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DETERMINANTS OF EMPLOYEE JOB SATISFACTION AT ARADA SUB-CITY ADMINISTRATION

A THESIS SUBMITTED TO THE GRADUATE PROGRAM OF THE DEPARTMENT OF MANAGEMENT AND THE COLLEGE OF BUSINESS AND ECONOMICS, ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE MASTER IN BUSINESS ADMINISTRATION IN MANAGEMENT

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Statement of Declaration

I, hereby, declare that, this thesis entitled “Determinants of job satisfaction in the case of Arada sub city administration in Addis Ababa” in partial fulfillment of the requirement of the Degree of Masters in Business Administration in Management with the guidance and support of the research supervisor. This study is my original work and that has not been presented for any degree or diploma program in this or any other university/institutions, and that all source of materials used for the thesis have been duly acknowledged.

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This is to certify that the thesis prepared by Hailegebriel Ayele, entitled: Determinants of job satisfaction: in the case of Arada sub city administration in Addis Ababa and submitted in partial fulfillment of the requirements for the Degree of Master Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Table of contents

	page
Contents	
Acknowledgment	i
Table of contents.....	ii
List of Tables	vi
List of Figures.....	vii
List of Acronyms	viii
Abstract.....	ix
CHAPTER ONE	1
1. INTRODUCTION	1
1.1.1. Background of the study	1
1.1.2. Defining job satisfaction	3
1.1.3. Background of the Organization	4
1.2. Statement of the research problem	5
1.3 Objective Of The Study	6
1.3.1 General objective	6
1.3.2 Specific objectives	6
1.4. Research question	7
1.4.1. General Question	7
1.4.2. Specific Questions	7
1.5. Hypothesis	7
1.8. The Scope of the Study	9
1.9. Limitation of the Study	9
1.10. Organization of the study	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURE	10
2. Introduction.....	10

2.1. Theoretical review	10
2.1.1. Introduction to and Rationale for Studying Job Satisfaction	10
2.1.2. Employee satisfaction	11
2.1.3. Factors affecting job satisfaction	12
2.1.4 Theories on job satisfaction	12
2.1.5. Job characteristics model	15
2.1.6 The influence of personal attributes on job satisfaction	16
2.2. Empirical review	20
2.2.1. Pay and Benefit	20
2.2.2. Working environment and job satisfaction	20
2.2.3. Promotion and job satisfaction	21
2.2.4. Supervisor and job satisfaction	22
2.2.5. Trust in leaders and job satisfaction	23
2.3. Conceptual Frame work	24
CHAPTER THREE	26
RESEARCH METHODOLOGY	26
3.1. Introduction	26
3.2. Research Design	26
3.3. Target population	27
3.4. Sampling design	27
3.5. Data collection methods and instruments	29
3.5.1. Research instrument	29
3.5.2. Data collection procedure	30
3.6. Validity and Reliability	30
3.6.1 Validity	30
3.6.2 Reliability	31

3.7. Data analysis and presentation	32
3.8. Ethical considerations.....	33
CHAPTER FOUR.....	34
4. DATA PRESENTATION AND ANALYSIS	34
4.1 Introduction.....	34
4.2 Demographic Background/personal information of the Respondents	35
4.2.1 Gender.....	35
4.2.2 Age	35
4.2.3 Level of Education	36
4.2.4 Work Experience in sub- city administration	36
4.2.5. Job level/position of the respondent	37
4.2.6. Frequency of the respondent Information about the general job satisfaction	37
4.4 Inferential Analysis	38
4.4.1 Correlation Analysis	38
4.5 Tests of Assumptions of Regression Analysis	40
4.5.1 Standardized (Z) Score Value.....	40
4.5.2. Normality	41
4.5.3 Autocorrelation	42
4.5.4. Homoscedasticity.....	42
4.5.5 MultiCollinearity.....	44
4.6 Multiple Regression Analysis.....	45
4.7. Discussion on the Results.....	47
CHAPTER FIVE.....	51
5. CONCLUSION AND RECOMMENDATION.....	51
5.1. Conclusion	51
5.2 Summary of the Finding of the results.....	52

5.3 Recommendations	52
5.3.1 Pay /benefit and Job Satisfaction	52
5.3.2 Working Environment and Job Satisfaction	53
5.3.3 Promotion opportunities and Job Satisfaction.....	53
5.3.4. Relation with supervisor	54
5.3.5. Trust in leaders and job satisfaction.....	54
Reference	55
Appendix.....	59

List of Tables

Table 1: Definitions of Variables Used to Measure Job Satisfaction of Employees	25
Table 2. Number of Employees in Arada sub city administration.....	28
Table 3. Reliability measure of the Variables.....	31
Table 4. The gender composition of the respondent.....	35
Table 5. The age composition of the respondent	35
Table 6. Educational Level of Respondents	36
Table 7. Work Experience of Respondents.....	36
Table 8. Work position of the respondents	37
Table 9 Frequency of respondents on General Job Satisfaction	37
Table 10. Correlations Matrix.....	39
Table 11. Test of Multi Collinearity	44
Table 12. Model Summery	45
Table 13. Anova Results	46
Table 14 Coefficients Table.....	46

List of Figures

Figure 1. (Job satisfaction model adopted from Jassem Mohammed Abdulla (2009)	24
Figure 2. z- score.....	40
Figure 3. Normal P-P Plot of Regression Standardized Residual.....	42
Figure 4. Durbin-Watson test.....	42
Figure 5 Scatterplot for testing homoscedasticity.....	43

List of Acronyms

ANOVA= Analysis of Variance

BPR=Business Processing Reengineering

CSRP= Civil Service Reform

GCM= Job Characteristics model

JDI= The Job Descriptive Index

JS= Job Satisfaction

JSS= Job Satisfaction Survey

SPSS= Statistical package for social Science

Abstract

This study investigates determinants of employee job satisfaction at Arada sub city administrations. The target populations for the study were supervisory and non-supervisory employees of Arada sub-city administrations. The study examines a total population of 309 employees of the sub-city administration workers. Correlation and regression analysis were used to analyze the gathered data with SPSS (26 version) software. Pay and benefit, working environment, promotional opportunities, and relation with supervisor and trust in are considered as variables that affect job satisfaction of employees. For the study both primary and secondary data were used. The primary data for the study were collected by using questionnaire. Secondary data were collected through different source (like from the ministry of federal public service agency/from Arada sub-city administration and by using article and journals. A self-administered questionnaire was used for data collection from the employees of selected sub city administration in Addis Ababa area using random and systematic sampling technique. Out of 309 questionnaires distributed, 281 were collected and used for further analysis. The results showed significant positive association between pay and benefit, working environment, promotion opportunities, relation with supervisor, trust in leaders and job satisfaction. Therefore, it's forwarded for the top management of the sub city administration to improve the effect the above variables in their respective organization. Finally the study put some points on assessment of the employee satisfaction and to outline its relevancy. The study is carried out at Arada sub city administration in Addis Ababa Ethiopia.

Abstract: - employee job satisfaction, pay/benefit, working environment, promotion opportunities, relation with supervisor, trust in leaders

CHAPTER ONE

1. INTRODUCTION

This chapter starts by presenting the introductory part of the research and focus on background of the study definition of operational and theoretical terms, statements of the problem, research questions, and objective of the study, significance, scope limitation and organization of the study

1.1.1. Background of the study

Employee satisfaction takes the most important and basic management concerns in every organization (Hoppock, 1935). It is well known fact that organizations across the world no longer achieve competitive advantage through their products, but rather through employees. In Ethiopia, government organizations face several challenges to list some of them absenteeism, turnover, poor governance & poor service delivery to customers are the most common issue. The government organizations need to examine their roles in service delivery system and its quality. According to Mulu Aderie (2011), organizations are social system where human resources are the most important factors for effectiveness and efficiency. To achieve their objectives organizations need effective managers and employees. Organization cannot be successful without their personal effort and commitment. Therefore, job satisfaction is critical to organization in order to retain and attracting well qualified personnel. Organizational success in obtaining its goal and objectives depends on managers and their leadership style. According to Mosadeghad (2003), by using appropriate leadership style managers can affect employee job satisfaction, commitment and productivity. The basic purpose of this paper was to find out and analyze the determinants of job satisfaction prevailing in public services employees. Job satisfaction among service sector employees is being considered as a highly researched and studied topic owing to its effect on firms' performance and efficiency (Chongho L., Yungsook An, Yonghwi N. 2012).

The determinants of job satisfaction have a great amount of attentions from research scholars (Oshagbemi 2003; Lu et al. 2005; Horton 2006; Chen et al. 2006). The researchers came up with different factor emphasizing to the job satisfaction of employees of manufacturing and services sector. Hence, from that time of studying job satisfaction, the subject has been the major focus of

studies by researchers. It is no more surprising that today, most of the research journal on management contains at least one study that pertains to job satisfaction (James A. & Shagufta Sarwar, 2012), and it has become a universal reality in the human capital studies, that satisfaction and productivity are significantly related. Besides that, there are a lot of evidences in the arena of management sciences, that worker satisfaction is adversely related to absenteeism and employee turnover rate (Day & Hamblin, 1964; Baum & Youngblood, 1975). A straightforward statement is that, pleased worker loves to get nearer to work, and finds it difficult to leave their respective perk (Wright & Bonett 2007). However, Herzberg, Mausner & Snyderman (1959), in their opinion which is not much simple as it seems to be, further suggested two-factor theory of job satisfaction which has two distinct points, i.e. satisfaction and dissatisfaction. This two-factor theory further stresses that a worker can be satisfied and dissatisfied simultaneously due to distinct components in the working environment. Therefore, an employee who lost mood in working and stick with same benefit may be or may not be fully satisfied. Thus, workers' satisfaction is composed of numerous facets, and each facet has distinct level of satisfaction and dissatisfaction (Smith, Kendall, & Hulin (1969). After the implementation of Civil service reform program /CSRP/ in Ethiopia a series of trainings on change management, performance management, management by objectives, strategic planning management, business process re-engineering, and balanced score card are among other topics (Mesfin, 2009). In February 2012, the Ministry of Civil Service even launched a Citizens' Charter, with the aim of enabling civil servants to serve the community in an improved way. According to the World Bank (2008), Ethiopia's experience with the introduction of a handful of performance related systems, namely the BPR and BSC, exemplified the need for a coherent and consistent plan to avoid confusion and conflicting priorities during implementation. Despite the reform efforts of the government in transforming the public sector in service of the improved socioeconomic development of the new Ethiopia, the country has experienced a syndrome of on again, off again reform measures. The proposed study tries to assess the determinants of employee job satisfaction at case of Arada sub-city administration.

1.1.2. Defining job satisfaction

A review of the literature pertaining to job satisfaction suggests numerous definitions of the concept, with no one agreed upon definition. Conceptual and operational definitions of job satisfaction include general or overall job satisfaction (JS) and aspects of job satisfaction facets (JSF) such as pay, supervision and promotion (Cranny et al., 1992).

Wanous and Lawler (1972), provide nine different operational definitions of job satisfaction, all based on different theoretical orientations and resulting in different measures. The difference between these definitions arises from the aspects of job satisfaction included in the definition as well as the different ways these aspects are combined to measure overall job satisfaction. Even though job satisfaction is defined in various ways, Cranny et al. (1992), states that there is general consensus on the definition of job satisfaction as an emotional reaction. They define job satisfaction as one's affective or emotional reaction to a job that is the result of one's comparison of actual outcomes with expected or deserved outcomes.

Several authors define job satisfaction along the same lines.

According to Porter, Lawler and Hackman (1975), people evaluate most things on the basis of whether or not they like or dislike them. They characterize the concept by stating that it is a feeling one has about a job that is determined by the disparity between the amount of a valued outcome the person receives and the amount of the outcome that he/she feels should be received. The greater the discrepancy, the more dissatisfied is the individual will be. Locke (1976), states that job satisfaction refers to the pleasurable or emotional state that results from the evaluation of one's job or experiences relating to one's job. According to Locke and Henne (1986), job satisfaction is the pleasurable emotional state an individual feels when achieving his/her job values at work.

According to Schneider & Snyder (1975), job satisfaction is a personal evaluation of the current conditions of the job or the outcomes that arise as a result of having a job. Sempane et al. (2002) agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job. According to them, the perception is influenced by his/her unique circumstances such as needs, values and expectations. People therefore evaluate their jobs on the basis of the factors that are important to them.

Langton and Robbins (2007), they define the concepts as the general attitude that people have towards their jobs. They want to say that people who enjoy a high level of job satisfaction have positive attitudes about their jobs, whereas those who are dissatisfied tend to be negative.

According to McKenna (2000), job satisfaction refers to how well personal expectations at work are in line with outcomes. To show this point, an individual who expects that hard work will lead to fair rewards; will be satisfied if this is indeed the case. However, in the event that individuals feel that they worked hard, but did not receive a fair reward, job dissatisfaction may result. According to Weiss (2002) job satisfaction is a positive or negative evaluative judgment that one makes about one's job or the job situation. Robbins and Judge (2007), argues that job satisfaction represent an attitude and not behavior. They define job satisfaction as a positive feeling that an individual has about his/her job, based on the evaluation of the characteristics of the job. Spector, 2008: pp.223, as cited by Abdulla (2009), defines job satisfaction as an attitudinal variable that reflects how people feel about their jobs. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

From the definitions of authors above, job satisfaction can be defined as the attitude or feeling that one has about one's job that is either positive or negative. Therefore someone who has a high level of job satisfaction will have a positive feeling about his/her job, while someone who is dissatisfied will have negative feelings.

1.1.3. Background of the Organization

Arada sub-city administration is a part of Addis Ababa city administration locating around Arat kilo nearby Birihanina Selam Printing agency and it covers an area of 9.9sq.km. The population of the sub city administration is estimated to be 225,999 with 105,963 male and 120,036 females (2007; Ethiopian Central Statistics Authority cited in Emmanuel Development Association). The sub city administration composed of four pools (i,e public service and human resource development pool, land pool, chief executive pool and construction pool). The main activities of those pools are delivering service to customers in accordance with objectives, policies, standards and procedures of their respective sectors. This research paper is carried out at arada sub-city administration. The sub city administration consists of ten Wereda and 1363 workers.

1.2. Statement of the research problem

Job satisfaction of an employee is a topic that has received significant attention by managers and researchers alike (Gautam, Mandal & Dalal, 2006). It is a well-known fact that no organization could last without their employees. Employees are the main reason an organization could possibly exist for a long time. Well satisfied employees will influence the productivity of the organization and will lead to achieving the organization's vision and goals (Hussin, 2011). Schultz, Bagram, Potgieter, Viedge and Werner (2003), suggest that job satisfaction is a collection of attitudes of an employee to various aspects related to their job, such as work nature, work place interaction and relationships, rewards and incentive schemes and personal characteristics. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization (Yasir Kamal & Muhammed Fawd, 2018). Nguyen Tayler (2016), highlight that if promotion policies and practices are deemed unfair, then employees are more likely to experience job dissatisfaction. A common phrase implied in the corporate world is that satisfied employees increase customer satisfaction and loyalty. Customer retention is highly dependent on how employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive which the customers appreciate. Dissatisfied employees can also increase customer dissatisfaction. There is a supposition that the less satisfied workers have a tendency to leave the organization while the satisfied employees remain and grow in the job. Findings on these assumptions advocate that companies ought to keep in mind the key determinants affecting employee job satisfaction to overcome the issues of absenteeism, low morale and turn over in organizations (Oshagbem, 2017).

As job satisfaction is an attitude of an employee over a period of his/her job, so the factors of job satisfaction and dissatisfaction changes over the period of time (Alf C. & B., 2017, Adriana A , Marji T., & Cristina S., 2016, Mohammad A., Seyed A. & Mostafa M.,2018). According to Sepsibe (2002), the problem of inadequate salary, problems with promotion, lack of variety in the nature of the work, uncomfortable supervision and unhealthy inter-personal (among colleagues) relationship made employees dissatisfied. If employees were not satisfied with the work they were assigned to perform, their product/service would be affected directly or indirectly. Previous studies were conducted specially in private institutions and there is lack of

studies concerning job satisfaction in government institutions of Ethiopia. In Ethiopia's context, adding to study will enriched the existing literatures hence giving a better understanding on the employee's satisfaction from the Ethiopian organizations context.

Thus this study is designed to fill the problem of what factors can determine the satisfaction of employees in the current dynamic and highly competitive environment among the sub-city administration public service sectors

1.3 Objective Of The Study

1.3.1 General objective

The main objective of this study to assess the level of employee's satisfaction on the dimensions (i.e. pay and benefit, promotion opportunity, relation with supervisor, trust in leaders, and working environment) in Arada sub-city administration.

1.3.2 Specific objectives

- ✓ To identify the influence of salary and benefits on job satisfaction in Arada sub-city administration employees.
- ✓ To explore the effect of work environment on job satisfaction in Arada sub-city administration employees.
- ✓ To examine if promotion influences job satisfaction in Arada sub-city administration employees.
- ✓ To identify the relation among staffs and managers affect job satisfaction in Arada sub-city administration employees.
- ✓ To examine if trust in leaders influence job satisfaction in Arada sub-city administration employees.

1.4. Research question

1.4.1. General Question

What are the determinants of job satisfaction at Arada sub-city Administration employees?

1.4.2. Specific Questions

1. How do pay and benefits affect job satisfaction at Arada sub-city Administration employees?
2. Does the work environment influence job satisfaction at Arada sub-city Administration employees?
3. Does promotion affect job satisfaction at Arada sub-city Administration employees?
4. How does the relation among staff and managers affect job satisfaction at Arada sub-city Administration employees?
5. Does trust in leaders affect job satisfaction at Arada sub city administration employees?

1.5. Hypothesis

H1: pay and benefit positively affects job satisfaction of Arada sub-city administration employees.

H2: There exists a positive relationship between working environment and job satisfaction at Arada sub-city administration employees.

H3: The existence of promotion positively affects job satisfaction at Arada sub-city administration employees.

H4: There is a positive relationship between Supervisors and job satisfaction at Arada sub-city administration employees.

H5: There will be a positive relationship between trust in leader and job satisfaction at Arada

1.6. Definition of terms and concepts

- **Employee job satisfaction:** - job satisfaction is an attitude or feeling that one has about one's job that is either positive or negative (Robbins and Judge 2007).
- **Relationship with supervisors:** - 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 (Jex, 2002).
- **Working condition:** - Factors that affect employees' work environment while being on operation or office: the amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, means that having all necessary materials to operate employees' job activities, Gyekye (2005).
- **Promotion:** The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities, Soeters (2006).
- **Salary:** - is a payment for employees within the organization for achieving the expected task within a specific time and it is highly considered as the most important determinant of job satisfaction relative to the other factors to attract and retain the expert labor force (Frye, 2004).
- **Trust:** - in leadership context, trust means that employees expect their leaders to treat them well, as a consequence, are comfortable being with their leaders.

1.7. Significance of the Study

This study will provide guidance to the employer of sub-city administration. Sub-city top level managers and stakeholders may have the information necessary to increase job satisfaction of their employees by focusing on the factors that lead to job satisfaction. In addition, it may help on the improvement of employee performance by ensuring job satisfaction as satisfied employees will sustain organizational effectiveness and induce long-term success for any organization. The study helps employees of the public service firms to know determinants of job satisfaction from their job on their productivity and level of service delivery to customers. Moreover, numerous previous studies were conducted in western environment and there is lack of studies concerning job satisfaction in government run organization of Ethiopia. In Ethiopia's

context, adding to study will enriched the existing literatures hence giving a better understanding on the employee's satisfaction from the Ethiopian organizations context. The findings of this study will also be beneficial to scholars in a way that this will be a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This will enhance understanding and development of relevant theories as well as extensive areas of interest.

1.8. The Scope of the Study

This study is limited to employees who work at arada sub city administration in Addis Ababa and focus on some selected office and the paper is covering an insight to the determinants that affect employee's job satisfaction. The conceptual boundary is limited to the variables pay and benefits, working environment, promotional opportunities, relation with supervisor and trust in leaders towards job satisfaction.

1.9. Limitation of the Study

This research paper has the following limitations. First of all, the data were collected from a particular group of people so that it might not be representative for other industries/organization. Another drawback of the study is that the respondent's inability to provide accurate information and busy employees might not have to take time to try and support by providing friendly answers. Additionally the researcher experience and knowledge time and resource could affect the result of the study. Finally, there is limited current literature that focuses specifically on job satisfaction; especially in Ethiopian context.

1.10. Organization of the study

The study is organized in to five chapters. The first chapter contains background of the study, definition of operational and theoretical terms, statements of the problem research questions, objectives of the study, significance of the study, scope and limitation of the study. The second chapter contains review of related literatures regarding the determinants of employee satisfaction. The third chapter discuss on research design and approach, population, sample and sampling techniques, method of data collection, procedures of data collection, source of data, data analysis and ethical consideration. The fourth chapters focus on data presentation and analysis. The last chapter is focused on conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

2.1. Theoretical review

2.1.1. Introduction to and Rationale for Studying Job Satisfaction

According to Gruenberg (1979), and Staples and Higgins (1998), the soundness of job satisfaction stems from the fact that it affects so many people as most of their time is spent at work. The researcher understanding is that the factors involved in job satisfaction can possibly improve the well-being of a large part of society. According to Gruneberg (1979), another reason for organizations to research job satisfaction is the belief that an increase in job satisfaction will result in an increase in productivity .For most people, job is not only a source of income - it is a source of social standing, helps to define who they are and fulfills a role in their physical and mental health (Smith, 2007).

According to Rad and Yarmohammadian (2006), job satisfaction is vital if organizations are to attract and retain qualified individuals. Organizations need employees to achieve their goals and to succeed. Organizational challenges such as the talent shortage, diverse workforce and productivity issues, influence the work climate, impacting on employee perceptions and morale (Hofmeyr cited in Balgobind, 2002; Nair, 2006). Pors and Johannsen (2002), state that the past decade has seen organizations review the work situation in order to create jobs and working conditions to satisfy their employees. Employee satisfaction and staff retention are vital for organizations. Researcher proves that satisfied employees are more committed, productive and happier and organizations therefore benefit from focusing on this.

Gavin and Mason (2004), postulate that focusing solely on improving an organization's productivity is no longer enough. The decisive to the survival of organizations in today's world is creating work environments that promote job satisfaction (Nair, 2006).

Alavi and Askaripur (2003), argue that managers should focus on employees' job satisfaction for the following three reasons:

- (a) According to research, unsatisfied individuals leave organizations.
- (b) Employees who are satisfied tend to be healthier and have a longer life expectancy.
- (c) Job satisfaction is also known to impact employees' private lives, which can influence work-related outcomes such as absenteeism.

2.1.2. Employee satisfaction

It is obvious that employees' satisfaction is the most important concern for any public service firms. Job satisfaction is an attitude towards job and firm's productivity depends on employee satisfaction. According to Robbins and Clerical (2009, p. 301), individual having high level of satisfaction hold positive attitude towards his/her job, while individual who is dissatisfied with his/her job holds negative attitudes towards about the job and even about the organization . According to George and Tones (2008), in addition to having attitudes about their job people also can have attitude about various aspects of their jobs such as the kind of work they do, this includes workers, supervisors, subordinates, and their pay. Employee job satisfaction influenced by many factors; according to Armstrong (2013), can be controlled or discussed collaboratively if the environment is set right at the working place. Money is one of the key factor for employee satisfaction in which no matter how much one loves his/her job, the monetary compensation is always there specifically if one is highly qualified or perceived to be appropriately qualified for the same. It is also obvious that appreciation at the work place is very critical to a job satisfaction since it helps to stand the morale of an employee and avoids any suspicions by the management team.

2.1.3. Factors affecting job satisfaction

- A literature indicates that there are different factors that affect employees' job satisfaction. Some of the factors are intrinsic and some others are extrinsic
- George and Jones (2008, p. 85), lists that there are four factors that affect the level of job satisfaction an individual experience personality, values, the work conditions and social influence. In addition they also include the work itself, co-workers supervisors and subordinates, physical working condition, working hours, pay and job security also affects job satisfaction.

According to Luthans (2005, p. 212), there are different factors that influence job satisfaction and through years five dimension have been identified to represent the most important characteristics of job about which employee have affective responses. Those factors are the work itself, pay, promotion opportunities, supervision and coworkers.'

Job satisfaction has been considered a significant area of study in human resources management, and it is associated with optimistic employee performance and organizational outcomes (Sledge, Miles & Coppage, 2008; Thomas & Au, 2002; Thierry, 1998; Locke & Latham, 2000). In most cases, job satisfaction is coupled with motivation (Thierry, 1998). Moreover, scholars Chi & Hwang (2005); Wang & Feng (2003); Eunkook, Oishi, & Diener (1999) have augmented the belief that pleased workers are probable to be motivated workers and that their job satisfaction is an essential element of every day survival satisfaction. According to Halepota Javed (2011), the components which determine job satisfaction can be categorized into segments like Demographic, Organizational and Personality of each worker.

2.1.4 Theories on job satisfaction

A.Maslow's needs hierarchy theory

Maslow (1943) shows that individuals are satisfied when certain needs are met. These needs are arranged hierarchically and classified into lower- and higher-order needs. He holds with that before the higher-order needs can be satisfied, the lower-order needs first have to be met. The first three needs are considered to be lower-order needs, while the fourth and fifth are higher-order needs (Gruneberg, 1979). The five major needs are listed below, starting from the lowest-order needs:

(a). Basic physiological needs. This theory postulates that individuals are basically concerned with satisfying needs such as food, water, air and shelter.

(b). Safety needs. According to Maslow (1943), once the physiological needs have been satisfied, the need for safety becomes next. These needs refer to freedom from physical, economic and emotional harm (Locke, 1975; Robbins et al., 2003).

(c) .Social Needs. Once the physiological and safety needs have been satisfied, the need for love, affection and belongingness emerge (Maslow, 1943). According to Aamodt (cited in Josias, 2005), organizations observe these social needs through the establishment of office canteens and social programs.

(d). Esteem needs. Maslow (1943), states that esteem needs can be divided into two categories, namely mastery and achievement (self) and recognition and approval (others). Organizations are able to satisfy their employees' esteem needs through recognition and award programs and promotion and salary increases (Aamodt, cited in Josias, 2005).

(e). Self-actualization needs. According to Maslow (1943, p. 382), "what a man can be, he must be". This refers to the concept of self-actualization, the fifth and final level of the hierarchy, which includes the need for growth, achieving one's potential and self-fulfillment.

Based on the above theory, an individual's ideal job environment will be one that best meets his/her current needs as per the hierarchy of needs postulated by Maslow (Locke, 1975).

B. Alderfer's ERG Theory

According to Alderfer's theory, the individuals' needs can be classified into three categories, namely existence, relatedness and growth (Fincham & Rhodes, 2005).

(a). Existence needs. These are basic needs such as nutritional and material requirements. From a work perspective, this refers to issues such as pay and working conditions.

(b). Relatedness needs. These needs are fulfilled through interacting and building relationships with family and friends, and in the work context, relation with peers and colleagues.

(c). Growth needs. These refer to the individuals' personal psychological needs. These needs are represented in a continuum, along which individuals can move in either direction. This theory, in contrast to that of Maslow, states that even though lower order needs have been met, they are still important and will continue to satisfy individuals, and are not superseded by the higher-order needs (Fincham & Rhodes, 2005).

C. McClelland's theory of needs

According to this theory, all individuals acquire needs through time and these are learnt and shaped by the individual's personal experiences (McClelland, 1962). He postulates that these needs are present in all individuals, even though one of the three needs will be more dominant. This theory, unlike that of Maslow, does not specify transition between needs. The three needs associated with this theory are the need for achievement, for power and for affiliation (Robbins et al., 2003). Employees who have a choice for one of the above needs will be satisfied in positions in which these needs are met. For example, someone who has a dominant affiliation need, will probably be satisfied in a position that requires close interaction with his/her work colleagues.

D. Herzberg's two-factor theory

According to this theory, satisfaction and dissatisfaction are two separate concepts resulting from different causes and are not interrelated (Campbell et al., 1970). Herzberg (1968) identifies two categories of factors that are involved in job satisfaction. The first categories, motivators, are intrinsic to the job and refer to factors such as the work itself, achievement, promotion, recognition and responsibility (Locke, 1975; Gruneberg, 1979). Having these factors in the work situation, these factors result in job satisfaction and have no influence on job dissatisfaction (Campbell et al., 1970). The second categories, referred to as hygiene factors, do not result in job satisfaction, but if they are inadequate, may cause job dissatisfaction (Herzberg, 1968). Examples of factors include pay, security and working conditions. These factors are necessary for employees to be satisfied but do not causes job satisfaction.

2.1.5. Job characteristics model

Hackman and Oldham's job characteristics model (JCM) are used to explain how certain characteristics of jobs can intrinsically motivate employees and increase their level of job satisfaction and job performance (Lee-Ross, 1998; Friday & Friday, 2003). According to Hackman and Oldham (1975), positive personal and work outcomes are achieved when the employee experiences three psychological states created by the presence of five job dimensions. The model also shows that when individuals know they have performed well on a task that has meaning for them, they will feel intrinsically rewarded (Friday & Friday, 2003). Job characteristics model further proposes that the core job dimensions (CJDs) influence the critical psychological states (CPSs) which, in turn, affect job-related outcomes such as job satisfaction, growth satisfaction, internal work motivation and other job-related outcomes or affective outcomes (AOs) (Friday & Friday, 2003). The five CJDs identified by Hackman and Oldham (1975), are highlighted and discussed below:

- (1) *Skill Variety*. This dimension is deals with the various activities associated with a particular job which involved a range of the employees' skills and abilities.
- (2) *Task Identity*. This deals with the degree to which the job requires completing a task, from start to finish, with an identifiable outcome.
- (3) *Task Significance*. This dimension refers to as how important the job is and its impact on the organization and/or to the external environment.
- (4) *Autonomy*. In this dimension, issues such as independence, freedom and discretion are highlighted. This refers to as the degree to which an employee is able to make decisions regarding how they prioritize and schedule the work for completion.
- (5) *Feedback*. This refers to the degree to which the employee receives direct and clear feedback regarding their performance and work outcomes.

2.1.6 The influence of personal attributes on job satisfaction

Many different researches suggest that certain personal or demographic variables have an influence on job satisfaction in one way or another. The results of studies on work-related attitudes and/or behaviors and job satisfaction indicated that personal variables influence job satisfaction (Bilgic, 1998; Okpara, 2004). Personal or background factors include variables such as gender, age, education /qualification, experience and job position/ level and others.

(a). Gender and Job Satisfaction

Today's work situations are characterized by diverse workforce, with increasingly more women entering the labor market. Hence, for organizations to effectively manage this diversity to ensure the optimal efficiency and performance of their employees, they need to identify how men and women differ in their attitudes to work. Studies on the gender-job satisfaction relationship is inconsistent ; some studies indicate that males are more satisfied than females; others find the converse to be true with women being more satisfied than men, while others again find no difference in job satisfaction based on gender.

According to Spector (2005), most of the studies have found only a few differences in job satisfaction levels among males and females. Long (2005), on the other hand, postulates that there is a consistent positive and significant difference between the levels of happiness relating to work as reported by women relative to men.

In Loscocco's (1990), studies of job satisfaction and gender, female employees were reported as showing higher levels of job satisfaction than their male counterparts. According to Loscocco's (1990), finding women experience higher levels of job satisfaction because they value rewards that are already available, for example, relationships with co-workers. These values are in contrast to what men value – they desire autonomy and financial rewards, which are not as already available, resulting in lower levels of job satisfaction.

In contrast to this point of view Clark (1997), who made use of a large-scale British data set to investigate the relationship between gender and job satisfaction. He concluded that women reported significantly higher levels of most kinds of job satisfaction than men, even when individual variables such as values, which are important predictors

of job satisfaction, were controlled. This difference in job satisfaction is attributed not to women describing their jobs as better than men's jobs but rather to the fact that they have lower expectations. One should be noted that this gender differential disappears for younger and more highly educated workers, those in professional positions and/or who had mothers in professional positions as well as those working in male-dominated work environments.

Other literatures, however, reported that there is no significant difference in job satisfaction among male and female employees. To show this point, in a study conducted by Pors (2003), on Danish and British library managers, no significant difference was found between males' and females' levels of job satisfaction. Studies conducted in South Africa report similar findings to those in international studies.

Josias (2005), conducted research in an electricity utility in the Western Cape and shows that the relationship between gender and job satisfaction to be insignificant. Martin (2007), conclude that there is no significant differences in the mean scores between the different gender categories for job satisfaction in his study on employee's perceptions of job satisfaction in a tertiary institution.

Bowen and Cattell (2008), shows the relationship between job satisfaction and gender to be significant, with a larger number of females reporting higher levels of job satisfaction than their male colleagues.

(b). Age and Job satisfaction

According to Robbins et al. (2003), there are three reasons why the age-job satisfaction relationship is important. These include the following:

- (1) There is a belief that job satisfaction declines with age. Although this is not necessarily true, those who believe it, will act on it.
- (2) The workforce is aging in Japan, Europe and the USA. However, with the impact of HIV/AIDS in South Africa, there is a possibility that there will be a shortage of

skilled entry-level and middle management employees thereby forcing organizations to train older workers.

- (3) Legislation prohibits mandatory retirement and unfair discrimination report, on the basis of age. The result is that organizations should start to consider the role of older workers in the company.

According to Okpara (2004), the relationship between age and job satisfaction has produced mixed and generally inconclusive results. However, most studies seem like to postulate a positive correlation between job satisfaction and an increase in age. Older workers tend to be more satisfied than their younger colleagues (Okpara, 2004; Clark, Oswald & Warr, 1996; Rhodes, 1983). In an extensive review of the literature, Rhodes (1983) analyzed the -results of eight studies that investigated the relationship between age and job satisfaction. He concluded that there is a positive relationship between age and overall job satisfaction.

According to Clark et al. (1996), earlier research suggested that the relationship between age and job satisfaction was linear - younger employees were less satisfied with their jobs, but this increased with age (Doering, Rhodes & Schuster, 1983; Janson & Martin, 1982; Kalleberg & Loscocco, 1983; O'Brien & Dowling, 1981; Quinn & Staines, 1979; Weaver, 1980; Wright & Hamilton, 1978). However, Clark et al. (1996), postulate that the relationship between age and job satisfaction is u-shaped, declining from a moderate level during the initial employment years and then steadily increasing up to retirement. According to Alavi & Askaripur (2003) and Siu (2002) not all the studies are consistent with the above views and have found that age does not significantly explain the variance in job satisfaction levels.

c) Education and Job satisfaction

The majority of researchers have concluded that their results were reliable in their studies of the relationship between education level and job satisfaction. Studies by Griffin, Dunbar & McGill (1978), in this regard are being widely quoted. Besides these, the findings of many different scholars have also drawn conclusions from various results (Gordon & Avey, 1975); hence, it seems that when job factors are sufficiently managed, education can depict a contradictory impact on satisfaction with job (Arvey et. Al, 1991). The study concluded by Groot & Maassen Van den B. (2000), identified no noteworthy impact of education on job satisfaction; therefore,

according to this results, under-educated people can be added satisfactorily than the academically qualified. An empirical study concluded that university graduates were in a state of great satisfaction when their jobs were in alignment with university majors. (Vandenberg & Lance, 1992).

(D) Year of experience and job satisfaction

Years of experience refers to the amount of time an employee has spent working for a particular organization. In the literature, the terms "job tenure" and "years of experience" are used interchangeably. According to the researchers, employees' years of experience are related to their job satisfaction and organizational commitment. Employee's good ability and skill about their job is important for their performance and success in the organization. Long year of experience is developing through time which makes the jobholders feels satisfaction in his or her work environment. According to Fassil (2016), study found that Public servants who have worked for less than five years in their present position are more satisfied with their jobs than those who have worked for five years or more.

(E) Job level or position and Job satisfaction

Job position implies that organizational structure of jobs. It includes managerial /supervisory level or non-managerial/ supervisory levels. In Arada sub city administration the level of non-managerial jobs incorporates team leaders, activity coordinators (supervisory employees), and officers (non-supervisory employees). Different studies shows that higher level of jobs provide more satisfaction compared to lower levels. According to Robie et al (1998), mentioned that higher level jobs tends to be more complex and have a better working conditions, pay, promotion, prospects, supervision, autonomy, and responsibility. They also mentioned most researchers have found that job satisfaction increases as the level of the job increases within organizational structure. Their meta-analysis study concludes that as the job level increased so did job satisfaction. Additionally, Abdulla (2009), study shows that there is a significant difference in GJS between managerial and non-managerial positions.

2.2. Empirical review

2.2.1. Pay and Benefit

According to Jitendra (2013), this is the most important factor for job satisfaction of employees. Benefits can be described as the amount of reward that a worker expects to gain from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following points may be delineated under this category, Salaries or wages, Bonus and incentives. For retention and turnover, salary and benefits are very important tools. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention. By considering these points this research hypothesized that:

H1: pay and benefit positively affects job satisfaction of Arada sub-city administration employees.

2.2.2. Working environment and job satisfaction

The world is dynamic because of this organization faces several challenges in their working environment. In order to meet employee`s satisfaction in the organization businesses must create conducive working environment. Without this practice organizations cannot achieve success and to retain in the industry or industry competitions that satisfying employees will raise efficiency, productivity and job commitment of subordinates (workers). Employees are essential inputs for business to meet their goals and missions. To achieve the objectives of the organization employees require working environment that enhance them to work without problems. Several studies find out that among job satisfaction factors atmosphere at work has a greatest impact on employee`s job satisfaction. Additionally, the working environment has a positive effect on employee`s job satisfaction (Raziq & Maulabakhsh, 2015). They also found that working environment including employee`s participation in the decision process; flexible working hours; less work load and team working have positive effect on employee`s job satisfaction and this in turn bring high level of employees performance.

In the other way according to Langer et al (2019), study result shows that centralized working environment has direct negative relationship with employee's job satisfaction and direct positive relationship with working environment. Furthermore, working condition improvement can increase organization performance and there is positive correlation reveal between them but worsening working condition result unfavorable condition for employees work (Mafini & Poee, 2013). The impact of physical working environment on employees performance in the public sector studied by (Meqdelawit, 2020) result shows that there is strong relationship between physical working environment and job performance. Specifically, the indoor physical working environment decrease employees job performance. Generally, working environment condition in any organization has both negative and positive effect on employee's job satisfaction. This also in return have effect on organizational performance.

H2: There exists a positive relationship between working environment and job satisfaction at Arada sub-city administration employees.

2.2.3. Promotion and job satisfaction

Promotion can be give as an important success in life of employees. It can create opportunities for high pay, responsibility authority, freedom and status. So, chance for promotion cause to occur job satisfaction to employees (Sageer et al., 2012). Promotion is one of extrinsic motivator factor for employee's job satisfaction. To increase employees motivation and satisfaction organization should give growth opportunity to their workers. To attract and retain workers in the organization promotion practice is implementing by manager that make employees to increase work performance. It is mechanism to meet operational goals and objectives of organization. Promotions are basic features of employee's life. Both private and public institutions are using promotion as a means of reward for increase workers performance and productivity. Without employees acceptance promotion by itself cannot be useful compensation method. Different scholars define promotion in to several way but they agree on it is a shifting of individual to better significance and high compensation level of jobs. According to Ehsan Malik et al (2012), find out that promotion has an influence on job satisfaction but the effect is not significant. Additionally, Tania et al (2019), study show that there is weak positive relationship between promotion and employees job satisfaction that means the level of satisfaction of employees is not significantly increase where they gets promotion. They also

suggested that only promotion by itself cannot increase employee's job satisfaction. So organization should consider others factors with it. But in contrast to this study promotion of employees have positive significant impact on employee's job satisfaction and their commitment at public Hospital in River state Nigeria (Ogini, 2020). Generally, in the public sector creating promotion opportunity to employees bring satisfaction, increase employees performance, commitment and service quality.

H3: The existence of promotion positively affects job satisfaction at Arada sub-city administration employees.

2.2.4. Supervisor and job satisfaction

Employee's job satisfaction is determined by their perception for immediate supervisors in the organization. Supervisors are first line managers they have a chance to change individual performance toward organization mission and goals which is the final mission of any managers in the organization. In the public sector good relationship between supervisors and employees play great role to accomplish service delivery goals and objectives. According to Robinson (2013), there are cognitive, affective, and behavioral attitude of employees toward supervisors. He also mentioned that People have generally been more satisfied at work as a whole, the work itself, and their supervisors and work colleagues than they have been with their employee compensation opportunities. Supervisory support is one of the extrinsic factors of motivation in Herzberg's two factors theory. Good relationship between managers and employees make employees feel satisfaction on their jobs. According to Armstrong (2014), quality of supervision made by supervisors is the most important determinants of workers satisfaction. Both coworkers and supervisors have significant influence on individual job satisfaction within the work place. High job satisfaction is the result of cooperative and supportive relationship between co-workers and supervisors (Fall, 1997). If supervisors in the organization provide support and cooperation then workers will have high level of satisfaction. This in turn brings high organizational commitment and firm success in terms of goals and profit. The relationship between managers and employees is not good can enhance employee's turnover. That means employee's turnover decision directly impacted by employees relationship with their supervisors (Carl P. Maertz et al., 2007). According to Herzberg et al (1957), cited by Vann & Velcova (2017), positive supervisory behavior lead to workers job satisfaction. Employee's job satisfaction also bring

good relationship, motivation, and performance in the organization. they also found out that there is a significant relationship persisted between employee`s job satisfaction and their perception of supervisory support. If employees have high supervisor support then they may not feel all in all satisfaction about their jobs. On the other way if employees have low supervisory support they will have dissatisfaction about their jobs. So organizations should be building positive supervisory environment for employees (Baloyi et al., 2014).

H4: There is a positive relationship between Supervisors and job satisfaction at Arada sub-city administration employees.

2.2.5. Trust in leaders and job satisfaction

Employees' perception about their leader's behavior is vital for quality public service delivery which directly related to employees performance that comes from their satisfaction. Trust is a psychological state that emerges when you decide to accept one vulnerable to another person because you have high hopes for how things will turn out (Robbins & Judge, 2013). They also state that Transformational leaders inspire greater levels of trust in their subordinates, which leads to greater levels of team performance and contribution. A trust - worthy leader will be able to encourage workers to go above and beyond to achieve visionary organizational goal. Trust has been linked to positive job attitudes, organizational justice, psychological contracts, and effectiveness in terms of communication, organizational relationships, and conflict management in leadership theories. According to Herminigsih (2017), study found that Trust in leaders is greatly influenced by transformational leadership. Every worker's trust in leaders can be based on a leader's kindness, capacity or potential, and can develop a feeling of security in the organization. Generally, Employees who have faith in their leader are confident that their rights and interests will not be violated.

H6:- Trust in leader has a positive effect on job satisfaction.

2.3. Conceptual Frame work

The purpose of this research was to present the literature relevant to determinant of job satisfaction. Issues relevant to an organization were investigated in an effort to show how this factors contribute to job satisfaction the reviewed literature confirms that factors such as pay and benefit, working environment, promotion opportunities, relation with supervisor and trust in leaders have an effect on employee satisfaction this part also identified other contributing factors that are linked to job as they are relevant in this study. The conceptual framework for this study is shown below.

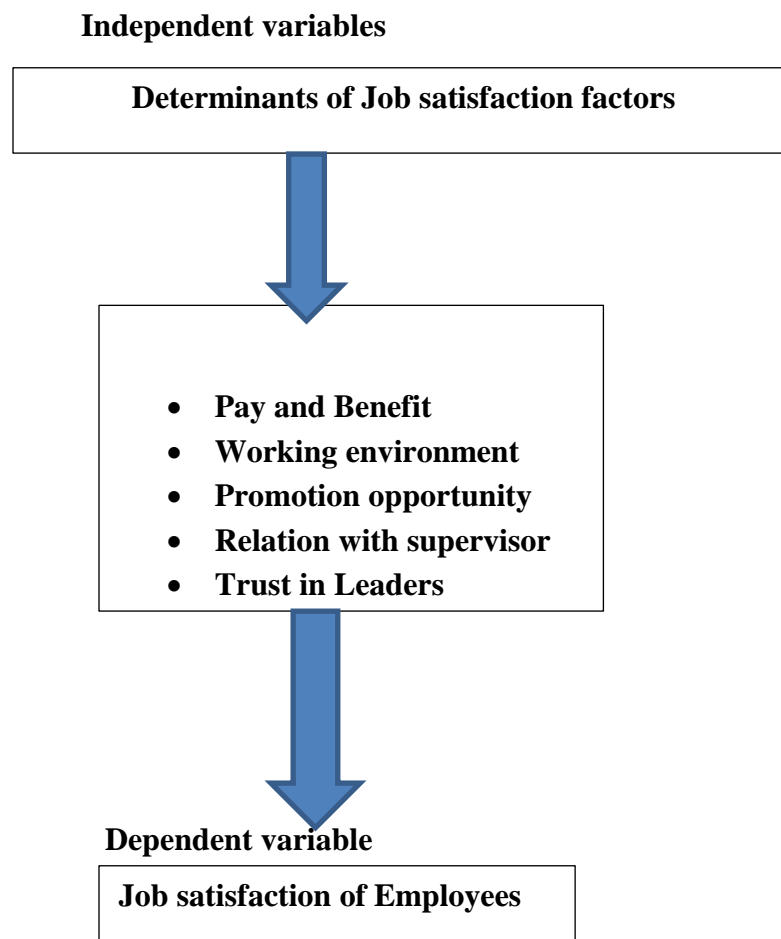


Figure 1. (Job satisfaction model adopted from Jassem Mohammed Abdulla (2009))

Table 1: Definitions of Variables Used to Measure Job Satisfaction of Employees

Variable	Question/Statement Used to Define Variable
Dependent Job satisfaction of employees	“What are the determinants of job satisfaction of employees?”
Environmental Pay and benefit Work environment	“How do pay and benefits affect job satisfaction of employees?” “Does the work environment influence job satisfaction of Employees?”
Promotion & development Relationship with supervisor Trust in leaders	“Does promotion affect job satisfaction of employees?” “How does the relation among staff and managers affect job Satisfaction of employees?” “Is there any relationship between Trust in leaders and job Satisfaction”
Demographic Gender Age Academic level Work experience Job position	“Gender of the employee” “An employee’s age in years” “Educational qualification of the employee” “employees Work experience in the organization” “employee’s occupational level”

Source: Own conceptualization based on the literature review

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter focuses on research design and methodology. This part of the proposed study describes the research design, the target population and the sampling method, procedure of data collection and data analysis in general.

3.2. Research Design

According to Kumar (2011), research design is a study plan structure and approach to solve research problems. The main objective of the study is to assess the determinants of job satisfaction at Arada sub city administration. According to Creswell (2005), quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Quantitative study involves analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). Quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data (Creswell, 2003). This study uses an explanatory research method which includes a descriptive research design with correlation and regression method. The mean, median, mode frequency distribution, percentage distribution, and standard deviation are the most common descriptive techniques. Frequency distribution is used in this study to describe the demographic characteristics, such as gender, age, level of education, work position and experience. Furthermore the regression method is used to know cause and effect relation between variables. To know the relationship between the determinants factors and job satisfaction the study use person correlation. These regression, correlation and descriptive methods of studies are important for explaining the relationship of phenomena (Kumar, 2011).

3.3. Target population

The target population for this study is employees in Arada sub city administration (i.e. supervisory employees and non-supervisory employees). This is because they are resourceful in terms of information on the determinants of employees' job satisfaction. In this research, the participants of the study are professional employees of Arada sub city administration who are working at different office. Those who are political leaders are not included since trust in leaders is included as a variable and thus this might have an effect on employees' satisfaction. The total numbers of employees working at Arada sub city administration are 1363.

3.4. Sampling design

Bryman, (2005), sampling is a process of selecting a number of individuals for a study in such a way that the individuals represent a large group from which they are selected. The populations are Arada sub-city administration employees. Stratified Sampling is used in this study to identify some selected respondents in stratum across the various sections of the sub city's public service sectors dividing the population in to a series of relevant strata mean, that the sample is more likely to representative (Saunder, et al., 2007). There are several methods to determine sample size but the study will uses Yamane's (1967), formula to calculate a sample size that can represent the total of 1363 workers in the sub-city administration that is :-

$n = N/1+N(e)^2$ where n is the sample size, N is population size and e is error of 5 percentage points and a confidence coefficient of 95% are assuming for this equation.

$$= 1363/1+1363(0.05)^2$$

$$= 309$$

By using the above formula the calculated sample size for this study is 309. According to second quarter and semi-annual report of Arada sub city administration for the period 2020/2021F.Y, as of January 30, 2021, the total manpower of the city administration was 1,363 employees. Out of the total number of employees, 703 (51.6%) are male and 660 (48.4%) are female (second and semi-annual report of arada sub-city administration, 2021).

The sampling frame which is the actual set of samplings units from which sample selected were processes found in head office of the sub city administration. Employees who are supervisory and non-supervisory were in the sampling frame. Managers/political leaders were not included in this study as trust in leaders is stated as one factor that affect job satisfaction. Out of the total distributed 309 sample questionnaires, 28 were unreturned. The questionnaires collected and used in this were those, which were properly filled and returned from 281 employees of the sub city. Out of the 281 employees, 72 respondents were from supervisory employees and the rest 209 were from non-supervisory employees. Here under the table 1 explicit the number of employee found at Arada sub city administration in Addis Ababa. The sectors selected for this study were public service office, micro & small scale enterprise, dry wastage management office, finance office and culture and truism office.

Table 2. Number of Employees in Arada sub city administration

Sectors selected from sub-city/ wereda	Population /strata	Sample
Public service office	82	19
Finance office	72	17
Dry and waste management office	84	20
Culture and tourism office	81	18
Micro& small scale office	76	17
Wereda 2	189	43
Wereda 3	201	45
Wereda 6	204	46
Wereda 9	174	39
Wereda 10	200	45
Total	1363	309

Source; Own (2021)

3.5. Data collection methods and instruments

3.5.1. Research instrument

This research uses both primary and secondary data. The primary data is through, the use of firsthand information from the selected public service office in the selected sub-city administration.

The researcher uses questionnaire to collect the primary data from various individuals. The questionnaire consists of three sections based on seven point Likert scale. The first part contains the General Information like age, gender, experience, educational level and work/job position. While the second part contain general job satisfaction questionnaire and the third part contain information on the relationship between the dependent and independent variables (i.e. pay and benefit, working environment, promotional opportunities, relation with supervisor, and trust in leadership) and the effect they have on job satisfaction in the selected public service offices.

The questionnaires are designed in a way that each question addresses the specific objective. The questionnaire method is appropriate since it is free from bias of the interviewer (Kothari, 2004). It is advantageous to reach every respondent who are not usually be easily addressable (approachable). The questionnaire gives freedom to express their views and gives suggestions. The study use different structured questionnaires for independent variables, such as

General job satisfaction

Hackman and Oldham (1975), constructed general job satisfaction questionnaire which has 5 items with 7 point scale ranging from extremely dissatisfied to extremely satisfied.

Pay and benefit

To the variable pay and benefit structured questionnaire constructed by Yenewub (2017). It has 5 items with a 7 point scale ranging from disagree completely to strongly agree.

Working environment

Fatima (2014), constructed working environment questionnaire which has 5 items with 7 scale ranging from disagree completely to strongly agree.

Promotion opportunity

Abdulla (2009), constructed promotion opportunity questionnaire which has 5 items with 7 point scale ranging from disagree completely to strongly agree.

Relation with supervisor

The 7 item questionnaires constructed by Abdulla (2009) on 7 point scale ranging from disagree completely to strongly agree.

Trust in leaders

Yong & Mass Holder (2019), constructed trust in leader questionnaire that has 5 items with 7 point scale ranging from disagree completely to strongly agree.

3.5.2. Data collection procedure

In this research the data were collected from both primary and secondary data source. The primary data will be collecting through questionnaire by distributing questionnaires to the respondent at their respective working structured office. The researcher also uses secondary data by using annual or semiannual reports from the sub-city administration, journals internet source and publications from research institutions.

3.6. Validity and Reliability

3.6.1 Validity

Validity is defined as whether an instrument measures what it was designed to measure; Hair et al. (2007), defined the validity as “the degree to which a measure accurately represents what is supposed to”. Validity is concerned with how well the concepts are defined by the measure(s). It is also the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate. The study was explanatory research design and uses standardized measurement (job description index) which is forward after conceptual and empirical investigations. This research follows the Job Descriptive Index (JDI) as a research instrument that is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure JSOE with their job in five dimensions, Pay and benefit, working environment, Promotion opportunities, Relation with supervisor, and Trust in leaders. Besides this, the study used simple random and systematic sampling to select the sampling from which both samples are drawn it let any biases to

probability. The internal consistency of the instruments of the study was also tested by the pilot study. Thus it is safe to say that the study uses valid instruments. . Additionally, the validity of measure guarantees using through adequate literature review.

3.6.2 Reliability

Reliability refers to whether an instrument can be interpreted consistently through different situations. Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Hair et al. (2007), defines reliability as the extents to which a variable or a set of variables is consistent in what it is intended to measure. Duffy, Duffy, and Kilbourne (2001), asserted, Cronbach’s α measure the consistency with which participants answers items within a scale. Furthermore Duffy et al. (2001), stated that a high α (greater than .60) indicates that the items within a scale are measuring the same Construct. A reliability test is used to assess consistency in measurement items (cerri, 2012. From the data analysis, the Cronbach’s alpha for Pay and benefit is 0.947, for the Working environment is 0.947, for Promotion opportunities is 0.954, for Relation with supervisor is 0.953, for Trust in leaders is 0.952 and for General job satisfaction is 0.949. The total reliability test is 0.958 which is excellent according to the standard set by Crossman (2003), and it is over the accepted limit of 0.60. For all individual factors, Cronbach’s alpha is greater than 0.60 which is shown below that signifies greater internal consistency between the items and measures the intended dimensions of the variables. As well as it indicates the acceptability of scale for further analysis.

Table 3. Reliability measure of the Variables

Reliability Statistics		
Cronbach's Alpha	N of Items	
.958	6	

	No. of Item	Cronbach's Alpha if Item
GJS	5	.949
PB	5	.947
WE	5	.947
PO	5	.954
RWS	7	.953
TIL	5	.952

Source: Own Survey, 2021

3.7. Data analysis and presentation

Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. Data was entered and analyzed using SPSS 26 version. Correlation analysis statistical tools were used to align with the objectives of the research, to test relationship between the variables. Regression analysis was employed to determine the effect of independent variables on dependent variable. Thus, both the strength of the relationship between variables and the influence of independent on dependent variable was assessed.

The results are computed to produce percentage frequencies mean and standard deviation for efficiency in interpretation. According to (Bell, 1993), percentage has a considerable advantage over more complex statistics, since they are easily understood. The quantitative data can be presented by using pie charts, frequency tables, and percentage graphs. The analysis is appropriate whenever there is a qualitative data and one will need to establish patterns in the different responses. To show the relationship between variables the researcher uses a multiple regression analysis. The study adopts the functional specification and a linear regression model to determine the relationship between variables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where, Y = Job Satisfaction, α = Constant, β = Coefficient of estimate, X1= pay and benefit, X2= working environment , X3= promotion opportunities, X4= relation with supervisors, X5= trust in leaders , ε = the error term

3.8. Ethical considerations

In this study the researcher follows some ethical consideration. First of all he takes brings, a letter of introduction from the department of MBA studies of Addis Ababa University. Then after facilitated acquisition of research permit from the sub city administration. Moreover appointments are important by the research prior to visiting the respective unit sections of the public service office. The respondents are sure of confidently by the researcher during the process of gathering information by emphasizing the nature of research and its use in academic reference without disclosing their identity. In addition the researcher indicates to the respondents that the information given would not be disclosed to the general public without permission from the relevant authority. The respondents will also inform about their right to withdraw from the administration of questionnaires if they consider doing so on their own permission/volition and that decision can be remaining binding to the researcher. The final copy of the study will be issuing for their own records and information on the outcome of the research.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 Introduction

As discussed in previous chapters this study attempted to examine the Relationship between Pay and benefit, Working environment, promotion opportunity, relation with supervisors, trust in leaders and Job Satisfaction. Therefore, the findings of the study were presented and analyzed in this chapter.

The questionnaire was developed in seven scales ranging from seven to one; where 1 represents Disagree completely, 2 strongly disagree, 3 somewhat disagree, 4 neither agree nor disagree 5 somewhat agree, 6 strongly agree, 7 agree completely. These seven scales are treated as interval scale to conduct statistical analysis. Harry and Deboraha (2012), stated that Likert scale data, can analyzed at the interval measurement scale. Likert scale items are created by calculating a composite score (sum or mean) from four or more type Likert-type items; the composite score for Likert scales can be analyzed at the interval measurement scale. Descriptive statistics recommended for interval scale items include the mean for central tendency and standard deviations for variability. They stated that data analysis procedures used for interval scale items would include the Pearson and regression procedures. The questionnaire was developed as likert scale rather than likert type therefore likert items were calculated (sum or mean) for statistical analysis. Therefore, the questionnaire developed for this study was likert scale in nature.

In order to assess the relationship between dependent variable and independent variables, Correlation and regression analysis were conducted for scale typed questionnaire. A total of 309 questionnaires were distributed to employees and 281 (91%) questionnaire was obtained valid and used for analysis. The collected data were presented and analyzed using SPSS 26 software version. The study used correlation analysis to measure the degree of association between different variables under consideration. Regression Analysis was also used to test the effect of independent variable on dependent variable.

4.2 Demographic Background/personal information of the Respondents

The demographic profile of the respondents was presented in this section. The personal profile of the respondents is analyzed as per their gender, age, levels of educational achievements, and years of service in the organization. Frequency distribution was performed on the demographic variables as a means of describing the respondents. In addition, statistical test was conducted to investigate the difference of job satisfaction.

4.2.1 Gender

Table 4. The gender composition of the respondent

		sex of respondent		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Male	146	52.0	52.0	52.0
	Female	135	48.0	48.0	100.0
	Total	281	100.0	100.0	

Source; Own survey, 2021

Regarding the gender of the respondents, the females contribute 48% of the total participants and the remaining 52% is consists by male respondents.

4.2.2 Age

Table 5. The age composition of the respondent

		age of respondent		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	18-29	98	34.9	34.9	34.9
	30-39	136	48.4	48.4	83.3
	40-55	42	14.9	14.9	98.2
	>50	5	1.8	1.8	100.0
	Total	281	100.0	100.0	

source; Own survey ,2021

As table 5 shows, those respondents whose age is between 18-29 years consists 34.9% of the total sample size. And 48.4 % is consisted by those whose age is 30-39. And 14.9% is consisted

by those whose age is 40-55 and the remaining 1.8% are above 50. Hence it indicates that the age composition of the sub city administration workers is dominated by relatively young population. This can enhance the sub city administration in bringing innovative/creative ideas & technologies so as to bring productivity and improve service delivery to customers.

4.2.3 Level of Education

Table 6. Educational Level of Respondents

		educational level of respondent		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	12 and below	1	.4	.4	.4
	TVT certificate	2	.7	.7	1.1
	TVT/college Diploma	32	11.4	11.4	12.5
	University First Degree	219	77.9	77.9	90.4
	University post graduate	27	9.6	9.6	100.0
	Total	281	100.0	100.0	

Source; Own survey, 2021

From the total respondents the University first degree holders have a lion share which is 79.7% of the respondent. TVT/College Diploma holder consists of 10.7%, University post graduate holder consist of 7.5% and the remaining 2.1% is coming from TVT certificate holders of respondents. Table 6 summarizes the educational level of the respondents.

4.2.4 Work Experience in sub- city administration

Table 7. Work Experience of Respondents

		respondents year of experience in the organization			
		Frequency	Percent	Valid	Cumulative
				Percent	Percent
Valid	below 1 year	40	14.2	14.2	14.2
	1-3 years	73	26.0	26.0	40.2
	4-6 years	63	22.4	22.4	62.6
	above 6 years	105	37.4	37.4	100.0
	Total	281	100.0	100.0	

Source; Own survey, 2021

As table 7 above shows, those respondents whose experience is below 1 year consists 13.9% of the total sample size. And 28.1% is consisted by those whose experience is between 1-3 years. And 21.4% is consisted by those whose experience is between 4 -6 years. Of the total respondents as 36.3% is covered by those respondents who worked above 6 years. The sub city administration can use those employees who have more experience in different ways (for e.g. In terms of service delivery system, grievance resolution and others).

4.2.5. Job level/position of the respondent

Table 8. Work position of the respondents

		Work position of respondents			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisory	72	25.6	25.6	25.6
	non-supervisory	209	74.4	74.4	100.0
	Total	281	100.0	100.0	

Source; Own survey, 2021

As table 8 above shows, those respondents who are in work position on supervisory consist of 25.6%. And those who are non-supervisory consist of 74.4% of the total respondents. This shows that most of the respondents are non-supervisory employees.

4.2.6. Frequency of the respondent Information about the general job satisfaction

Table 9 Frequency of respondents on General Job Satisfaction

Item	General Job Satisfaction Questions	Disagree		Neutral		Agree	
		No.	(%)	No.	(%)	No.	(%)
1	Generally speaking, I am very satisfied with this job	151	53.7	23	8.2	107	38.2
2	I am generally satisfied with the kind of work I do in this job	150	53.4	26	9.3	105	37.3
3	I frequently think of quitting this job	124	44.2	47	16.7	110	39.2
4	Most people on this job are very satisfied with the job	144	51.2	67	23.8	70	24.9
5	People on this job often think of quitting	115	40.9	70	24.9	96	34.2
Average		137	48.7	46	16.6	98	34.7

Source; Own, 2021

From the table above, on the general job satisfaction; those respondents who were disagree on response on item number- 1 were 53.7 & those who are neutral were 8.2% and those who agree were 38.2%. For item number-2 those who disagree were 53.4, and those who were neutral consist of 9.3% and those who agree contain 37.2%. For item number- 3 those who agree were are 44.2%, neutral (16.7%) and agree were 39.2%. For item number-4, those who disagree consist of 51.2%, neutral consists of 23.8% and those who agree were 24.9%. For the last item those respondents who disagree were 40.9% those who are neutral were 24.9 and those who agree were 34.2%. From the results of respondents' answer in this study the overall average satisfaction of employees shows that 48.7% are not satisfied with the job they work, while 16.6% neither satisfied or dissatisfied with the job they do and 34.7% are satisfied with the work they do in their respective office.

4.4 Inferential Analysis

4.4.1 Correlation Analysis

Correlations are the measure of the linear relationship between the variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. As highlighted by Andy (2006), the Correlation is a commonly used measure of the size of an effect: values of ± 0.1 represent a small effect, ± 0.3 is a medium effect and ± 0.5 is a large effect. Correlation analysis does show the relationship between the variables of interest, hence to answer the proposed research questions the following correlation analysis is undertaken by the researcher.

Table 10. Correlations Matrix

		Correlations					
		GJS	PB	WE	PO	RWS	TL
GJS	Pearson Correlation	1	.722**	.791**	.635**	.737**	.713**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	281	281	281	281	281	281
PB	Pearson Correlation	.722**	1	.726**	.703**	.638**	.606**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	281	281	281	281	281	281
WE	Pearson Correlation	.791**	.726**	1	.621**	.769**	.732**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	281	281	281	281	281	281
PO	Pearson Correlation	.635**	.703**	.621**	1	.589**	.547**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	281	281	281	281	281	281
RWS	Pearson Correlation	.737**	.638**	.769**	.589**	1	.850**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	281	281	281	281	281	281
TL	Pearson Correlation	.713**	.606**	.732**	.547**	.850**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	281	281	281	281	281	281

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

Source; Own survey, 2021

As table 8 shows, the Correlation coefficient between pay & benefit and employee satisfaction is found to be significant ($r = 0.722$, $p < 0.05$). Similarly, a strong and significant correlation coefficient found between working Environment and employee satisfaction ($r = 0.791$, $p < 0.05$) and also a strong and significant correlation coefficient between promotion opportunities and employee satisfaction ($r = 0.635$, $p < 0.05$) was found. The Correlation coefficient value between relation with supervisor and employee satisfaction indicated a strong and significant relationship between the variables ($r = 0.737$, $p < 0.05$). The Correlation coefficient value between trust in leaders and employee satisfaction indicated a strong and significant relationship between the variables ($r = 0.713$, $p < 0.05$).

4.5 Tests of Assumptions of Regression Analysis

According to Field (2009), to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of the residuals variables, Homoscedasticity and Multi collinearity between variables were checked, and the results of the study are discussed as follows.

4.5.1 Standardized (Z) Score Value

Before proceeding in to the other testes the researcher checked for the outliers. Checking for Standardized (Z) scores for absolute higher values greater than 3 are important to insure the normality. As the following chart indicates all the values of Z score is found to be absolute higher values of greater than 3.

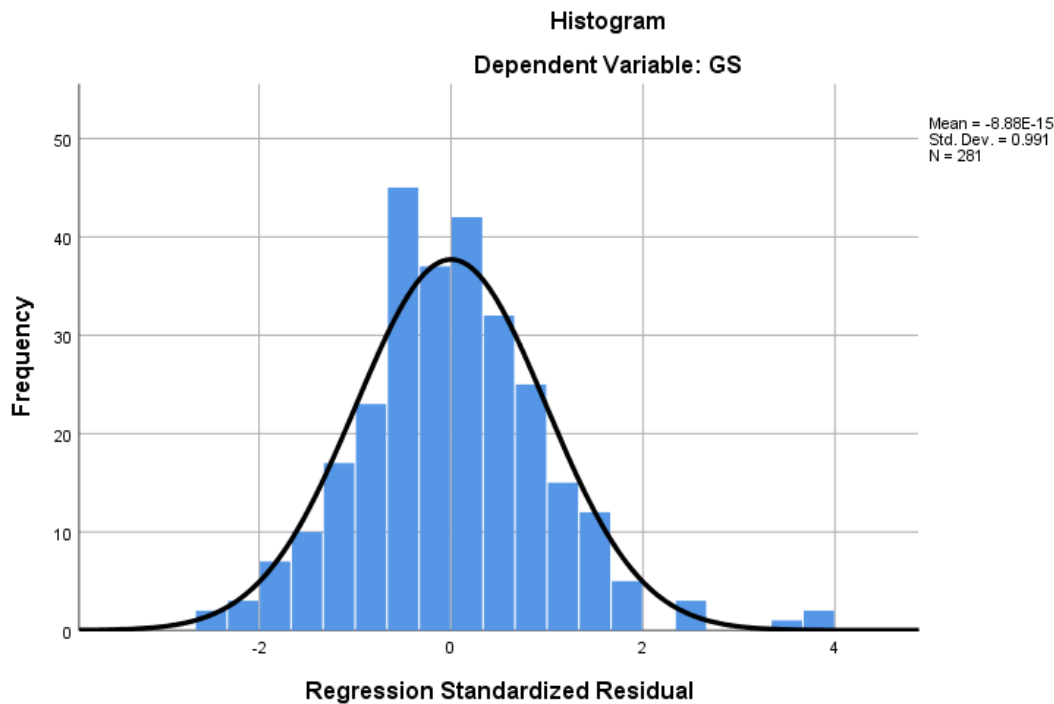


Figure 2. Z- Score

Source; own, 2021

4.5.2. Normality

According to Field (2009), the assumption of normality is important in research while using regression and helpful to generalize the results of the analysis beyond the sample collected. Accordingly, among several ways to check for the normality assumptions for linear regression analysis, it is advisable to inspect to see if a distribution is normal through a P–P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality for the residuals with bivariate through P–P plot as follows. The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009).

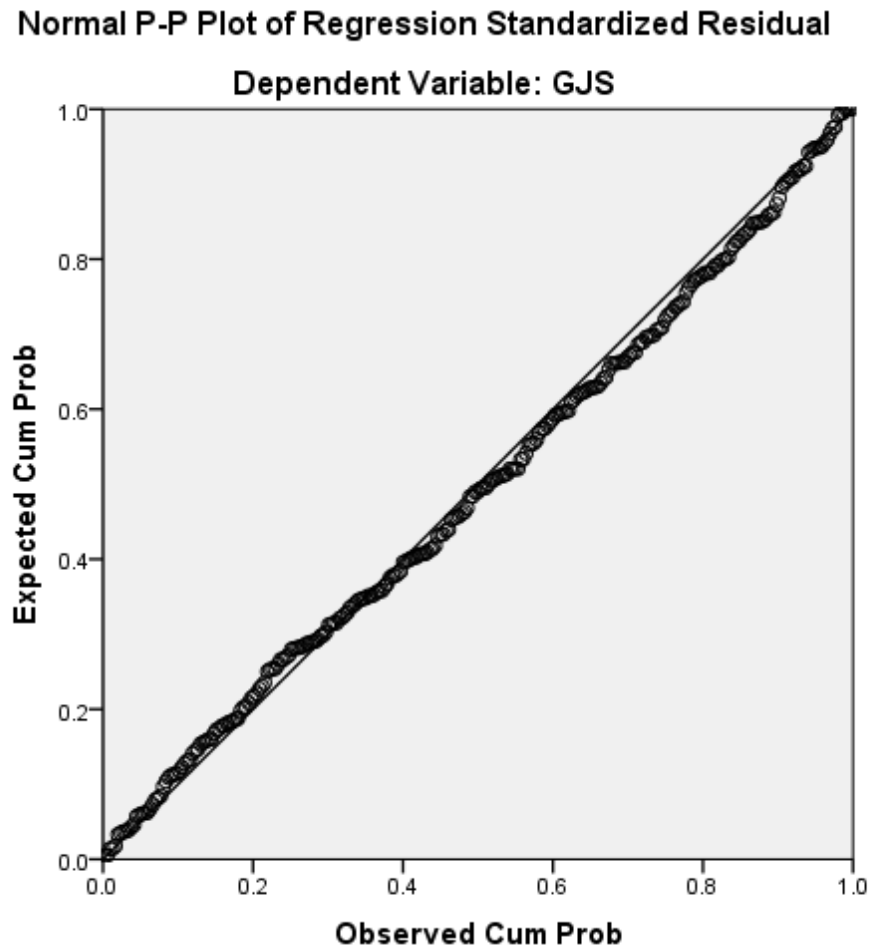


Figure 3. Normal P-P Plot of Regression Standardized Residual

Source: Own Survey, 2021

Likewise, as we seen in the above figure, the dots are closely plotted to the straight line, which indicate a small or no deviation from normality and there are no extreme cases observed. Therefore, the assumptions of simple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population.

4.5.3 Autocorrelation

Autocorrelation is an assumption that the errors are linearly independent of one another (uncorrelated with one another). If the errors are correlated with one another, it would be stated that they are auto correlated. To test for the existence of autocorrelation or not, the popular Durbin- Watson test was employed. As noted in Brooks (2008), the rejection / non-rejection rule would be given by selecting the appropriate region from the following figure:

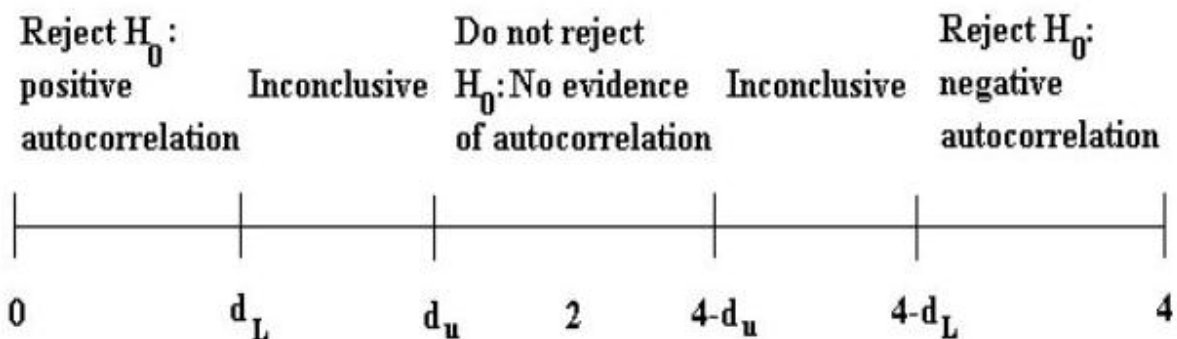


Figure. Durbin-Watson test

The regression output of this test indicates

Durbin- Watson test of autocorrelation

Model	Durbin Watson
1	1.702

Hence as the above figure indicates as it is very close to 2, there are no autocorrelation issues.

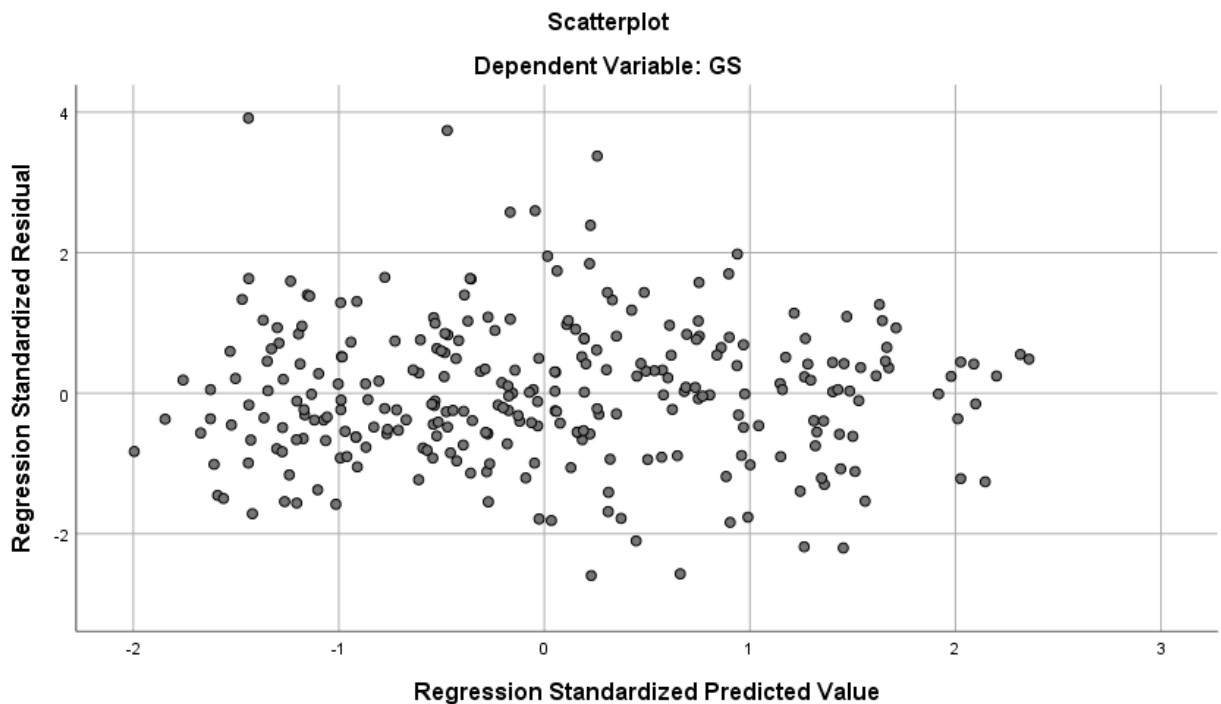
4.5.4. Homoscedasticity

It is the extent to which the data values for the dependent and independent variables have equal variances (Field 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for

the fitness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

In this regard, as Field (2009) describes, the graph of *ZRESID and *ZPRED should look like a random array of dots evenly dispersed around zero, if the assumption of homoscedasticity has to be met. Likewise, as we shown in the below figure, the points are randomly and evenly dispersed throughout the plot and there are no obvious outliers on this cloud of dots which are spaced around zero. According to Garson (2012), homoscedasticity helps as to check for the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot

Figure 5 Scatterplot for testing homoscedasticity



Source: Own Survey, 2021

4.5.5 MultiCollinearity

According to Saunders (2009), most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 shows problems with multi collinearity. Moreover Field (2009), also underline that, values for “Tolerance” below 0.1 indicate serious problems, although several statisticians suggest that values for “Tolerance” below 0.2 are worthy of concern. Accordingly, as we seen in the below collinearity table, table 10, multicollinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than .10. The value of VIF ranges, between 2.136 to 4.433 and the tolerance of the variables ranges between .226 and .468. Therefore, the variables are not overlapped and they are free from collinearity effect which possibly hinders the prediction ability of the model

Table 11. Test of Multi Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
PB	.367	2.727
WE	.302	3.307
PO	.468	2.136
RWS	.226	4.433
TL	.262	3.818

Source; own survey, 2021

4.6 Multiple Regression Analysis

Table 12. Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.842 ^a	.709	.704	2.884	.709	133.987	5	275	.000	1.702

a. Predictors: (Constant), TL, PO, PB, WE, RWS

b. Dependent Variable: GJS

Source: Own Survey, 2021

The above table shows the model summary of this study. The R value shows the total correlation of all the independent variables with the dependent variable. In this case, the correlation of all the independent variables i.e. Pay and Benefit, Working Environment, Promotion Opportunities, Relation with supervisor and Trust in Leaders with the dependent variable, employee satisfaction is 0.842. It shows that there is a strong and positive correlation between independent and dependent variable.

R square shows the total effect of all independent variables (Pay and Benefit, Working Environment, Promotion Opportunities, Relation with supervisor and Trust in Leaders) on the dependent variable (employee satisfaction). The value of R square is 0.709. This value shows that 70.9% variance in employee engagement is due to change in all the independent variables and the remaining 29.1% employee's job satisfaction is explained by other variables. Adjusted R square shows the overall strength of the model. The value of adjusted R square is .704. This shows that the model is 70.4% strong.

Table 13. Anova Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5573.253	5	1114.65	133.987	.000 ^b
	Residual	2287.758	275	8.319		
	Total	7861.011	280			

a. Dependent Variable: GJS

b. Predictors: (Constant), TL, PO, PB, WE, RWS

Source: Own Survey, 2021

The above ANOVA table, demonstrates the overall model is significance, and this board help us to make sure the above model/ on model summary table is statistically significant predictor of the outcome i.e. employees job satisfaction and it is evidenced that the model is statistically predictor of employees’ JS for the reason that the p value is less than .005 therefore, a significant amount of employees’ JS is influenced by the job satisfaction dimensions which constitutes Pay and Benefit, Working Environment, Promotion Opportunities, Relation with supervisor and Trust in Leaders. Furthermore, it can be concluded as, the overall regression model is significant, $F= 133.987$, $p < 0.05$, $R^2= .709$ (i.e., the regression model is a good fit of the data).

Table 14 Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.785	.571		4.882	.000					
	PB	.183	.046	.212	3.952	.000	.722	.232	.129	.367	2.727
	WE	.335	.056	.357	6.037	.000	.791	.342	.196	.302	3.307
	PO	.095	.046	.099	2.072	.039	.635	.124	.067	.468	2.136
	RWS	.089	.042	.147	2.143	.033	.737	.128	.070	.226	4.433
	TL	.111	.049	.144	2.267	.024	.713	.135	.074	.262	3.818

a. Dependent Variable: GJS

Source; own, 2021

$$Y = 2.785 + .183X_1 + .335X_2 + 0.095X_3 + 0.089X_4 + .111X_5$$

$$Y = 2.785 + .183 (\text{pay and benefit}) + .335 (\text{Working Environment}) + .095 (\text{promotion opportunity}) + .089 (\text{relation with supervisor}) + .111 (\text{trust in leaders})$$

The above coefficients table shows the individual beta values of each independent variable. The beta value shows the effect of each independent variable on the dependent variable. The beta value of pay and benefit is ($\beta = 0.183$) which shows that by keeping other factors constant, 1 unit change in pay and benefit will cause a 0.183-unit positive change in employee satisfaction. And it is statistically significant at $p < 0.05$. The beta value of working environment is ($\beta = 0.335$) showing that 1 unit change in working environment will cause a 0.335 units' positive change in employee satisfaction. And it is statistically significant at $p < 0.05$, keeping other factors constant. The beta value of promotion opportunities is ($\beta = 0.095$, $p < 0.05$) and significant, showing that 1 unit change in promotion opportunities will cause a 0.095 units' positive change in employee satisfaction. The beta value of relation with supervisor is ($\beta = 0.089$) which shows that by keeping other factors constant, 1 unit change in trust in leadership will cause a 0.089-unit positive change in employee satisfaction. And it is statistically significant at $p < 0.05$. The beta value of trust in leadership is ($\beta = .111$, $p < 0.05$), showing that 1 unit change in trust in leader will cause a .111 units' positive change in employee satisfaction. And it is statistically significant at $p < 0.05$.

4.7. Discussion on the Results

The results from this study indicated that pay and benefit has a significant impact on employee satisfaction in Arada sub city administration offices ($r = 0.722$, $\beta = 0.183$, $p < 0.05$).

Haroon I, Mehak M, Sabeen Mand & Mehak R. (2018), conduct a similar result at Retail Company in Punjab consists of 300 employees. The result showed that there is positive association between pay and benefit and employee satisfaction. Previous literatures and studies are going up with the result of this investigation (Cranny, 1992, Islam & Ismail, 2004, Steinhaus & Perry, 1996, Weiss, 2002). Recently, especially in the developed world, employee benefits packages have become a critical part of the total compensation or organizational expenses. Employee benefits cover an average 40% of the total compensation package (De Cenzo & Robbins, 2010). Benefits have grown in size, importance and variety (DeCenzo & Robbins,

2010; Edgar & Geare, 2005), and the U.S. Chamber of commerce, concludes that employee benefits are one of the greatest challenges in business today in attracting and retaining quality employees (U.S. Chamber of Commerce, 2008). According to Golnaz and Clarke (2011), managers and organizations can use Maslow's Hierarchy of Needs Theory framework to develop benefit packages that are meaningful and echo with their employees since it increasing their job satisfaction. The needs to freedom from physical, economic and emotional harm (Locke, 1975; Robbins et al., 2003).

The outcomes from this study also specified that working environment has a significant impact on employee satisfaction at Arada sub city administration sectors ($r = 0.791$, $\beta = 0.335$, $p < 0.05$). A study by Raziq & Maulabakhsh also shows similar result i.e working environment has a positive effect on employee's job satisfaction. Mafini and Dlodo (2014), conducted a similar study in public health institutions comprising 287 professionals. The results showed that there is strong and positive association between working environment and employee satisfaction with correlation ($r = 0.569$, $\beta = 0.064$). Thomas, Zolin and Hartman (2009:287) highlight that noble working environment plays an important role in developing trust and influences job satisfaction within an organization. According to Jawahar (2006), working environment is positively related to job satisfaction. Good working environment is essential to the success of any organization as misunderstanding, either consciously or unconsciously leads to mismatch and a lack of clear organizational goals (Chetty,2012:43). Alderfer's theory of existence needs such as nutritional and material requirements proves this result (i.e from a work perspective, issues such as pay and working conditions/ environment).

The results from this current study also indicated that Promotion opportunities has a significant impact on employee satisfaction in Arada sub city administration sector ($r = 0.635$, $\beta = 0.095$, $p < 0.05$). Promotion of employees have positive significant impact on employee's job satisfaction and their commitment at public Hospital in River state Nigeria (Ogini, 2020). According to Quarles (1994), and data from several studies show that a lack of opportunity for promotion leads to a negative feeling of job satisfaction as frustration can give rise to particularly intense feelings of job dissatisfaction. If organizations did not design a promotion policy or practice to their employees then it is very likely that employees will be dissatisfied and their turnover rate will be high (Yaseen, 2013). When employees get promotion they will be more committed to

their organization. Promotion is considered one of the most important elements for the employee satisfaction (Parvin & Kabir, 2011). Darling et al., (1997), argues that one of the most effective morale boosters is praise for a job well done. She further surmises that regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. For many individuals, feelings of self-worth are directly associated with their work. There is therefore a positive relationship seen between job satisfaction and opportunity to develop (Ramasodi, 2010). Herzberg's two-factor theory, which are intrinsic to the job factors such as the work itself, achievement, promotion, recognition and responsibility shows the result of the study (Locke, 1975; Gruneberg, 1979).

The finding from this study indicated that relation with supervisor has also a greater impact on employee satisfaction at Arada sub city administration sectors ($r = 0.737$, $\beta = 0.89$, $p < 0.05$). According to Herzberg et al (1957), there is a significant relationship persisted between employee's job satisfaction and their perception of supervisory support. This result is also sustained with empirical studies. Studies by Jevfic U. & Guvan O. (2017), at Turkey school teachers their results show that supervisor support has a significant effect on teachers job satisfaction ($r= 0.943$, 0.41 and $p<0.05$). A study by Nadia A. (2011), was undertaken with nine sub scales namely pay, promotion, supervision, fringe benefits, contingency rewards, operating conditions, co-workers, nature of work and communication. The study showed that there was positive relationship between relation with supervisor and job satisfaction. The result highlighted that managers felt motivated by good work environment with colleagues, interesting assignments, feedback as well as compensation as money. Eisenberge et al. (2002), highlights that examining the perception of supervisor support may yield results that lead to maximizing supervisor-employee relationship & improve organizational performance. Daniels (1999), concludes that quality and productivity are enhanced when supervisors simply increased their daily frequency of contingent positive reinforcement. Employees benefits from positive reinforcement and recognition from peers and/or supervisors. The result of this study agree with McClelland's theory of needs i.e. individuals acquire needs through time and these are learnt and shaped by the individual's personal experiences.

Concerning trust in leaders, the finding of this study shows that trust in leaders has significant influence on the satisfaction of employees of the arada sub city administration ($r =0.713$, $\beta =$

0.11, $p < 0.05$). The conclusion is the same as previous studies and literature. Based on a study by Senrene D.& Hala A. (2018), in higher education in Seria using a sample of 161 university workers they conclude that trust in leaders has a positive and significant effect on employee job satisfaction. More ever a survey by Ugury Y. & Gulen M. shows similar result. On their survey they took a sample of 292 sample from corporate governance association in turkey company and the result shows that ($r=0.971$, $\beta=0.394$ & $p<0.001$) which is trust in leader has a positive and significant effect on employees job satisfaction. If employee has trust in their leaders, it can increase profitability and customer service levels, and heighten employee engagement and satisfaction. According to Werner et al. (1998), suggestions on managerial trustworthy behavior as the first step that should be taken to build trust. Directly affecting the trustworthiness of the leader, the scholars addressed behavioral integrity, behavioral consistency, sharing and delegation of control, communication (e.g. explanation, openness and accuracy) and demonstration of concern as the five categories that are considered by the followers as trustworthy behavior. Nelson (2005), concludes that leaders need to recognize their employees to decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). In addition Darling et al., (1997), argues that one of the most effective morale boosters is praise for a job well done. She further surmises that regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. For many individuals, feelings of self-worth are directly associated with their work. Leaders who can inspire and build trust within his/her employee could leads to organizational growth and productivity. McClelland's theory of needs associated with this are the need for achievement, for power and for affiliation (Robbins et al., 2003).

4.8 Chapter Summery

Chapter four highlight and presented the results and findings of this current study. It has focused on the following: General information (Gender, Age, Years of service in the organization, Level of education and Job level/work position), and other factors that influence employee job satisfaction (Pay and Benefit, working environment, promotion opportunities, relation with supervisors and trust in leaders) in Arada sub city administration employees in Addis Ababa city.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This chapter discusses conclusions and recommendations and the outcomes of the findings and the statistical analysis of the empirical results. This research study intended to investigate factors that determine the job satisfaction of employees of the Arada sub city administration which is a part of Addis Ababa city. The objectives of the study were to assess the factors that determine job satisfaction of employees, to identify the influence of pay and benefit on employees' job satisfaction, to explore the effect of working environment on job satisfaction, to examine whether promotion opportunities influence job satisfaction, determination of the association of relation with supervisor with job satisfaction of employees. And the last one is to examine the influence of trust in leaders on the job satisfaction of employees. A pre-coded close ended patented questionnaire using the 7 point Likert scale was administered to the target population. There were three sections in the questionnaire, namely, one on demographical data and the other is general job satisfaction questionnaire and the third one questionnaire about the relationship between the dependent and independent variables on job satisfaction. There was a significant 91% response rate which was largely due to the fact that the personal method was used in the data collection. The Statistical Program for the Social Sciences (SPSS) version 26.0 for Windows was used for the statistical analysis.

The findings provide important guidelines for top management of Arada sub city administration on how to address the psychological and motivational and other needs of employees in order to improve job satisfaction, to decrease absenteeism & turnover, to increase organizational growth, as well as to improve service delivery system to customers, to improve good governance and consecutively to increase employee's performance and productivity.

5.2 Summary of the Finding of the results

Based up on previous theories and researches regarding determinants of employee's job satisfaction, this study shows that the independent variables i.e. Pay and Benefit, Working Environment, Promotion Opportunities, Relation with supervisor and Trust in Leaders has a significant impact on employee satisfaction. The link shows that a positive advancement on the independent variables can enhance the satisfaction. The results of the study indicated that employee satisfaction and the determining variables have a positive correlation. Among all the variables working environment (33.5%) and pay and benefit (18.3%) has the major effect on the satisfaction of employees.

5.3 Recommendations

Arada sub city administration need to give more focus on the above mentioned major determining factors to ensure employee job satisfaction and to increase employee performance so as to improve productivity and service delivery system, as well as to resolve the issue of absenteeism, turnover and to bring good governance. These constructs should be evaluated regularly by top management to ensure sustained job satisfaction so as to get high levels of employee performance and to improve service delivery system to their customers. If the top management of Arada sub city administration implements a short/ long term program to increase job satisfaction and as a result employee performance, it may lead to the added benefits for sustaining and improving its success in the sub-city administration sector/office.

5.3.1 Pay /benefit and Job Satisfaction

One of the most important finding of this study is that there is a significant relationship between employee's job satisfaction and pay/benefit. Top management of the sub city administration needs to consider the issues related to salary & fringe benefits that can decrease grievance related to pay for employees so as to satisfy their employee's expectations. This must be done in that it is fair, equitable and cover the basic need of workers together with stockholders such as ministry of finance or others in according to the country's economic situation. Hence it is recommended for the top management considers and adjusts their budget for overtime and fringe benefit for all sectors (for example there is fringe benefit for Dry wastage management & Green development and environmental protection office but not for others sectors), hence there is career and ladder

development difference among sectors. There is also grievance on equal pay for equal work in accordance with employees' qualification and specialization, therefore, to minimize the above issues and others that is related to pay the sub city administration and other stakeholders need to give proper attention to their employees in order improve productivity and the quality of work life it has to be emphasize on pay system that contains some or all of the above mentioned problems. Employees' perception of salaries/fringe benefit and working environment were at the lowest level of satisfaction compared to other job-related aspects. Therefore, the current salary scale and other benefits should be carefully reassessed. Pay and benefit should be done in that it is fair, equitable and cover the basic need of workers together with stockholders such as ministry of finance or others in according to the country's economic situation.

5.3.2 Working Environment and Job Satisfaction

Among the other major findings of the study, one is that there is a strong relationship between job environment and employee's satisfaction. Based on this, top management of the sub city administration need to improve the working condition. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the sub city administration will directly help to bring real impact on the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

5.3.3 Promotion opportunities and Job Satisfaction

From the discussion above on this study there is a strong relationship between job satisfaction and promotion opportunities. The promotion opportunities must be free from bias and not limited and are fairly adequate in accordance with employee's interest and skill. The perception that there is little scope for promotion does not give employees much hope for future advancement. Top management of Arada sub city administration therefore needs to develop clearly defined criteria for promotion opportunities and career path (i.e. the promotion opportunities must match

with their level of education and specialization at every department in each sectors). The policy need to display fairness in that it presents an unbiased process in so far as providing equal opportunity to all employees

5.3.4. Relation with supervisor

From the findings of this study relation with supervisor and employee satisfaction has a positive and strong relationship. Therefore management of Arada sub city administration need to focus on bringing good relationship by a altering the behavior of supervisors and increasing employee job satisfaction of the sub-city Administration sectors; this can bring an opportunity to :-improve engagement and motivation, increase organizational quality& productivity, enhance sustainability and maximizing employee job satisfaction so as to build a committed workforce and has a potential to improve the quality of health & wellbeing of employee together with stakeholders. Therefore to build a strong relationship supervisor at the sub city administration must be committed and consistent, accountable and model since employee follow their supervisor. The appointment of an employee to a particular job should be fair and exclusively based on performance, productivity, innovation and experience indicators; and not be conducted according to personal relationships, or social status

5.3.5. Trust in leaders and job satisfaction

The last outcome of this study is that there is a strong relationship between job satisfaction and the trust in leadership. Therefore leaders at Arada sub city administration need to give special attention to their employee in such a way by aligning their behavior with their value, understand what their employee need to know and communicate facts while being considerate of effort and sensitive to their feeling .actively listen and check for understanding by paraphrasing what they have heard, using a variety of feedback to ensure their trust to their employee and by sharing their problem with each other. Thus leaders can build trust on their employee by minimizing its effect on employee satisfaction. In summary leaders at Arada sub city administration need to develop high degree of trust among his/her followers in order to evaluate the effectiveness and efficiency of the organization that he/she work for. This can be fulfilled by high level of follower work outcome; such as job satisfaction, job performance and lower rate of turnover. Therefore developing a high level of trust in followers is a very essential task to be fulfilled by leaders.

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Appendix

Research Project survey questionnaire

Addis Ababa University College of Business & Economics

Management Department MBA Program

Dear Respondent

This questionnaire is intended to collect data for the master thesis on the subject of determinants of job satisfaction in the case of Arada sub-city to fulfill the Partial requirements of the Master of Business Administration (MBA) degree in Management. The aim of this study is to determine how employee`s satisfaction is influenced by job characteristics, organizational and demographic factors. Your honest response and willingness to take part in this research undertaking is therefore deeply appreciated. Since this research is approved by the University of Addis Ababa for academic purposes only, be sure the information you provide will be remain secret. It is also not important to write down your name. For the success of this report, your participation is of great importance, and I would therefore like to thank you in advance for your kind cooperation in filling out this questionnaire. If you have any question about this questionnaire, please contact

Name :- Hailegebriel Ayele

Mobile no. :- 09-13-44-19-45

Email :- haileayeiewhana9@gmail.com

Part one. General Information: Please put sign (√) in the box for the choice appropriate for you.

1. What is your gender?

Female Male

2. please indicate your age group

18-29 year 30-39 year

40-55 year

>55 year

3. What is your highest level of education?

Primary level

TVT Certificate

TVT or College (diploma)

University (Graduate) Degree

University (Postgraduate) MA

Others (Specify) _____

4. For how long have you been an employee of in this organization?

Less than 1 year

1-3 years

4-6 years

More than 6 years

5. your work/Job position in your organization?

Team leader

Activity coordinator

Officer

Part two. General Job satisfaction questionnaire

Please read each statement carefully and indicate your degree of agreement with each of the following statements by making (√) on one number that best represents your opinion. The scale ranges from weaker to stronger (1= extremely dissatisfied and 7= extremely satisfied) as illustrated in the following key

1. Extremely dissatisfied 2. Very dissatisfied 3. Somewhat dissatisfied
 4. Neutral 5. Somewhat satisfied 6. Very satisfied 7. Extremely satisfied

	General job Satisfaction	1	2	3	4	5	6	7
1	Generally speaking, I am very satisfied with this job							
2	I am generally satisfied with the kind of work I do in this job							
3	I frequently think of quitting this job							
4	Most people on this job are very satisfied with the job							
5	People on this job often think of quitting							

Part three. Determinants of job satisfaction questionnaire

Please read each statement carefully and indicate your degree of agreement with each of the following statements by making (√) on one number that best represents your opinion. The scale ranges from weaker to stronger (1= disagree completely and 7=Agree completely) as illustrated in the following key

1. Disagree completely 2. Strongly disagree 3. Somewhat disagree 4. Neither agree nor disagree
 5. Somewhat agree 6. Strongly agree 7. Agree completely

	Pay and benefit	1	2	3	4	5	6	7
	Salary							
1	My salary is adequate for my living expenses.							
2	The period between pay rises is reasonable.							
3	I feel appreciated by the organization when I think about what they pay me.							
4	My organization has an appropriate salary scale							
	Fringe Benefits							
5	All necessary fringe benefits are provided in my organization (e.g., health insurance, accommodation and allowances)							

	Working Environment	1	2	3	4	5	6	7
6	I am able to personalized by work space							
7	My work area has many visual destructions							
8	My work station is large							
9	I am able to determine the organization appearance of my work area							
10	My workplace provides an undisturbed environment							
	Promotion opportunity							
11	Promotion opportunities are not limited and are fairly adequate in this organization							
12	My organization has a clear and fair promotion policy and strategy that takes efficiency Performance and experience into account							
13	My organization puts the right person in the right position							
14	My organization gives proper attention to staff complaints and grievances							
15	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years							
	Supervisor							
	Supervisor style							
16	My supervisor is available when needed							
17	My supervisor shows consideration for subordinates' feelings							
18	My supervisor gives me the opportunity to participate in important decision making							
19	I receive regular feedback about my performance							
	Supervisor feedback							
20	The feedback I receive from my supervisor is useful							
21	The form my supervisor uses accurately evaluates my performance							
22	My performance appraisal is conducted on time each year							
	Trust in leaders							
	Affective trust in supervisor							
23	I'm confident that my supervisor will always care about my personal needs at work.							
24	If I shared my problems with my supervisor, I know (s) he would respond with care.							
25	I'm confident that I could share my work difficulties with my supervisor.							
26	I'm sure I could openly communicate my feelings to my supervisor.							
27	I feel secure with my supervisor because of his/her sincerity							

Thanks for your cooperation

አዲስ አበባ ዩኒቨርሲቲ

ቢሰዝነስ እና ኢኮኖሚክስ ፋክሊቲ

በቢዝነስ አስተዳደር(ማኔጅመንት) የትምህርት ክፍል

ውድ ተሳታፊዎችን

የዚህ መጠይቅ ዓለማዊ በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ፋክሊቲ በቢዝነስ አድሚኒስትሬሽን የሁለተኛ ዲግሪ መመሪያ ፀሁፍ ማሟያ በአራዳ ክ/ከተማ የሠራተኞችን እርካታ የሚወስኑ ምክንያቶች ያላቸውን ተጽእኖ ለማወቅ የተዘጋጀ ነው። ይህ ጥናት ለሁለተኛ ዲግሪ መመሪያ የማሟያ ፀሁፍ ውጭ ለሌላ ዓለማዊ የሚደረግ አለመሆኑን ጥናቱን ለሚሞሉት ተሳታፊዎች ለማረጋገጥ እወድለሁ። ይህንን መጠየቅ ለመሙላት ከ 15 እስከ 20 ደቂቃ የሚወስድ ሲሆን ይህንን ውድ ጊዜዎን ለዚህ ተግባር በመስጠት ያለኝን ምስጋናና አክብረት ልገልጽሎዎት እወዳለሁ። መጠይቁን በተመለከተ ለሚያቀርቡት የግልጽነት ጥያቄዎችና አስተያየቶች ከዚህ በታች በተቀመጠው የጥናቱ ባለቤት የስልክ አድራሻ ማገኘትና ማቅረብ ይችላሉ።

ስም:- ኃ/ገብርኤል አየለ

ስ.ቁ :- 09-13-44-19-45

ክፍል አንድ. አጠቃላይ መረጃ እባክዎን ለእርስዎ ተስማሚ ምርጫ (✓) ምልክት በሰጥኑ ውስጥ ያስቀምጡ።

1. የእርስዎ የታ ምንድነው?

ወንድ ሴት

2. እባክዎን በየትኛው የዕድሜ ክልል እደሚገኙ ያመለክቱ

18-29 30-39 40-55 >50

3. የእርስዎን ከፍተኛ የትምህርት ደረጃ ያመለክቱ?

12ኛ እና ከዚህ በታች የዩኒቨርሲቲ የመጀመሪያ ዲግሪ

የቴክኒክና ሞያ ሰርተፊኬት የዩኒቨርሲቲ ሁለተኛ ዲግሪ

የቴክኒክና ሞያ/ኮሌጅ ዲፕሎማ ሌላ ካለ ይገለጽ _____

4. በዚህ ድርጅት ውስጥ ለምን ያህል ጊዜ እያገለገሉ ይገኛሉ?

ከ 1 ዓመት በታች ከ 1-3 ዓመት

ከ 4-6 ዓመት ከ 6 ዓመት በላይ

5. አሁን ያሉት የስራ መደብ

ቡድን መሪ ኬዝ አስተባባሪ ፈፃሚ

ክፍል ሁለት፡- የሥራ እርካታ መጠይቅ

እባክዎትን ከዚህ በታች ከተቀመጡት አማራጮች የሚመርጡትን ምርጫ የሚመለከተውን ቁጥር በሳጥኑ ካለው ቁጠር ጋር በማስተያየት የ (✓) ምልክት ያስቀምጡ

1. ሙሉ በሙሉ አልሰማም 2. በጣም አልሰማም 3. በመጠኑ አልሰማም 4. እርግጠኛ አይደለም 5. በመጠኑ እሰማለሁ
6. በጣም እሰማለሁ 7. ሙሉ በሙሉ እሰማለሁ

	በጥቅሉ አሁን በሚሠሩት ሥራ ያሎዎትን እርካታ በተመለከተ	1	2	3	4	5	6	7
1	በአጠቃላይ አሁን በምሠራው ሥራ በጣም እረከቻለሁ							
2	በአጠቃላይ በሥራዬ ላይ በምሠራቸው የሥራ ዓይነቶች እረከቻለሁ							
3	በተደጋገሚ ጊዜ ይህንን ሥራ ለቅቄ ለመሄድ አስባለሁ							
4	በዚህ ሥራ የተሠረገኛሁ አብዛኛዎቹ ሰዎች በሥራቸው ደስተኛ ናቸው							
5	ብዙውን ጊዜ በዚህ ሥራ የተሰማሩ ሰዎች ሥራቸውን ለቀው ለመሄድ ያስባሉ							

ክፍል ሦስት፡- በሥራ እርካታ ላይ ተጽእኖ ለሚያመጡ ምክንያቶች የተዘጋጀ መጠይቅ

በሚከተሉት የስራ እርካታ ልኬቶች ላይ በምን ያህል ደረጃ ተሰማምተዋል? ከዚህ በታች ከተቀመጡት አማራጮች የሚመርጡትን ምርጫ የሚያመለክተውን ቁጥር በሳጥኑ ካለው ቁጠር ጋር በማስተያየት የ (✓) ምልክት ያስቀምጡ።

1. ሙሉ በሙሉ አልሰማም 2. በጣም አልሰማም 3. በመጠኑ አልሰማም
4. እርግጠኛ አይደለም 5. በመጠኑ እሰማለሁ 6. በጣም እሰማለሁ
7. ሙሉ በሙሉ እሰማለሁ

	ክፍያና ጥቅማጥቅም በተመለከተ (Pay and Benefit)	1	2	3	4	5	6	7
1	የሚከፈለኝ ደሞዝ የኑሮ ወጪዬን ለመሸፈን የሚያስችል ነው							
2	በደሞዝ ጭማሪዎች መካከል ያለው ጊዜ ምክንያታዊ ነው							
3	ስለሚከፈለኝ ክፍያ ሳስብ ለድርጅቱ ምስጋና ይገባል							
4	ድርጅቱ ተገቢ የሆነ የደሞዝ አከፋፈል ስኬል አለው							
	ጥቅማጥቅም በተመለከተ (Fringe Benefits)							
5	መሥሪያ ቤቱ ሁሉም አስፈላጊ ጥቅማጥቅሞች አካቷል(የጤና መድሃኒት፣ አበል እና የላብ መተኪያ							
	የሥራ አካባቢን በተመለከተ(Working Environment)	1	2	3	4	5	6	7
6	በመሥሪያ ቤቱ ውስጥ የራሴ የሆነ የመሥሪያ ቦታ አለኝ							
7	የሥራ ቦታዬ በርካታ በአይን የሚታዩ ችግሮች ያሉበት ነው							
8	የሥራ ቦታዬ በቂና ሰፊ ነው							
9	የሥራ ቦታዬን አደረጃጀት ምን መምሰል እንዳለበት መወሰን ችያለሁ							
10	የምሠራበት የሥራ ቦታ የማይረብሽና ምቹትን ይሰጣል							
	የእውቅና ዕድል ከማግኘት አንጻር Promotion opportunity	1	2	3	4	5	6	7
11	በመሥሪያ ቤቱ ያሉት የእውቅና ዕድሎች ያልተገደቡና በቂ ናቸው							
12	መሥሪያ ቤቱ ውጤታማ አፈፃፀምን እና ልምድን ከግምት ውስጥ ያስገባ ግልጽ እና ፍትሃዊ የሆነ የእውቅና ፖሊሲና ስትራቴጂ አለው							
13	መሪያ ቤቱ ትክክለኛውን ሰው በትክክለኛው የሥራ ቦታ ያስቀምጣል							
14	መሪያ ቤቱ በእውቅና አሰጣጥ ላይ በሠራተኞች ለሚቀርቡ ቅሬታዎችና ተቃውሞዎች ተገቢውን ትኩረት ሰጥቶ ይፈታል							
15	በመሥሪያ ቤቱ እውቅናን ደረጃ ዕድገትን በተመለከተ ተመሳሳይ ብቃት ካላቸውና ተመሳሳይ ዓመት ካገለገሉ እኩል በማወዳደር በፍትሃዊነት እንደታየሁ ይሰማኛል							
	የቅርብ ኃላፊን በተመለከተ(supervisor)	1	2	3	4	5	6	7

የአመራር ጥበብ (Supervisor style)								
16	የቅርብ ኃላፊዎ በተፈለገበት ሰዓት ሁሉ ይገኛል							
17	የቅርብ ኃላፊዎ በስሩ ለሚገኙ ሠራተኞች ስሜታቸውን ለመጠበቅ ይጨነቃል							
18	የቅርብ ኃላፊዎ አስፈላጊ በሆኑ ውሳኔ አሰጣጥ ላይ እንድሳተፍ ዕድል ይሰጠኛል							
19	ከቅርብ ኃላፊዎ ተከታታይ የሆነ የሥራ አፈፃፀም ግብረ-መልስ አገኛለሁ							
የአመራር ግብረመልስ (Supervisor feedback)								
20	ከቅርብ ኃላፊዎ የማገኘው የሥራ አፈፃፀም ግብረ-መልስ ጠቃሚ ነው							
21	የቅርብ ኃላፊዎ ለስራ አፈፃፀም ምዘና የሚጠቀምበት መመዘኛ ቅጽ አፈፃፀሜን በትክክል ይገመግማል							
22	የሥራ አፈፃፀም ምዘናዬ በዓመት ሁለት ጊዜ በሰዓቱ ይከናወናል							
በአመራሩ ያለን እምነት (Trust in leaders)		1	2	3	4	5	6	7
Affective trust in supervisor (በቅርብ ኃላፊ ባህሪ ያለው እምነት)								
23	የቅርብ ኃላፊዎ ሁልጊዜ በሥራ ላይ ስላሉት የግል ፍላጎቶቼ እንደሚጨነቅ እርግጠኛ ነኝ							
24	ያሉብኝን ችግሮች ለቅርብ ኃላፊዎ ካጋራው በአግባቡ እንደሚመለስኝ አውቃለሁ							
25	ያሉብኝን የሥራ ላይ ችግሮች ለቅርብ ኃላፊዎ እንደሚጋራ እርግጠኛ ነኝ							
26	የሚሰማኝን ስሜት ለቅርብ ኃላፊዎ በግልጽ ማሳወቅ እንደቻልኩ እርግጠኛ ነኝ							
27	የቅርብ ኃላፊዎ መልካም ሰው በመሆኑ በእርሱ ደህንነት ይሰማኛል							

ከዚህ በታች ከተቀመጡት አማራጮች የሚመርጡትን ምርጫ የሚያመለክተውን ቁጥር በሳጥኑ ውስጥ ካለው ቁጠር ጋር በማስተያየት የ (x) ምልክት ያስቀምጡ።

- (0) በፍፁም ተደርጎ አያቅም (1) ከስንት አንድ ጊዜ (2) አንዳንድ ጊዜ (3) በአግባቡ ብዙውን ጊዜ (4) ካልሆነ ሁል ጊዜ

የአመራር ዘይቤን በተመለከተ (Leadership style)		0	1	2	3	4
28	በመሥሪያ ቤቱ ያሉ ሠራተኞች በራሳቸው የሚያደርጉት ጥረት እንዳለ ሆኖ ድጋፍ አደርግላቸዋለሁ					
29	በመሥሪያ ቤቱ የሚሰጡ ወሳኝ የሆኑ ግምቶችን ተገቢ ስለመሆናቸው ለማረጋገጥ እንደገና እመረምራለሁ					
30	በመሥሪያ ቤቱ የሚስተዋሉ ችግሮች ውስብስብ ከመሆናቸው በፊት ጣልቃ ገብቼ መፍታት አልቻልኩም					
31	በመሥሪያ ቤቱ አስፈላጊ የሆኑ ጉዳዮች ላይ ከመሳተፍ እቆጠባለሁ					
32	በጣም አስፈላጊ ስለሆኑ እሴቶቼ እና እምነቴ ለሌሎች አወራለሁ					
33	በመስሪያ ቤቱ ያሉ ችግሮችን በምንፈታበት ወቅት የተለያዩ አመለካከቶች እንዲንሸራሸሩ አደጋለሁ					
34	እርምጃ ከመውሰድ በፊት ነገሮች የተሳሳቱ እስኪሆኑ ድረስ እጠብቃለሁ					

ስለ ትብብርዎ አመሰግናለሁ።