention rates and tend to have higher productivity ( Ayub and Rafif, 2011).

Job satisfaction considered in terms of an employee's overall satisfaction with his or her job. As a multidimensional construct, job satisfaction concerns satisfaction with pay, supervision, company policy and the nature of the work. Job satisfaction consists of an extrinsic and intrinsic component. Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, while extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks (Hirschfeld, 2000).

Employee performance, employee engagement and job satisfaction is important for every organization. Many variables like intellectual & physical abilities, their qualification, training, experience, culture, reward systems, career progression opportunities, co-workers behaviors, authority and responsibility, work overload and structure of the organization affect these attitudes. Practically employees face main problem of work overload. Every employee face work overload, stress at work and personal life which ultimately affect their performance and job satisfaction (Shah, 2011 a cited by Sobiya and Farooqi, 2014).

High work related stress has been one of the major reasons for job dissatisfaction and poor work performances (Ismail and Tan, 2011).According to Schultz and Schultz, (1994), job dissatisfaction is most likely caused by occupational stress. An employee, who is dissatisfied with her/his job, dislikes coming to work and finds little reason for doing well on the job. Individuals who report being very satisfied with their jobs, do not suffer from harmful effects of stress. Those who are very dissatisfied with their jobs do show stress-related effects.

This study, therefore, investigated the relationship between job stress and job satisfaction among Ethiopian breweries factories.

## **1.2 Statement of the problem**

Job life is one of the important parts of our daily lives, which cause a great deal of stress. Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. Employee with a higher percentage of job stress may not be satisfied with their job and therefore they will not feel happy working in the industry (Bhatti et al., 2011).

Work place stress significantly and negatively influences job satisfaction, which has been explained by many researchers. According to Raza and Irfan, (2014) there is negative correlation between job Stress and Job Satisfaction. It means that when the stress level increases among the employees it will decrease Job Satisfaction. He added that the reasons for increase in the stress level are lack of clarity in their roles, overload of work, assignments; relationship conflict among the employees etc.

According to (Suryawanshi and Mali, 2013) Stress and Job Satisfaction have no significant causal relationship. The correlation analysis of (Sabra and Abbas, 2009) indicates that workload with job satisfaction is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan.

Now a day the competition between beer factories become high. New factories are establishing which make the competition to become higher. Beer companies are doing everything they can to differentiate the beer from other competitors and one of the most effective ways of achieving productivity and quality product is to protect the employees from falling in to stress. There are many researches related to my study focus worldwide but there is a gap on the area that is done in

Ethiopian brewery factories. As far as concerned the researcher knowledge, the researcher cannot find research studies conducted using the stressors work overload ,role conflict ,role ambiguity, physical environment, job autonomy and relationship at work as source of stress and it's relation with job satisfaction in brewery factories. Therefore, this research tries to fill this information gap in Ethiopian brewery factories.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

The General objective of the research is to study the relationship between job stress and job satisfaction among employees of two brewery factories (Heineken and BGI Ethiopia) in Addis Ababa.

#### **1.3.2 Specific Objective**

With the above General objective, the specific objectives are:

- To find out the relationship between work overload and job satisfaction;
- To find out the relationship between role conflict and job satisfaction;
- To determine the relationship between role ambiguity and job satisfaction;
- To determine the relationship between job autonomy and job satisfaction;
- To identify the linkage between relationship at work and job satisfaction;
- To examine the relation between physical environment and job satisfaction;

### **1.4 Hypothesis of the study**

In light of the objectives articulated above, the following hypotheses were investigated:

#### **Hypothesis 1**

Ho1: There is a significant positive relation between Work overload and job satisfaction.

## **Hypothesis 2**

Ho2: There is a significant positive relation between role conflict and job satisfaction.

## **Hypothesis 3**

Ho3: There is a significant positive relation between role ambiguity and job satisfaction.

## **Hypothesis 4**

Ho4: There is a significant negative relation between job autonomy and job satisfaction.

## **Hypothesis 5**

Ho5: There is a significant negative relation between relationship at work and job satisfaction.

## **Hypothesis 6**

Ho6: There is a significant negative relation between physical environment and job satisfaction.

## **Hypothesis 7**

Ho7: Job stressors (work overload, role conflict, role ambiguity, job autonomy, relationship at work and physical environment) will not explain the variation in job satisfaction.

## **1.5 Significance of the Study**

In addition to fulfilling the academic requirement of the researcher, the results of the study will have the following benefits. Primarily, the results of this study will give benefit to the selected breweries (Heineken brewery and BGI Ethiopia brewery) by understanding the state of job stress and its effect on job satisfaction it will help the companies to take corrective measures. Furthermore, it will be used as reference for other researchers who are interested to conduct study related to this problem. Finally, any interested party can use the result of the study as a reference.

## **1.6 Scope of the Study**

The spatial and temporal coverage of this paper is limited to two brewery (Heineken brewery and BGI Ethiopia brewery) have been selected in Addis Ababa city to investigate the state and relationship between job stress and job satisfaction at the current period. Further, this study investigated how selected stressors explain job satisfaction in the factories. The sample respondents were employees from the selected companies who are working on a permanent basis.

## **1.7 Limitation of the Study**

This study has tried to address the effect of Job stress on employee's job satisfaction in brewery companies in Addis Ababa. Therefore, one should require detail analysis, evaluation, and the experience of others. This research is done referring brewery companies with particular reference to BGI and Heineken brewery factories. Some companies were unwilling to participate their employees on the survey. Six types of job stress that represent the job stress of brewery factories selected , but other types of job stress are still possible. As a result, the outcome of this research shall not be considered as a comprehensive study on the brewery companies in Ethiopia.

## **1.8 Organization of the paper**

The research paper has five chapters. The first chapter is introduction. The second chapter deals with literature review in which critical review of relevant previous scholars work in the research topic is presented. The third chapter discuss about research design and methodology that is used to undertake the research. It includes the design of the study, the sample size, source and tool of data collection, instrument development, procedure of data collection and data analysis method. Chapter four discusses the findings of the study with data analysis, presentation and interpretation. Finally, the fifth chapter will include summary of findings, conclusions and recommendation.

## **CHAPTER TWO**

### **Literature Review**

#### **2.1 Definition of Stress**

Selye, 1936 first used the term stress in the literature on life sciences, describing stress as the force, anxiety, or tension put forth upon a material object or human being, which opposes this pressure and attempt to keep its original status. Stress can also be classified as an unpleasant response that people incident when outsider demands go beyond their internal abilities (Waters and Ussery, 2007) .Stress is a body reaction to any demand or change in its internal and external environment. External factors or environment such as change in temperature, family conditions, humidity and working conditions leads to stress. The psychosocial stress causes, when one wishes to surpass what others have achieved.

Stress is a condition of physiological and psychological unbalances, which arises from the discrepancy between situational demand and capability or enthusiasm that the individuals have to cope with those demands. It may be positive or negative. When the situation provides a chance to get something valuable to someone, then stress is positive and it acts as an incentive for better performance. When an individual faces emotional, physical, social and organizational troubles then the stress is negative (Sheraz, 2014).

## 2.2 Job Stress

The Canadian Centre for Occupational Health and Safety (2000) has defined workplace stress as the harmful physical and emotional responses that can result from conflicts between job demands on the employee and the amount of control an employee has over meeting these demands. Experiencing lower levels of stress at work can actually be a motivator and serve to increase productivity in employees. However, it becomes problematic when stress occurs in amounts that individuals can no longer manage. Job stress can also be defined as an employee's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace, and the employee's psychological and physiological reactions caused by these uncomfortable, undesirable, or threats in the employee's immediate workplace environment (Montgomery et al., 1996).

Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. Subjective and self-reported evaluations of stress are just as valid as 'objective' data, such as statistics on accidents or absenteeism (Health Safety Executive, 2004).

### 2.2.1 Forms of Stress

There are two major forms of stress: Eustress and Distress (Sheraz, 2014)

- **Eustress:** The workers who feel eustress will be capable to fulfill job demands and this may support them to enhance the quality of their work life.
- **Distress:** The workers who feel distress will not be capable to satisfy job demands and this may stimulate them to reduce the quality of the work life.

## 2.2.2 Symptom of Occupational Stress

There are two main symptom of occupational stress, one is physiological stress and the other is psychological stress. (Reginna, 2003)

- **Physiological responses:** Physiological responses of your body like migraine, headache, fatigue, chest pain etc. are called physiological stress.
- **Psychological response:** Psychological and emotional response can be group together. These are emotional and cognitive Problems that occur under conditions of job stress. They include job dissatisfaction, frustration, depression, resentment, lack of commitment, angry, Outbursts, hostility, jealousy and lack of interest.

## 2.3 Theories of Occupational Stress

### 2.3.1 Person-Environment (PE) Fit Theory

The basic premise of the person environment (PE) fit theory is that stress arises from a misfit between person and environment – not from the two components separately, but as the factors of each relate to one another. When individuals perceive that their work environments are not good, or do not fit well with the needs, wants, and desires that they personally would like fulfilled from work, the discrepancies create diverse strains, which are then hypothesized to affect workers' health and wellbeing. (Melanie, 2005)

Environmental demands here include job requirements, role expectations, and group and organizational norms. Countering these demands are the individual's abilities represented through aptitudes, skills, training, time and energy the person uses to meet the demands. The idea is that the larger the discrepancy between person and environment, the greater the likelihood that strain, and a need for coping, will arise (Mauren Dollard, 2002).

### **2.3.2 Demand-Control Theory**

According to Karasek's job demand—control model, strain occurs when high job demands combine with low opportunity to influence tasks and procedures, resulting in poor employee health and low job satisfaction. Locus of control and self-efficacy may have a major impact on perceived stressors and resultant stress. Thus, an increase in control is positively correlated with job satisfaction (Mauren Dollard, 2002).

According to the demand theory, demand is subdivided into workload, work hazards, physical and emotional demands and role conflict. For stress to exist, the demand from the environment (the job) versus the capability of the individual (the employee) will typically be considerably out of balance (Jovica et al., 2006)

### **2.3.3 Demand-control/support model**

This emphasizes the work environment. It argues that strain (seen as a consequence of stress) results from the joint effects of high job demand and low job control. Social support has been added to the model; more recently, strain effects are exacerbated in conditions of low support. (Mansor et al., 2003).

## **2.4 Job Stressors**

The cause of job stress is referred to job stressor, and there are a variety of sources of job stress (Azizollah et al., 2013) identifies stressors: role ambiguity, role conflict, role overload, unrealistic expectations, difficult decisions, managerial failure, and subordinate failure. (Schultz and Schultz, 2006) also presents stressors: work overload, work under load, organizational change, physical environment, role conflict, and role ambiguity. Sources of jobs stress depend on employee and organizational environment, and each job stressor can have a different influence on job satisfaction.

Among various stressors presented in previous studies, the current study, has taken work overload, role ambiguity, role conflict, job autonomy relationship at work and physical environment as the main stressors. It is because work overload and role ambiguity are the most commonly researched job stressors (Beehr et al., 2000), Role conflict (Sheraz, 2014), and Physical environment (Kim et al., 2002), relationship at work (Iqbal and Wassan, 2012), job autonomy (Pawal and Rathod, 2007).

#### **2.4.1 Work overload**

Work overload is an interaction between actual work demands and physiological strain that comes from the meeting that demands. This psychological strain comes when the actual demand is perceived to exceed the capacity of the employees (Beehr et al., 2001). Researchers have identified two types of role overload: quantitative overload and qualitative overload. Quantitative overload implies having more work than time permits. The amount of time for working is limited, thus employees experience role overload when they have insufficient time to accomplish the work. On the contrary, qualitative overload involves work that is too difficult to perform. Thus, qualitative overload arises when the work goes beyond one's knowledge, skills, and abilities (Lee and Young, 2011).

#### **2.4.2 Job Autonomy**

Job autonomy is defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out (Saragih, 2011). Job autonomy in the organization can be define as, a physical performance or set of practices relating the allocation of responsibility and produce the chain of command so as to give employees greater than before decision-making power in respect to the implementation of their main work activities (Leach et al., 2003). Job autonomy is likely to provide

employees the freedom of power over how they carry out their task in the organization, which is likely to reduce emotional tense and mental stress, caused by necessary present certain emotions and enhance their generally satisfaction of employee in the organization (Saragi, 2011).

### **2.4.3 Role Conflict**

An employee's role in the organization can be a source of stress (Schultz and Shultz, 2006). Role conflict refers to a type of role demand, occurs when two or more sets of role pressures exist in an individual's workplace, and fulfillment with one role would make fulfillment with another difficult (Jawahar et al., 2007). Role conflict directly concerns with incompatible role expectations. Such conflicts are just conceptual differences among the subordinates and supervisors about the required work place tasks and activities. This creates conflict between the commitment to a number of supervisors and the individual's requirements (Kahn and Byosier, 1992).

### **2.4.4 Role Ambiguity**

Role ambiguity indicates uncertainty that arises when individuals have inadequate information concerning their roles. Employees experience role ambiguity not only when they do complex task, but also when they do not know expectations for performance and consequences of their job behavior. (Lee and Young, 2011) Role ambiguity arises when roles for a particular position are unclear, uncertain and poorly defined. Performers deviate on role anticipations, not due to role conflict but because role expectations are unclear (Khattak et al., 2013). Role Ambiguity is also defined as the absence of satisfactory information which is required in order for persons to accomplish their role in a satisfactory manner (Zhao and Rashid, 2010).

### **2.4.5 Relationship at Work**

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop (Iqbal, 2012). Beehr and McGrath ,(1992) define co-worker's social support as co-workers willingness to help one another (e.g., caring, friendly, warm relation, empathy, cooperation, no back biting and gossiping, appreciation, respect and support) in performing daily tasks and handling of upsetting and threatening situations to create healthy environments in the workplace (Mansor et al., 2003).

The relationship an employee has with a boss or supervisor is important in determining the amount of stress an individual experiences at work (Ross and Altmaier, 1994). According to (Iqbal and waseem, 2012) having poor leadership from supervisors leads employees to experience greater job stress. The behavior of employees can also lead to stress for a supervisor. Supervisors are simultaneously responsible for people (the activities and work of subordinates) and for things (equipment, budgets, and paperwork).

### **2.4.6 Physical Environment**

Physical working conditions that can cause job stress are temperature extremes, poor lighting, shift work, and indoor pollution (Schultz and Shultz, 2006). When individuals work in unfavorable environment, they tend to get job stress. For example, when employees work in perilous conditions or uncomfortable positions, they will experience job stress. (Lee and Yong, 2011).

## **2.5 Relationship between Job Stress and Job satisfaction**

### **2.5.1 Work Overload and Job satisfaction**

Work overload lead to poor performance of the employees, which has ultimately leads toward the employee job dissatisfaction (Thair et al., 2012). (Cooper and Sutherland, 1992) argued that work overload is one of the main forecaster of being exhausted (The sense of being tiredness and mental fatigue). The research findings of (Nirel et al., 2008) showed that high-level work overload cause the emotional problems and lower level of satisfactions. Too much work in both quality and quantity is negatively related with job satisfaction (Nele and Hans, 2006). A research found that occupational stress that occurred due to some factors like work overload, lack of job security, work relations with others has negatively correlated to job satisfaction (Paktinat and Rafeei, 2012). Stress in job due to different issues like work overload, coworkers behavior, etc become harmful not for himself but for the organization which negatively affected the job satisfaction. This stress can be reduced by giving training, orientation, proper pay package equal employee opportunities (Obiora and Iwuoha, 2013).

### **2.5.2 Physical Environment and Job Satisfaction**

A study by (Fam et al., 2008) in car manufacturing industry showed that the physical conditions of the workplace have the highest impact on the job stress. It concluded that the most important factor, which affects job stress and in turn job satisfaction, is physical conditions of the workplace. A study of managers of Chinese restaurant in Hong Kong showed that the physical work environment is one of the important determinants of job satisfaction in that industry (Lam et al. 2001). A study of 360 technical supervisors showed that the employees who perceive their physical work environment adequate are more satisfied with their jobs (Srivastava, 2008).

### **2.5.3 Role Ambiguity and Job Satisfaction**

According to Wright and Davis, (2003) pointed out, employees' job satisfaction increases when they understand more clearly, what is expected of them in their jobs.(Kahn et al., 1964) found that workers who suffered from role ambiguity were more likely to experience lower job satisfaction, a greater incidence of job-related tension, greater feelings of futility and lower levels of self-confidence. Role ambiguity was related to job satisfaction in a different pattern. Here, role ambiguity had a highly significant and negative correlation with satisfaction from the work itself. Ambiguity was also negatively related to satisfaction with co-workers, supervision, pay, and opportunities for promotion, but not at significant levels (as cited by Keller, 1975).

In the study of (Lankau et al., 2006) it was concluded that if role ambiguity was reduced, the level of job satisfaction and organizational commitment will be increased. In other study, (Ling et al., 2000) concluded that role stressors (role ambiguity and role conflict) have direct and negative relationship to the job satisfaction. (Iqbal et al., 2013) showed that role ambiguity has a negative relation with job satisfaction among bank employees. A study by (Lee and Young, 2011) indicated that role ambiguity has a significantly negative influence on job satisfaction.

### **2.5.4 Role conflict and job satisfaction**

According to Malik et al., (2010) job satisfaction and affective commitment among bank employees directly and negatively influenced by role overload and role conflict. Trivellasa et al., (2013) indicates that role conflict is significantly correlated with all dimensions of job satisfaction and work stress related to conflict and heavy workload proved to be significantly and negatively associated with all job satisfaction dimensions. A study by Venkataraman and Ganapathi, (2013) indicates that Role conflict has a significant negative impact on job satisfaction. The correlation analysis indicates

that the employee job satisfaction is negatively and significantly associated with work over load and role conflict.

Role conflict decreases job satisfaction among both men and women (Coverman, 1989). Work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role (Carlson and Kacmar, 2000). Kahn and his colleagues (1964) have shown that the greater role conflict in men, the lower job satisfaction and the greater job-related tension. The correlations between role conflict and satisfaction with the work itself and satisfaction with co-workers were negative, but not significant. Role conflict was significantly related to low levels of satisfaction with supervision, pay, and opportunities for promotion (as cited by Keller, 1975).

### **2.5.5 Relationship at work and job satisfaction**

In an environment where co-worker support is high, employees are able to discuss ideas more openly and honestly and there is a positive relationship to job satisfaction (Bateman, 2009).

According to Sauter et al., (1992) poor relations with colleagues, supervisors and subordinates at work have been identified as important risk factors for stress-related problems and concluded that job stress and job satisfaction are negatively related. Studies have proved a very vital negative relationship between job stress and job satisfaction (Homburg and Stock, 2004).

### **2.5.6 Job autonomy and job satisfaction**

According to (Morrison et al. 2005) found that job autonomy became an important factor for employee's job satisfaction. (Finn, 2001) found that job autonomy became the important component in nurses' job satisfaction. (Cuyper and Witte, 2005) also support this finding; job autonomy positively related job satisfaction both for permanent and temporary employees. A cross sectional study by (Decarlo and Agarwal, 1999) examined the effects of job autonomy on salesperson's job

satisfaction. The result indicated that there is positive relation between job autonomy and job satisfaction.

The feeling of job personal responsibility leads employees to develop favorable affective and behavioral reactions to their job thereby increasing job satisfaction. Increase in job autonomy was found to be significantly allied with an increase in job satisfaction and organizational commitment (Saragih, 2011). (Cohrs et al., 2006) examined the effects of job autonomy on job satisfaction and found a positive association. (Humphrey et al., 2007) meta-analytic study investigated facets of autonomy such as work scheduling autonomy, work methods autonomy, and decision-making autonomy. All autonomy criteria exhibited significant positive relationships with job satisfaction.

## **2.6 Job satisfaction**

The term 'job satisfaction' was first utilized by Hoppock (1935), referring to a combination of psychological, physiological and environmental circumstances that make a person feel satisfied with their job (Aziri, 2011). According to (Robbins, 2005), job satisfaction refers to an employee's overall attitude toward his or her job. Commonly, it is perceived as a direct link to productivity as well as wellbeing of workers. (Kaliski, 2007) reported that job satisfaction is a most important component that encourages a worker to income promotion, recognition and the achievement of other objectives that leads to the feelings of success that infers delight and passion in one's work.

According to (Ilham, 2009), employee satisfaction refers to positive or negative aspect of employee's attitude toward their jobs or some features of the job. Job satisfaction represents the extent to which expectations are match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al, 1985).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of job satisfaction can range from extreme satisfaction to 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). Job satisfaction plays a vital role in life of employee, because it effects positively on the personal and social adjustment of the individual on the contrary job dissatisfaction adversely affects physical and mental health of the individual (Hussin, 2011).

### **2.6.1 Features of job satisfaction**

Spector (1997) lists three important features of job satisfaction.

- First, organizations should be guide by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases, the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.
- Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the Organization's business. From this, it can be conclude that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.
- Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be define, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

## **2.6.2 Theories that explain Job Satisfaction**

### **➤ Job satisfaction and hierarchy of needs**

Maslow's (1954) traditionalist views of job satisfaction were based on his five-tier model of human needs. At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified. The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love. The fourth tier incorporated self-esteem needs and recognition by one's peers and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction (Hussin, 2011).

According to Maslow, the needs of an individual exist in a logical order and that the basic lower level needs must be satisfied before those at higher levels. Then, once the basic needs are fulfilled, they no longer serve as motivators for the individual. The more a job allows for growth and acquisition of higher level needs, the more likely the individuals to report satisfaction with his or her job. Furthermore, the success of motivating people depends on recognizing the needs that are unsatisfied and helping the individual to meet those needs. Ibid

### **➤ Job satisfaction and Motivator-Hygiene Factors**

Building on the theories of Frederick Herzberg (1974) suggested that work could serve as a principal source of job satisfaction. His approach led to the aforementioned two-continuum model of job satisfaction where job satisfaction was placed on one continuum and job dissatisfaction was placed on the other. Herzberg's theory recognized that work characteristics generated by dissatisfaction were quite different from those created by satisfaction. (Hussin, 2011)

He identified the factors that contribute to each dimension as "motivators" and "Hygiene". The motivators are intrinsic factors that influence satisfaction based on fulfillment of higher level needs such as achievement, recognition, and opportunity for growth. The hygiene factors are extrinsic

variables that such as work conditions, pay, and interpersonal relationships that must be met to prevent dissatisfaction. When hygiene factors are poor, work will be dissatisfying. However, simply removing the poor hygiene does not equate to satisfaction. Similarly, when people are satisfied with their job, motivators are present, but removing the Motivators does not automatically lead to dissatisfaction. Essentially, job satisfaction depends on the extrinsic characteristics of the job, in relation to the job's ability to fulfill ones higher level needs of self-actualization. Hence, the two continuum model of Hertzberg's Motivator-Hygiene Theory Hertzberg (1974) emphasized that he was researching on the overall satisfaction of the worker. He concluded that workers derived satisfaction (and hence motivation) from achievements that are centered on job content such as: - Responsibility, Autonomy, Self-esteem or self-actualization, Leadership and a challenging job. Ibid

### **2.6.3 Factors Affecting Job satisfaction**

#### **➤ Intrinsic factors**

Intrinsic factors mean the internal characteristics of the job that can provide people to achieve job satisfaction. Example would be the work autonomous, whether the job can provide opportunities for personal growth and development, the job variety, task identity, task significance and feedback to the worker (Ayub and Rafif, 2010)

#### **➤ Extrinsic factor**

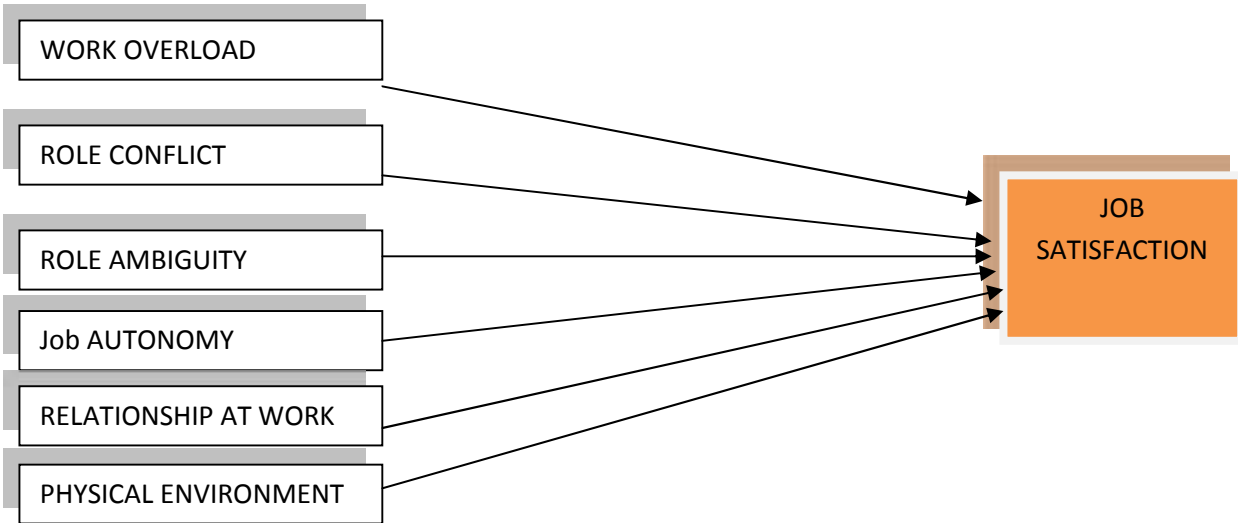
Extrinsic factors mean the external job characteristics that can help employee to achieve job satisfaction. This includes salaries or pay, good working conditions, relationship between the co-workers, advancement, company policies, job securities, supervision, recognition and status (Ayub and Rafif, 2010).

### **2.7 Theoretical Frame Work**

According to (Ling et al., 2014), role ambiguity affects the job satisfaction negatively. Amongst some important factors causing stress, one is role conflict. It has a significant negative impact on job

satisfaction (Fie et.al, 2009).Work overload is negatively related with job satisfaction (Nirel et al., 2008). In an environment where co-worker and supervisor support is high, there is a positive relationship to job satisfaction (Bateman, 2009). There is positive relation between job autonomy and job satisfaction (Saragin, 2002). Employees who perceive their physical work environment adequate are more satisfied with their jobs (Srivastava, 2008).

Based on above literature following model is developed for this study.



Source: Self developed

Fig 2.1: Theoretical Framework of The Effect of Job Stress on Job Satisfaction.

A study examined the relationship between role stress and job satisfaction among bank employees in Kota Kinabalu, Sabah. This study was carried out in four banks in Kota Kinabalu, Sabah; namely Malayan Banking Berhad, Public Bank Berhad, CIMB Bank Berhad and AmbankBerhad. Total of 163 respondents participated in the study and provided sufficient data to examine the relationship between the independent variables (role stress and working condition) and dependent variable (job satisfaction). From the findings, role stress has a negative relationship with job satisfaction among bank employees in Kota Kinabalu, Sabah (Ling, 2014).

Correlation analysis of a study made by Vanishree and Ganapathi,(2013) indicates that the employee job satisfaction is negatively and significantly associated with workload and role conflict, while the employee job satisfaction is positively and significantly correlated with physical environment in small-scale industries. The regression analysis shows that the job stress factors of workload and role conflict have the negative impact on employee job satisfaction while, the job stress factor of physical environment have the positive impact on employee job satisfaction at one per cent level of significance. It was established that a strong negative significant relationship existed between occupational stress and job satisfaction.

A study by Lee and Yong, (2011) investigated the relationship between job stress and job satisfaction, and analyze the effect of social support on this relationship. In particular, this study analyzes the effects of three types of job stress; role overload, role ambiguity and physical environment and two sources of social support; supervisor and coworker support. Hierarchical regression analysis was performed using data from a survey of 619 police officers. The findings from the analysis are first, role ambiguity and physical environment are negatively related to job satisfaction. Second, social support has a direct effect on job satisfaction but has no moderating effect. Third, supervisor support is more effective in enhancing job satisfaction than coworker support.

The current study, therefore, the effect of job stress on job satisfaction in case of brewery factories more specifically in Addis Ababa.

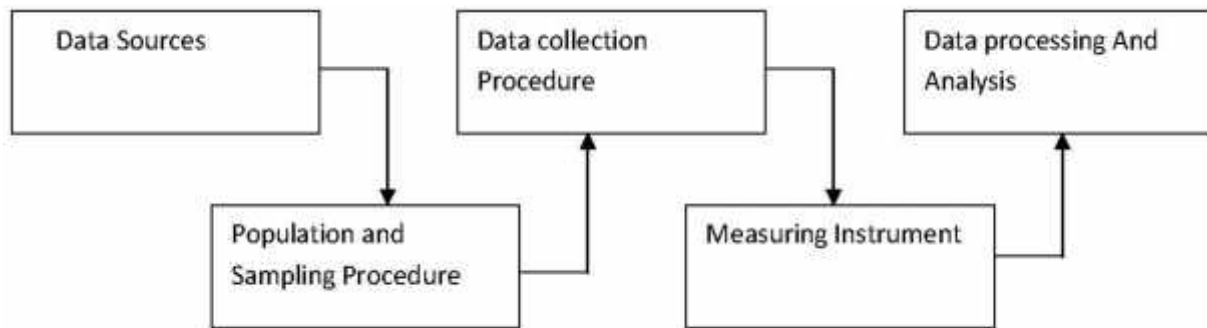
# CHAPTER THREE

## Research Design and Methodology

### 3.1. Introduction

This section presents methods, which were, used in executing the study on the effect of job Stress on job satisfaction. Thus, research design, the data sources, population and the sampling technique, measuring instrument, data processing and analysis using statistical tools will be discussed. Diagrammatically, the outline of the research methodology is showed below.

**Fig. 3.1: Outline of Research Methodology**



**Source:** Developed for this research

### 3.2. Research Design

Explanatory/inferential, cross sectional study design using quantitative method was used to analyze data collected from respondents. The rationale behind using inferential study design is to determine how the independent variables explain the dependent variables of the study. The study is cross-sectional in the sense that relevant data was collected at one point in time. The reason the researcher used cross sectional survey is due to limit of time and cost. Cross sectional survey save time and cost compared to longitudinal survey.

### 3.3 Source of Data and Collection Methods

The necessary data for this study were collected from primary source .A questionnaire, which has three sections such as background information, job stress and job satisfaction was distributed to the target respondents.

### 3.4. Population and Sampling Procedure

#### 3.4.1. Population and Sample Size

Two brewery factories were selected based on location assume to represent all the beer factories in Ethiopia. Therefore, the populations of this study are all permanent employees of the two selected beer factories. The sample size selected here is considered as representative of the target population and large enough to allow for precision, confidence and generalizability of the research findings.

The researcher used the following sample size determination formula developed at University Park by Jeff Watson, Research Assistant, and Cooperative Extension & Outreach for calculating the sample size required. (As cited by Mulu Miesho, 2012)

$$n = \frac{\left( \frac{P[1-P]}{\frac{A^2}{Z^2} + \frac{P[1-P]}{N}} \right)}{R}$$

(Watson, Jeff: 2001) **Where:**

n: sample size required-287

N: number of people on the population-1024

P: estimated variance in population - 50%

A: precision desired – 5%

Z: Based on confidence level – 95%

R: Estimated response rate- 98%

By using the above formula, 287 respondents were selected from the total population of 1024 of the 2 brewery factories. The 287 respondents were selected from each brewery factories on proportion basis. 48 were taken from Heineken brewery Addis Ababa plant and 239 were taken from BGI Ethiopia brewery Addis Ababa plant. The number of samples taken from each brewery factories indicated in table 3.1 below.

**Table 3.1: Number of employees and proportion of samples taken from each brewery factories**

<b>Organization</b>	<b>Number of employees</b>	<b>Proportion of sample size</b>
Heineken	172	$172/1024 * 287 = 48$
BGI Ethiopia	852	$852/1024 * 287 = 239$
Total	1024	287

**Source:** Developed for this research

### **3.4.2. Sampling Technique**

In order to obtain data about job stress and job satisfaction, two brewery factories was selected. The companies were selected based on the location. Out of all beer companies located in Ethiopia three of them are located in Addis Ababa, the researcher wanted to include 3 of them but one factory don't want to collaborate so the rest two included in the research. After selecting the factories, respondents from each factory were selected by using simple random sampling technique because each member of the population will have equal chance of being selected.

### **3.5. Data Collection Procedure**

Prior to conducting the study permission was obtained from each organization. After permission was granted, the questionnaires, which have three parts – background information, job stress and job satisfaction was distributed to the respondents. For the questionnaire to be easily understandable by respondents, it was translated in to Amharic language. To capture the same meaning of the questionnaire in both languages, two language professionals revised it. The purpose of the study, cooperation from respondents, ethical issues (confidentiality and participation on voluntary basis) was also included in the introduction part of the questionnaire.

### **3.6. Measuring Instruments**

Self-administered questions were used to obtain background information regarding their sex, age, and educational level. Questionnaire deals with role conflict and role ambiguity has been measured by 5 items each taken from (Vanishree, 2013) work. Work overload items taken from (Sobiya and Faraoqi, 2014) work, job autonomy is taken from (Saragi, 2011) work, physical environment and relationship at work (Lee and Young, 2010) work, Each item was measured by using a five-point scale ranging from strongly disagree which was weighted as 1 to Strongly Agree which was weighted as 5.

Job satisfaction items taken from (Reginna, 2003) work. Each item was measured by using a five-point scale ranging from strongly dissatisfied, which was weighted as 1 to Strongly satisfied which was weighted as 5.

According to Bryma and Bell, (2003) the Cronbach's Alpha result of 0.7 and above implies acceptable level of internal reliability. Cronbach's alpha was found to be 0.710; which is above 0.7.

Validity on the other hand refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998). To assure validity, questionnaires were designed based on previous studies' questionnaires and review of related literatures. Furthermore, this study deduces hypothesis from a theory that is relevant to the concept.

### **3.7. Data Processing and Analysis**

#### **3.7.1. Data Processing**

The method of data processing in this study was manual and computerized system. In the data processing procedure editing, coding, classification, and tabulation of the collected data were used. The researcher edited the collected raw data to detect errors, omissions, checking that there is an answer for each question, and the questions are answered accurately and uniformly. The process of assigning numerical or other symbols came next, which was used by the researcher to reduce responses into a limited number of categories or classes. After this, the processes of classification or arranging large volume of raw data in to classes or groups on the basis of common characteristics were applied.

Data having the common characteristics was placed together and in this way, the entered data were divided into a number of groups. Finally, tabulation were used to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

#### **3.7.2 Data Analysis**

The researcher collected quantitative data. It was then coded and edited to have the required quality, accuracy, consistency and completeness. The data was then entered into a database and analyzed using a statistical computer package – SPSS 20 (statistical package for social scientist). Descriptive statistics were used to describe the sample of the study. Pearson's correlation was computed to find

out the degree of relationship among variables of study. Regression analysis was also carried out to establish which of the predictor variables had the highest influence on the dependent variable.

### **Regression functions**

#### **Dependent Variable**

Job satisfaction (JS)

#### **Independent variables**

Job stressors

#### **Regress job satisfactions on stressors**

$$JS = \theta_0 + \theta_1 WO + \theta_2 RC + \theta_3 RA + \theta_4 JA + \theta_5 RS + \theta_6 PE + \epsilon$$

Where:

JS= Job satisfaction

WO, RC, RA, JA, RS, PE are the explanatory variables (stressors)

WO(work overload) , RC(role conflict) ,RA(role ambiguity) , JA(job autonomy), RS(relationship at work) and, PE(physical environment)

$\theta_0$  = is the intercept term-it gives the average value of JS when the stated independent variables are set equal to zero.

$\theta_1, \theta_2, \theta_3, \theta_4, \theta_5, \theta_6$  refers to the coefficient of their respective independent variable which measures the change in the mean value of JS, per unit change in their respective independent variables.

$\epsilon$  = Error term

# CHAPTER FOUR

## Data Analysis and Interpretation

### 4.1. Introduction

This chapter presents the results of the study based on the empirical analysis of the data collected from the research respondents and discussion of results with respect to previous research findings and literature. In this chapter, both descriptive and inferences on the data analysis and procedures are presented.

Two hundred eighty seven questionnaires were distributed to the respondents and out of two hundred eighty seven questionnaires; Forty-four from Heineken and two hundred twenty nine from BGI Ethiopia brewery totally two hundred seventy three of them were collected that accounts 95.1% response rate. Accordingly, the analysis of this study is based on the number of questionnaires collected.

### 4.2. Descriptive Statistics

#### 4.2.1. Background Information

Table 4.1 below indicates background information of respondents participated in the study. Sex, age and educational level of the sample respondents are displayed in the table. As shown from the table sex distribution of the sample, 196 (71.8%) of total respondents were male, 77 (28.2%) were female. This implies that the proportion of male employees is much larger than that of female employees in the sampled two brewery companies. Regarding the age of the respondents distribution the greater part of the respondent(38.8%) exist in age category of 27-35 the second were 28.2 % within the age category of 36-45.the remaining 22.3 % and 10.6% were found between the age of 18-26 and above 45 respectively.

Item number 3 of the table further indicates educational level of respondents. From the table 24.2% of the respondents were certificate holder, 40.3% were diploma holders, 34.8% were degree holder and the rest 0.7 % were above degree.

Table 4.1: Background Information of Respondents

no	items	Frequency	Percent
1	Sex of respondents		
	a. Male	196	71.8
	b. Female	77	28.2
	Total	273	100.0
2	Age of respondents		
	18-26	61	22.3
	27-35	106	38.9
	36-45	77	28.2
	>45	29	10.6
	Total	273	100.0
3	Education level of respondents		
	certificate		
	diploma	66	24.2
	degree	110	40.3
	over degree	95	34.8
		2	0.7
	Total	273	100.0

**Source:** Developed for this research

#### 4.2.2. Results of Measures of Central Tendency and Dispersion

This part explains the descriptive statistics calculated on the basis of the variables included in the job stress and job satisfaction questionnaires. The measures of central tendency and dispersion for the job stressors (work overload, role conflict, role ambiguity, job autonomy, relationship at work and physical environment) and job satisfaction obtained from sample respondents.

Table 4.2: Result of Stressors for Sample Respondents

Stressors	N	Minimum	Maximum	Mean	Std. Deviation
Work Overload	273	1	5	3.60	1.071
Role Conflict	273	1	5	3.15	1.140
Role Ambiguity	273	1	5	3.59	1.177
Job Autonomy	273	1	5	2.49	1.101
Relationship	273	1	5	2.81	.989
Physical Environment	273	1	5	3.27	1.131
Job Satisfaction	273	1	5	2.39	1.049
Valid N (listwise)	273				

**Source:** Developed for this research

Table 4.2 exhibits that the arithmetic means for the work overload, role ambiguity, job autonomy, relationship at work, physical environment and job satisfaction. Work overload seemed to be the major stressors with mean and standard deviation of 3.60 and 1.071 respectively, which means that the workers in brewery factories perceive overworked. Role ambiguity has mean 3.59 and standard deviation 1.177; this means there is unclear duty, authority and information on the role the employee conducting. Physical environment has mean 3.27 and standard deviation 1.131, the physical environment is moderately good. Role conflict has mean 3.15 and standard deviation 1.140.

Relationship at work with mean 2.81 and standard deviation 0.989. Job autonomy was the least contributor for the stress with mean 2.49 and standard deviation 1.101, which means there is low level of job autonomy. The mean and standard deviation for job satisfaction is 2.39 and 1.049 respectively. It may be conclude that the sample respondents of the organizations have low satisfaction level towards their job.

Each variables items result is shown in appendix A.

### **4.3. Results of Inferential Statistics of Respondents**

The following sections demonstrate the results of inferential statistics employed in this study. To assess the objectives of the study, Pearson's Product Moment Correlation Coefficient was computed, linear and multiple regression analysis was conducted with the help of these statistical tools, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypotheses.

#### **4.3.1. Pearson's Product Moment Correlation Coefficient**

On this study, Pearson's Product Moment Correlation Coefficient was used to determine the Correlation between work overload and job satisfaction, role conflict and job satisfaction, role ambiguity and job satisfaction, job autonomy and job satisfaction, relationship at work and job satisfaction, physical environment and job satisfaction.

#### **Correlation between job stressors (work overload, role ambiguity, role conflict, job autonomy, relationship at work and physical environment) and job satisfaction**

The results show that the correlation coefficient between workload and job satisfaction is  $-.549$  , which is negatively and moderately associated with each other at one per cent level of significance( $r$

= -0.549,  $p < 0.01$ ), there is negative relationship between work overload and job satisfaction. There is, negative, moderate, still statistically significant relationship between role conflict and job satisfaction ( $r = -0.561$ ,  $p < 0.01$ ). Role ambiguity and job satisfaction ( $r = -0.503$ ,  $p < 0.01$ ), have negative, moderate and statistically significant relationship. There is moderate, positive and statistically significant relation between relationship at work and job satisfaction. ( $r = 0.403$ ,  $p < 0.01$ )

Moreover, there is very low, positive though statistically significant relationship between Job autonomy and job satisfaction ( $r = 0.296$ ,  $p < 0.01$ ), on the other hand ( $r = -0.055$ ,  $p > 0.01$ ) very low, negative but not significant relation was found between physical environment and job satisfaction.

Table 4.3: The Relationship between Stressors and Job Satisfaction for sample respondents

**Correlations**

		Job satisfaction
Job satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	273
Work overload	Pearson Correlation	-.549**
	Sig. (2-tailed)	.000
	N	273
Role conflict	Pearson Correlation	-.561**
	Sig. (2-tailed)	.000
	N	273
Role ambiguity	Pearson Correlation	-.503**
	Sig. (2-tailed)	.000
	N	273
Job autonomy	Pearson Correlation	.296**
	Sig. (2-tailed)	.000
	N	273
Relationship	Pearson Correlation	.403**
	Sig. (2-tailed)	.000
	N	273
Physical environment	Pearson Correlation	-.055
	Sig. (2-tailed)	.363
	N	273

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

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

### 4.3.2 Linear Regression

The following subsections present the results linear regression analysis and hypothesis testing.

**Regress job satisfaction (as dependent variable) on work overload (as independent variables)**

#### Hypothesis 1

H<sub>0</sub>1: There is a significant positive relation between work overload and job satisfaction

Table 4.4: Model Summary of work overload

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 <sup>a</sup>	.301	.299	.879

Degree of freedom

Regression 1

Residual 271

F 116.881

Sig. 000\*\*

### Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	1	(Constant)	4.329			.187
	Work Overload	-.538	.050	-.549	-10.811	.000

a. Dependent Variable: Job Satisfaction

Table 4.5: coefficient of work overload

From table above, correlation between work overload and job satisfaction is given by 0.549. Additionally, R square and adjusted R square value of the simple linear regression is given by 0.301 and 0.299, respectively. This is interpreted as 30.1% of variance in job satisfaction is explained by work overload. The F statistic of 116.881 at 1 and 271 degrees of freedom is statistically significant at 99% confidence level; which implies the variation in job satisfaction that is explained by work overload expressed by R square is statistically significant.

The Beta-value of -0.549 indicates that there is inverse relation relationship between work overload and job satisfaction which is statistically significant at 99% confidence level. In other word, it means that as work overload increase by 1-unit job satisfaction decreases by 0.549 units. This reflects that as employees perceive overworked, the level of satisfaction towards their job diminishes. As such, the null hypothesis is rejected.

The findings of this study showed that there is negative and significant relationship between work overload and job satisfaction. Similarly, several studies found a negative significant relationship between work overload and job satisfaction. Among them, the research findings of (Nirel et al, 2008) showed that high-level work overload cause the emotional problems and lower level of satisfactions. (Kawakami and Tsutsumi, 2005) argued that continued working hours and job overload is reason of distress among employees.(Paktinat and Rafeei, 2012) found that occupational stress that occurred due to some factors like work overload, lack of job security, work relations with others has negatively correlated to job satisfaction .

**Regress job satisfaction (as dependent variable) on role conflict (as independent variable)**

**Hypothesis 2**

H<sub>0</sub>2: There is a significant positive relation between role conflict and job satisfaction.

Table 4.6: Model Summary of role conflict

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 <sup>a</sup>	.315	.312	.870

a. Predictors: (Constant), role conflict

Degree of freedom	
Regression	1
Residual	271



Result of this study indicated that there is negative and statistically significant relation between role conflict and job satisfaction. Several researches have reported positive significant relationship between role conflict and job satisfaction; among them, the finding of (Fie, et al., 2009) indicated that role conflict has a significant negative impact on job satisfaction. (Malik et al., 2010) reported that there is direct and positive relation between role conflict and job satisfaction .Venkataramn and Ganapathi, (2013) reported role conflict is negatively related to job satisfaction. The finding of (Steven et al., 2010) reveled that role conflict was associated with low job satisfaction and high propensity to leave.

**Regress job satisfaction (as dependent variable) on role ambiguity (as independent variable)**

**Hypothesis 3**

H<sub>03</sub>: There is a significant positive relation between role ambiguity and job satisfaction.

Table 4.8 Model summary of role ambiguity

**Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 <sup>a</sup>	.253	.251	.908

a. Predictors: (Constant), Role ambiguity

Degree of freedom

Regression 1

Residual 271

F 91.993

Sig.

.000\*\*

Table 4.9: Coefficient of role ambiguity

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.005	.177		22.643	.000
Role ambiguity	-.449	.047	-.503	-9.591	.000

a. Dependent Variable: job satisfaction

From table above, correlation between role ambiguity and job satisfaction is given by 0.503. Additionally, R square and adjusted R square value of the simple linear regression is given by 0.253 and 0.251, respectively. This is interpreted as 25.3% of variance in job satisfaction is explained by role ambiguity. The F statistic of 91.993 at 1 and 271 degrees of freedom is statistically significant at 99% confidence level; which implies the variation in job satisfaction that is explained by role ambiguity expressed by R square is statistically significant.

The t and p-values in coefficient table shows that role ambiguity (t = -9.591; P = 0.000) have significant relationship with job satisfaction. The Beta-value of -0.503 indicates that there is inverse relationship between Role ambiguity and job satisfaction which is statistically significant at 99% confidence level. This reflects that as there is unclear responsibility, satisfaction of employees toward their job decreases. As such, the null hypothesis is rejected.

The association between role ambiguity and job satisfaction was found negative and statistically significant at 99% confidence level. This finding is supported by (Linget al., 2014); (Iqbalet al., 2013) who found negative statistically significant relation between role ambiguity and job satisfaction.

**Regress job satisfaction (as dependent variable) on job autonomy (as independent variable)**

**Hypothesis 4**

H<sub>0</sub>4: There is a significant negative relation between job autonomy and job satisfaction

Table 4.10: Model Summary of job autonomy

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 <sup>a</sup>	.088	.084	1.004

a. Predictors: (Constant), Job Autonomy

Degree of freedom	
Regression	1
Residual	271
F	26.084
Sig.	.000**

Table 4.11 coefficient of job autonomy

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.690	.150		11.232	.000
1 Job autonomy	.282	.055	.296	5.107	.000

a. Dependent Variable: Job satisfaction

From table above, correlation between job autonomy and job satisfaction is given by 0.296. Additionally, R square and adjusted R square value of the simple linear regression is given by 0.088 and 0.084, respectively. This is interpreted as 8.8% of variance in job satisfaction is explained by job autonomy. The F statistic of 26.084 at 1 and 226 degrees of freedom is statistically significant at 99% confidence level; which implies the variation in job satisfaction that is explained by job autonomy expressed by R square is statistically significant.

The Beta-value of 0.296 indicates that there is direct positive relationship between job autonomy and job satisfaction, which is statistically significant at 99% confidence level. This reflects that as employees have autonomy over their job, the level of satisfaction towards their job increases. As such, the null hypothesis is rejected.

The finding of this research revealed that job autonomy has positive statistically significant relation with job satisfaction. This finding is supported by (Morrison et al.,2005) who found that positive and significant relation between job autonomy and job satisfaction the finding is also supported by also supported by (Cuyper and Witte,2005) .

**Regress job satisfaction (as dependent variable) on relationship at work (as independent variable)**

**Hypothesis 5**

H05: There is a significant negative relation between relationship at work and job satisfaction

Table 4.12 : Model Summary of relationship at work

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403 <sup>a</sup>	.162	.159	.962

a. Predictors: (Constant), Relationship

Degree of freedom	
Regression	1
Residual	271
F	52.528
Sig.	.000**

Table 4.13: Coefficient of relationship at work

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.194	.175		6.806	.000
	relationship	.427	.059	.403	7.248	.000

a. Dependent Variable: Job Satisfaction

From table above, correlation between relationship at work and job satisfaction is given by 0.403. Additionally, R square and adjusted R square value of the simple linear regression is given by 0.162 and 0.159, respectively. This is interpreted as 16.2% of variance in job satisfaction is explained by relationship at work. The F statistic of 52.528 at 1 and 271 degrees of freedom is statistically significant at 99% confidence level; which implies the variation in job satisfaction that is explained by relationship at work expressed by R square is statistically significant.

The Beta-value of 0.403 indicates that there is positive and direct linkage between Relationship at work and job satisfaction, which is statistically significant at 99% confidence level. This reflects that as employee's relation at work is good, the level of satisfaction towards their job also increases. As such, the null hypothesis is rejected.

The finding indicates that relationship at work moderately, positively and significantly relate with job satisfaction. This finding is supported by (Bateman, 2009) who found that positive relation between relation at work and job satisfaction. (Sauter et al., 1992) relationships at work and job satisfaction are negatively related.

**Regress job satisfaction (as dependent variable) on physical environment (as independent variable)**

**Hypothesis 6**

H06: There is a significant negative relation between physical environment and job satisfaction.

Table 4.14: Model Summary of physical environment

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.055 <sup>a</sup>	.003	-.001	1.050

a. Predictors: (Constant), Physical environment

Degree of freedom

Regression 1

Residual 271

F 0.830

Significance 0.363

Table 4.15: Coefficient of physical environment

**Coefficient**

Model	Un standardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.562	.196		13.053	.000
1 Physical environment	-.051	.056	-.055	-.911	.363

a. Dependent Variable: Job satisfaction

From table above, physical environment is insignificant and it is excluded from the model. So, the null hypothesis is rejected. The last finding of this study indicates that physical environment has insignificant relation with job satisfaction.

### 4.3.2 Multiple Regressions

In order to determine the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed.

**Multi collinearity Test:** In multiple regression analysis, multicollinearity refers to the correlation among the independent variables. According to the rule of thumb test, multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable, (Anderson et al., 2011, as cited by Mulu, 2012). Before conducting the multiple regression analysis, the researcher examined the result of multiple correlations among the

independent variables and found that, the pair wise correlation between the independent variables is below 0.7, as shown in appendix B.

In this study, multiple regression analysis was carried out to get the predictive value of the constructs considered. Tables 4.16, 4.17 and 4.18 present the results from the multiple regressions carried out using the six constructs: work overload, role conflict, role ambiguity, job autonomy, relationship at work and physical environment as the independent variables and job satisfaction as the dependent variable. This was done to determine the best linear combination of the constructs for predicting job satisfaction.

**Regress job satisfaction (as dependent variables) on job stressors (work overload, role conflict, role ambiguity, job autonomy, relation at work and physical environment)**

**Hypothesis 7**

Ho7: Job stressors (work overload, role conflict, role ambiguity, job autonomy, relationship at work and physical environment.) will not explain the variation in job satisfaction.

Each brewery factories result independently is similar with the total result as shown in the appendix C.

Table 4.16 :Model Summary of job stressors

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.554	.700

a. Predictors: (Constant), Physical environment, Role ambiguity, Relationship, Job autonomy, Work overload, Role conflict

Table 4.17: Anova of job stressors

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.911	6	28.152	57.376	.000
	Residual	130.515	266	.491		
	Total	299.425	272			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Physical environment, Role ambiguity, Relationship, Job autonomy, Work overload, Role conflict

Table 4.18: coefficient of stressors

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.317	.279		15.477	.000
Work overload	-.259	.046	-.264	-5.601	.000
Role conflict	-.285	.044	-.309	-6.534	.000
Role ambiguity	-.214	.041	-.240	-5.266	.000
Job autonomy	.139	.042	.146	3.335	.001
Relationship	.202	.047	.191	4.281	.000
Physical environment	-.073	.038	-.079	-1.925	.055

a. Dependent Variable: Job satisfaction

From table 4.16 it can be seen that above R square, which is 0.564, and adjusted R square is 0.554 it indicates that 56.4% of the variance in the model can be predicted using the independent variables (job stress). The remaining 43.6% of the variance is explained by other variables not included in this study.

Table 4.17 presents the ANOVA report on the general significance of the model. As p is less than 0.05, the model is significant. Thus, the combination of the variables significantly predicts the dependent variable ( $F=57.376$ ;  $p < 0.05$ ).

Table 4.18 showed the standardized Beta Coefficients that present the contributions of each variable to the model. The t and p values showed the impact of the independent variables on the dependent variable. From Table 4.18, it is clear that when one variable (physical environment) is controlled five of other predictor variables statistically significantly determine the variation in job satisfaction, at 99% confidence level. The construct role conflict had the highest influence on job satisfaction (the dependent variable). The large t value ( $t=-6.530$ ) and corresponding low p value ( $p < 0.01$ ) Supports the result for role conflict which had the highest beta coefficient (-0.309), which is followed by the Beta value calculated for work overload (-0.264), role ambiguity (-0.240), relationship at work (0.191) and job autonomy (0.146).

Hence, it can be concluded that the null hypothesis is rejected .so; job stressors (work overload, role conflict, role ambiguity, job autonomy, relationship at work and physical environment) may significantly explain the variation in job satisfaction at 99% confidence level in the brewery factories.

# CHAPTER FIVE

## Summery Conclusion and Recommendation

### 5.1 Summary

This study aimed to investigate the impact of job stress on job satisfaction in brewery factories located in Addis Ababa based on the questionnaire of randomly selected employee of 273.

In the descriptive analysis most of the respondents are male (71.8%),38.8% aged in category of (27-35) and 40.3% of the respondents are diploma holders The results of the central tendency also showed that, the most indicator of stress was work overload followed by role ambiguity ,physical environment and role conflict.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is moderate statistically significant relation between work overload and job satisfaction , role conflict and job satisfaction ,role ambiguity and job satisfaction, relationship at work and job satisfaction while there is very low but statistically significant relation between job autonomy and job satisfaction . Furthermore, correlation results demonstrated that, there is very low statistically significant relation between job autonomy and job satisfaction. There is statistically insignificant relation between physical environment and job satisfaction.

The model summary of multiple regression analysis revealed that The R square value of 0.564, demonstrates that 56.4% of variation in job satisfaction explained by the job stressors considered in this study. The F-Statistic suggests that all the independent variables of job stressor together significantly predict the variation in job satisfaction at 99% confidence level. When one variable (physical environment) is controlled, five of the other job stressors are statistically significant determining the variation in job satisfaction, at 99% confidence level. From these, role conflict is the

best predictor of job satisfaction with Beta-value of -0.309. This is followed by work overload, role ambiguity, and relationship at work and job autonomy with Beta-values of -0.264, -0.240, 0.191 and 0.146 respectively

The R square value of the simple linear regression given by 0.301 reveals that 30.1% of Variance in job satisfaction is explained by work overload which is statistically significant at 99% confidence level, as indicated by the F-statistic. The Beta-value of -0.549 indicates that there is inverse relationship between work overload and job satisfaction which is statistically significant at 99% confidence level.

The model summary of linear regression reveals that the proportion of the variation in job satisfaction explained by role conflict is 31.5%, which is statistically significant at 99% confidence level, as indicated by the F-statistic. The Beta-value of -0.561 indicates that there is inverse relationship between role conflict and job satisfaction which is statistically significant at 99% confidence level.

The R square value of the simple linear regression given by 0.253 reveals that 25.3 % of the variation in job satisfaction is explain by role ambiguity, which is statistically significant at 99% confidence level, as indicated by the F-statistic. The Beta-value of -0.503 indicates that there is inverse relationship between role ambiguity and job satisfaction which is statistically significant at 99% confidence level.

The R square value of 0.088 reveals that 8.8 % of variance in job satisfaction is explained by job autonomy, which is statistically significant at 99% confidence level, as indicated by the F-statistic.

The Beta-value of 0.296 indicates that there is positive relationship between job autonomy and job satisfaction, which is statistically significant at 99% confidence level.

16.2% of variance in job satisfaction is explained by relationship at work, which is statistically significant at 99% confidence level, as indicated by the F-statistic. The Beta-value of 0.403 indicates that there is positive relationship between relation at work and job satisfaction which is statistically significant at 99% confidence level.

## 5.2 Conclusion

The study was conducted to examine the effect of job stress on job satisfaction among employee of brewery factories in Addis Ababa. (Heineken and BGI Ethiopia)

With respect to the specific hypotheses and empirical findings emerged from the investigation. The following conclusion was drawn.

The correlation analysis indicates that work overload moderately and negatively associated with job satisfaction, the variation in job satisfaction is significantly and negatively explained by work overload. It can be concluded that as employees perceive overworked, the level of satisfaction towards their job diminishes. The correlation between role conflict and job satisfaction is moderate and negative. Role conflict has negative effect on job satisfaction with the highest beta. The variation in job satisfaction is significantly and negatively explained by role conflict. As there is conflict of role, satisfaction of employees toward their job decreases. Role ambiguity statistically and negatively predicts the variation in job satisfaction. Relationship at work correlate with job satisfaction moderately and positively. When there is unclear responsibility, duty and information satisfaction of employees toward their job decreases. Relationship at work place significantly and positively explains the variation in job satisfaction. . When relationship at work is good job satisfaction increases. There is low but statistically significant and positive relation between job autonomy and job satisfaction. When job autonomy is high job, satisfaction increases. Physical environment has insignificant relation with job satisfaction. There is no relationship between physical environment and job satisfaction. The finding for job satisfaction indicated that there is low level of overall job Satisfaction.

### **5.3 Recommendation**

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the brewery factories considered in this study.

- Only a single supervisor should give commands to the employees is a way to decrease role conflict.
- Making clear employee's responsibility, authority, objective, duty and giving adequate information concerning their role can minimize role ambiguity.
- Improving technology by using advance technology, were lessen the work overload at individual level. Decreasing the workload helps the employee not to be over loaded.
- Closer relationships among employees may result in more social support at work. Cooperative organizational culture and supervisor's attention to employees will be effective in enhancing job satisfaction.
- Granting high autonomy will lead to increasing intrinsic motivation thereby increasing, job performance and satisfaction.
- To give stress management training minimizes stress problems.

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# APPENDICES

## Appendix A

### Work overload items

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WO1	273	1	5	3.65	1.383
WO2	273	1	5	3.61	1.241
WO3	273	1	5	3.81	1.383
WO4	273	1	5	3.71	1.207
WO5	273	1	5	3.23	1.324
Valid N (listwise)	273				

### Role conflict items

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RC1	273	1	5	2.92	1.133
RC2	273	1	5	3.39	1.187
RC3	273	1	5	3.36	1.205
RC4	273	1	5	3.09	1.480
RC5	273	1	5	3.00	1.502
Valid N (listwise)	273				

### Role ambiguity items

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RA1	273	1	5	2.81	1.180
RA2	273	1	5	3.81	1.060
RA3	273	1	5	3.97	1.193
RA4	273	1	5	3.96	1.124
RA5	273	1	5	3.41	1.111
Valid N (listwise)	273				

Job autonomy items

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
JA1	273	1	5	2.50	1.246
JA2	273	1	5	2.54	1.539
JA3	273	1	5	2.52	1.340
JA4	273	1	5	2.40	1.224
Valid N (listwise)	273				

Relationship at work items

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
RS1	273	1	5	2.90	1.319
RS2	273	1	5	3.02	1.424
RS3	273	1	5	2.47	1.071
RS4	273	1	5	2.86	1.214
Valid N (listwise)	273				

Physical environment items

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
PE1	273	1	5	3.30	1.245
PE2	273	1	5	3.15	1.319
PE3	273	1	5	3.37	1.127
Valid N (listwise)	273				

Job satisfaction items

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	273	1	5	2.19	1.480
JS2	273	1	5	2.27	1.414
JS3	273	1	5	3.07	1.551
JS4	273	1	5	2.03	1.183
JS5	273	1	5	2.40	1.517
Valid N (listwise)	273				

## Appendix B

Correlation matrix for the causes of work overload

		Job satisfaction	Work overload	Role conflict	Role ambiguity	Job autonomy	Relationship	Physical environment
Job satisfaction	Pearson Correlation	1	-.549**	-.561**	-.503**	.296**	.403**	-.055
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.363
	N	273	273	273	273	273	273	273
Work overload	Pearson Correlation	-.549**	1	.454**	.348**	-.090	-.230**	.046
	Sig. (2-tailed)	.000		.000	.000	.138	.000	.448
	N	273	273	273	273	273	273	273
Role conflict	Pearson Correlation	-.561**	.454**	1	.326**	-.036	-.262**	-.027
	Sig. (2-tailed)	.000	.000		.000	.555	.000	.660
	N	273	273	273	273	273	273	273
Role ambiguity	Pearson Correlation	-.503**	.348**	.326**	1	-.261**	-.157**	.025
	Sig. (2-tailed)	.000	.000	.000		.000	.009	.678
	N	273	273	273	273	273	273	273
Job autonomy	Pearson Correlation	.296**	-.090	-.036	-.261**	1	.296**	.053
	Sig. (2-tailed)	.000	.138	.555	.000		.000	.381
	N	273	273	273	273	273	273	273
Relationship	Pearson Correlation	.403**	-.230**	-.262**	-.157**	.296**	1	.136*
	Sig. (2-tailed)	.000	.000	.000	.009	.000		.025
	N	273	273	273	273	273	273	273
Physical environment	Pearson Correlation	-.055	.046	-.027	.025	.053	.136*	1
	Sig. (2-tailed)	.363	.448	.660	.678	.381	.025	
	N	273	273	273	273	273	273	273

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

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

Note: a pair wise correlation below 70% indicates the absence of serious problem of multicollinearity in the regression equation as indicated in the above correlation matrix.

## Appendix C

Multiple regression result of the brewery factories independently.

### BGI Ethiopia

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 <sup>a</sup>	.595	.584	.675

a. Predictors: (Constant), PE, WL, JA, RS, RA, RC

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.128	.303		13.621	.000
	RC	-.310	.046	-.345	-6.782	.000
	WL	-.279	.049	-.286	-5.660	.000
	RA	-.160	.047	-.165	-3.406	.001
	JA	.190	.043	.203	4.379	.000
	RS	.199	.050	.188	3.970	.000
	PE	-.065	.039	-.072	-1.664	.098

a. Dependent Variable: JS

### Heineken

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 <sup>a</sup>	.756	.716	.575

a. Predictors: (Constant), PE, RS, JA, RC, WL, RA

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.398	.655		6.716	.000
	RC	-.314	.091	-.337	-3.442	.001
	WL	-.306	.089	-.321	-3.433	.001
	RA	-.188	.082	-.228	-2.297	.027
	JA	.211	.077	.248	2.727	.010
	RS	.240	.100	.211	2.412	.021
	PE	-.076	.073	-.086	-1.039	.305

a. Dependent Variable: JS

## Appendix D

### Addis Ababa University

#### College Of Business and Economics

#### Masters of Business Administration

### Questionnaire

This study focus on the effect of job stress on job satisfaction in brewery factories in Addis Ababa. There is no need of filling your name or address. The outcome of this study is highly based on your response therefore, for the success of the study; please give trustful and confidential answer for the following questions. Your response will be kept confidential and it is only for academic purpose.

Thank you for your cooperation!

#### I. Background information

1. Gender  female  male

2. Age  18-26  27-35  36-45  >45

#### 3. Education status

Secondary  Degree

Diploma  Masters And Above

II. With respect to your own feelings about the job stressors, please indicate the degree to which you agree or disagree with each of the following statements by ticking (✓) under the number which is most applicable to you.

1. Strongly disagree                      3. neutral                                      5. strongly agree  
 2. Disagree                                      4. agree

**Work Overload Questions**

	Questions	Strongly disagree	disagree	neutral	agree	Strongly agree
No.		1	2	3	4	5
1	I am working long and difficult working hours and days					
2	I am able unable to meet the dead line I have for my work					
3	I feel over worked by the demand place on me					
4	I feel tired my the demand placed on me					
5	I am unable to take sufficient breaks					

## Role Conflict Questions

	Questions	Strongly disagree	disagree	neutr al	agree	Strongly agree
No.		1	2	3	4	5
1	I do not have adequate resources and materials to perform my duties					
2	I receive incompatible requests from two or more people					
3	I do things that are up to be accepted by one person and not acceptable by others					
4	I have to do things that should be done differently					
5	There is a mismatch between my ability and requirement of my job					

### Role Ambiguity Questions

	Questions	Strongly disagree	disagree	neutral	agree	Strongly agree
No.		1	2	3	4	5
1	I am not clear what is expected of me at work					
2	I am not clear of my duties and responsibility					
3	I am not clear of goals and objectives for my department					
4	I am not sure of how much authority I have					
5	I am uncertain about how my job is linked to other jobs					

### Job Autonomy Questions

	Questions	Strongly disagree	disagree	neutral	agree	Strongly agree
No.		1	2	3	4	5
1	I have a choice in deciding how I do my work					
2	I have a choice in deciding what I do at work					
3	I have control over the scheduling of my work					
4	I have some control over the sequencing of my work activities					

### Relationship at Work Questions

	Questions	Strongly disagree	disagree	neutral	agree	Strongly agree
No.		1	2	3	4	5
1	If works gets difficult, my Colleagues will help me.					
2	I receive respect at work I deserve from my colleagues					
3	I am given supportive feedback on the work I do from my boss					
4	I can rely on my manager to help me out with a work problem					

### Physical Environment Questions

	Questions	Strongly disagree	disagree	neutral	agree	Strongly agree
No.		1	2	3	4	5
1	The working condition is suitable to the work I do					
2	The place where I conduct my work is clean					
3	The place where I conduct my work the temperature is moderate					

### III. Job Satisfaction Questionnaire

This questionnaire is regarding job satisfaction in the organization. Please indicate the degree to which you satisfied or dissatisfied with each of the following statements by ticking (✓) under the number which is most applicable to you.

1. Strongly Dissatisfied      3. Neutral      5. Strongly Dissatisfied  
 2. Dissatisfied      4. Satisfied

	<b>On my present job, this is how I feel about...</b>	Strongly dissatisfied	Dissati sfied	Neutra l	satisfie d	strongly dissatisfie d
No.		1	2	3	4	5
1	The amount of pay for the work I do					
2	The relationship of my boss with his employee					
3	The relationship with my colleagues					
4	The chance of being promoted for those who do well					
5	The nature of work I am doing					



4	በሚሰጠኝ ስራ ድካም ይሰማኛል					
5	በምሰራው ስራ ምክንያት ተገቢውን እረፈት አልወስድም					

**የስራ ሂደት ግጭት**

ተ.ቁ	ጥያቄ	1	2	3	4	5
1	ስራዬን በተገቢው መልኩ እንድሰራ አስፈላጊ ግብዓቶችና እቃዎች አልተሟሉልኝም					
2	የማይሰማሙ የስራ ጥያቄዎችን እንድፈፅም ከሁለትና ከዚያ በላይ ሰዎች እጠየቃለሁ					
3	የምሰራው ስራ በአንዳንድ ሰዎች ተቀባይነት ሲያገኝ በሌላው ደግሞ ውድቅ ይሆናል					
4	በተለየ መልኩ መሰራት የነበረባቸውን ስራዎች መስራት በሌለበት መንገድ እንድሰራ እገደዳለሁ					
5	በእኔ የመሰራት አቅም/ችሎታ እና ስራው በሚጠይቀው መካከል ልዩነት አለ					

**የስራ አሻሚነት**

ተ.ቁ	ጥያቄ	1	2	3	4	5
1	በስራ ቦታ ላይ ምን መስራት እንዳለብኝ በግልፅ አላውቅም					
2	ግዴታና ሀላፊነቴን በግልፅ አላውቅም					
3	የስራ ክፍሌን አላማና ግብ በግልፅ አልተቀመጠም					
4	ምን ያህል ስልጣን እንዳለኝ እርግጠኛ አይደለሁም					
5	የምሰራው ስራ ሌሎች ሰዎች ከሚሰሩት ስራ ጋር ስላለው ግንኙነት እርግጠኛ አይደለሁም					

**የስራ ነፃነት**

ተ.ቁ	ጥያቄ	1	2	3	4	5
1	የምሰራውን ስራ እንዴት መስራት እንዳለብኝ የመምረጥ ነፃነት አለኝ					
2	በስራ ቦታ ላይ ምን መስራት እንዳለብኝ የመምረጥ ነፃነት አለኝ					

3	የስራዬን መርሀ ግብር መወሰን ችላለው					
4	በስራዬ ላይ ያሉትን ተግባሮች ቅደም ተከተል መወሰን ችላለው					

**የስራ ቦታ ግንኙነት**

ተ.ቁ	ጥያቄ	1	2	3	4	5
1	ስራ በሚበዛበት ሰዓት የስራ ባልደረቦቼ ያግዙኛል					
2	በስራ ቦታ ላይ የሚገባኝን ክብር ከስራ ባልደረቦቼ አግኝቻለሁ					
3	አለቃዬ ጠቃሚ አስተያየት በስራዬ ላይ ይሰጠኛል					
4	በስራ ችግር ሲፈጠር አለቃዬ እንደሚረዳኝ እተማመናለሁ					

**የስራ ቦታ ሁኔታ**

ተ.ቁ	ጥያቄ	1	2	3	4	5
1	ስራዬን የማከናወንበት ቦታ ለስራ ምቹ ነው					
2	ስራዬን የማከናወንበት ቦታ ንፅህናው የተጠበቀ ነው					
3	ስራዬን የማከናወንበት ቦታ የሙቀት መጠኑ ጥሩ ነው					

**III. የሥራ እርካታ መጠይቅ**

የዚህ መጠይቅ አላማው በድርጅቱ የሚገኙ ሰራተኞች በአሁኑ ጊዜ ያለውን የስራ እርካታ የሚሰስ ነው። ስለዚህ እርስዎ መጠይቁን በአግባቡ በመረዳት ያለምንም ፍራቻ የሚሰማዎትን ሀሳብ በሚከተሉት እርካታዎች መሰረት የስራ እርካታዎች በተሰጠው ሳጥን ራይት /✓/ ምልክተ ያድርጉት

1. በጣም አያረካኝም    2. አያረካኝም    3. ምንም አይመስለኝም    4. እረካለሁ

5. በጣም እረካለሁ

ተ.ቁ	በአሁኑ ስራዬ የሚሰማኝ ስሜት	1	2	3	4	5
1	ለሰራሁት ስራ የሚከፈለኝ ክፍያ					
2	አለቃዬ ከሰራተኞቼ ጋር ያለው የስራ ግንኙነት					
3	አብረውኝ ከሚሰሩ ሰዎች ጋር ያለኝ ግንኙነት					
4	ስራቸውን በጥሩ ሁኔታ በሚሰሩ ሰዎች እድገት የማግኘት እድላቸው					
5	ስራ በታ ላይ የምሰራው ስራ					