DETERMINANTS OF JOB SATISFACTION OF EMPLOYEES IN ETHIOPIAN PRIVATE COMMERCIAL BANKS IN ADDIS ABABA CITY

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BY: Yesu Girma Taye

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MASTERS OF BUSINESS ADMINISTRATION PROGRAM

ADVISOR: Jemal Mohammed (PhD)

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Statement of Declaration

I, hereby, declare that, this thesis entitled "***Determinants of job satisfaction in the case of Ethiopian Private Commercial Banks 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.

Declared by: Yesu Girma Taye

Signature: _____

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Yesu Girma, entitled: Determinants of job satisfaction: in the case of Ethiopian private commercial banks 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.

Signed by the Examining Committee:

Advisor:	Signature:	Date:
Name: Jemal Moahammed (PhD)	_____	_____
Internal Examiner:	Signature:	Date:
Name: Workneh K. (PhD)	_____	_____
External Examiner:	Signature:	Date:
Name: Mesfin W. (PhD)	_____	_____

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List of Acronyms

AB= Abay Bank S.C

ADIB= Addis International Bank S.C

AIB= Awash International Bank S.C

ANOVA= Analysis of Variance

BB= Bunna International Bank S.C

BIB= Birhan International Bank S.C

BOA= Bank of Abyssinya S.C

CBO= Cooperative Bank of Oromiya S.C

DB= Dashin Bank S.C

DGB= Debub Global Bank S.C

DMJS= Dispositional Model of Job Satisfaction

EB= Enat Bank S.C

ERG= Existence, Relatedness, Growth needs

JDI= The Job Descriptive Index

JS= Job Satisfaction

JSS= Job Satisfaction Survey

LIB= Lion International Bank S.C

MSQ= Minnesota Satisfaction Questionnaire

NIB= Nib International Bank S.C

OIB= Oromiya International Banks S.C

SPSS= Statistical package for social Science

UB= United Bank S.C

WB= Wegagen Bank S.C

ZB= Zemen Bank S.C

Abstract

Job satisfaction hinges on a productive and accomplishing relationship between employee, their company and their productivity. The objective of this research paper is to explore factors that influence job satisfaction in Ethiopian Private commercial banks in Addis Ababa city. The study investigated the nature of work, workplace environment, recognition, motivation, promotion opportunities and benefit packages as the antecedents of job satisfaction. This research is cross-sectional survey and the research approach applied for this study was quantitative approach in nature. A self-administered questionnaire was used for data collection from the employees of selected private commercial banks in Addis Ababa area using convenient sampling technique. Out of 290 questionnaires distributed, 277 were collected and used for further analysis. Correlation analysis and multiple linear regressions were used to analyze the gathered data with SPSS software. The results showed significant positive association between the nature of work, workplace environment, recognition, motivation, promotion and benefits and job satisfaction. Therefore, it's forwarded for the top management of the private banks to improve the above variables in their respective organization.

Key Words: Work Nature, Work Environment, Recognition, Motivation, Benefit and promotion and Job Satisfaction

CHAPTER ONE

1. INTERODUCTION

1.1 Background of the Study

Among all the assets of an organization, human resource is the most significant and precious asset which is essential for healthy operation of all other resources of the organization. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. As Lease (1998) said, it is because that "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives".

There are a lot of definitions of job satisfaction given by different previous researchers. It was found in the paper of Bidisha Lahkar Das and Mukulesh Barua (2013) that job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. And also Swarnalatha & Sureshkrishna (2012) said that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing with. Similarly, Feldman & Arnold (2013) have stated job satisfaction as, "the amount of overall positive affect (or feelings) that individuals have towards their jobs". Davis (2014) assured that job satisfaction is a combination of positive and negative feelings that workers have towards their work. The model of Hulin (1985) proposed that job satisfaction is the function of the balance between work role inputs (e.g., education, time and effort) and the work role outputs (e.g., pay, status, working conditions, wages, fringe benefits, task importance, and intrinsic aspects) of the job. Spector (1997) is also forwarded job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. This idea is repeated by Kumar Navdeep & Garg Pankaj (2010) job satisfaction as an affective or emotional response towards various aspects of an employee's work. They support the view of Spector. It is an attitudinal variable that illustrates how individuals experience about their job. Hulin & Judge (2003) noted that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components.

From the definitions, we found three key dimensions of Job satisfaction. Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; however, it can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations and thirdly, job satisfaction represents several related attitudes. Therefore, job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2016).

This study aimed to assess the determinants of job satisfaction through bank employees. Because of that banks are one of the major influencers of a given economy. According to Kent (1961) bank is an organization whose principal operation is concerned with the accumulation of temporarily idle money of the general public for the purpose of advancing to others for expenditure. And more specifically Commercial Bank refer to a bank that mostly deals with deposits and loans from corporations or large businesses, as opposed to individual members of the public (Fikeru Birra, 2016). Commercial Banks play a vital role in the economic development of a country. They accumulate the idle savings of the people and make them available for investment. They also create new demand deposits in the process of granting loans and purchasing investment securities. They facilitate trade both inside and outside the country by accepting and discounting of bills of exchange. Banks also increase the mobility of capital and also they provide services such as accepting deposits, making business loans, and offering basic investment products (Fikeru Birra, 2016). Therefore, studying of the job satisfaction of those who work in banks is very crucial as their activities highly affect the economy of a given country and also as their satisfaction determine their performance. Furthermore, as the findings of Bekele (2014) explain the banking sector of Ethiopia is experiencing a rapid turnover due to employees' dissatisfaction.

1.2 Statement of the 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, Bagraim, 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). Kinicki and Kreitner (2008), purport nature of work as the factor that improves the quality of the employee's job satisfaction. The content of the work is a major source of job satisfaction for employees (Wilson 1999). Nguyen Tayler (2016), highlight that if promotion policies and practices are deemed unfair, then employees are more likely to experience job dissatisfaction. As it is explained by Yasir Kamal & Muhammed Fawd (2018), job design affects the job satisfaction, as jobs that are rich in behavioral elements such as variety autonomy, task unimportance and feedback contribute to employee's satisfaction.

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. Since there is a tremendous competition among various banks to increase the market share and get most of the business from the market, dissatisfying a customer can be very handy for a bank. 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 Crossman & Bassem Abou-Zaki, 2017, Adriana Anamaria Davidescu, Marji Tania Issa Eid, & Cristina Sacala, 2016, Mohammad Abdolshah, Seyed Amir Mohammad Khatibi & Mostafa Moghimi 2018). Perhaps, in today's business climate of continuous changes and uncertainty, the importance of job satisfaction to organizational performance has no question. The service sector in Ethiopian's

economy has started to grow recently and among the financial market banking sector is one of the most growing service sector. Over the years the market has seen immense opportunities in this sector and a lot of major players have joined this sector. 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 private commercial banks.

1.3 Research Questions

The following research questions guided this study.

1. What is the relationship between the nature of work and employee job satisfaction?
2. What is the association between working environment and employee job satisfaction?
3. What is the relationship between recognition and employee job satisfaction?
4. What is the association between motivation and employee job satisfaction?
5. What is the relationship between benefit and promotion and employee job satisfaction?

1.4. Objectives of the Study

1.4.1 General Objective of the Study

The general objective of the study was to assess determinants of job satisfaction in private commercial banks in Addis Ababa city.

1.4.2 Specific Objectives of the Study

The specific objectives of this study are;

- Assessment of the relationship between nature of the work and job satisfaction.
- Determination of the relationship between working environment and job satisfaction of employees.
- Assessment of the relationship between recognition and job satisfaction of employees.
- Determination of the relationship between motivations and job satisfaction of employees.
- Assessment of the relationship between benefit and promotion and job satisfaction of employees.

1.5Significance of the Study

This study will provide guidance to the employer of banking organizations. Bank top level managers and shareholders 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.

Moreover, numerous previous studies were conducted in western environment and there is lack of studies concerning job satisfaction in Private Commercial Banks 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.

1.6 The Scope of the Study

This study was limited to employees who work in Private commercial banks in Addis Ababa and the paper was covering an insight to the determinants that affect employee's job satisfaction. The conceptual boundary is limited to the variables Nature of Work, recognition, motivation, work environment and benefit and promotion towards job satisfaction.

1.7 Limitation of the Study

This research paper has the following limitations. First, the data is collected from a particular group of people so that it might not be representative for other industries. Finally, there was limited current literature that focused specifically on job satisfaction and especially in Ethiopian context.

1.8 Organization of the Paper

This paper is organized in five parts. The first chapter relates to the introduction to the study, a description of purpose and the significance of the study. It also highlights the research objectives that prompted the study and scope of the study. The second chapter shows the literature review of published materials related to the study. This is done to establish a theoretical foundation for the study. It covers the literature on job satisfaction related motivational theories and employee performance. The third chapter shows the methods which were used in order to answer the research questions and fulfill the purpose of the research. Next to that, the fourth chapter focuses on the data analyses and presents the research findings. Finally, the last chapter ends by forwarding conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This chapter provides a detailed explanation on the definition, influences, theories, determinants and measuring scales of Job satisfaction. The literature review also draws on the broad conceptual models of various experts on organizational behavior in relation to job satisfaction.

2.1 Introduction

The term job satisfaction has been defined in many ways and several theorists have generated their own workable definitions (Worrell, 2004). Worrell (2004) adds that the terms job attitudes, work satisfaction and job morale is used interchangeably, which may explain the lack of a standardized job satisfaction definition. Robbins and Judge (2007) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Robbins and Judge (2007) note that an employee's assessment of how satisfied or dissatisfied he or she is with the job is a complex Summation of a number of discrete job elements. In the review of the literature, Worrell (2004) offered one of the earliest definitions of job satisfaction when he described the construct as being any number of psychological, physiological, and environmental circumstances which lead a person to express satisfaction with their job. Luthans (2005) further postulates that job satisfaction is a result of the employee's perception of how well their job provides those things that are viewed as important. Bitsch and Hogberg (2005) state job satisfaction is a general attitude towards current job and organization that encompasses the feelings, beliefs and thoughts of the job. Spector (1994) contends that job satisfaction is not only how employees feel about their jobs overall, but also how they feel about the various facets of the job. To summarize Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2010).

2.2 Theoretical Review

As Worrell (2004) states, there are numerous theories attempting to explain job satisfaction. Bitsch and Hogberg (2005) concur with Worrell (2004) attesting that job satisfaction has been studied in many different ways and that the theories are numerous. Bitsch and Hogberg (2005) add that this includes theories of motivation that have been interpreted as theories of job satisfaction in various empirical studies. In the context of this study it is necessary to discuss the relevant theories on motivation and how these theories impact on job satisfaction and employee performance. Peerbhai (2006) supports Bitsch and Hogberg, affirming that job satisfaction is addressed through the theories of motivation. The link between the motivational theories and job satisfaction is illustrated in Figure 1 below. Further, an overview of the motivational theories is provided and those pertaining specifically to job satisfaction are depicted in Figure 2.1 below. Peerbhai (2006) suggeststhat the motivational theories that address job satisfaction are the Need theories, the Equity theory and the Job Characteristics theories (Figure 1). However, Ramdhani (2008) emphasizes that there is no single theory of motivation that can be applied to all situations.

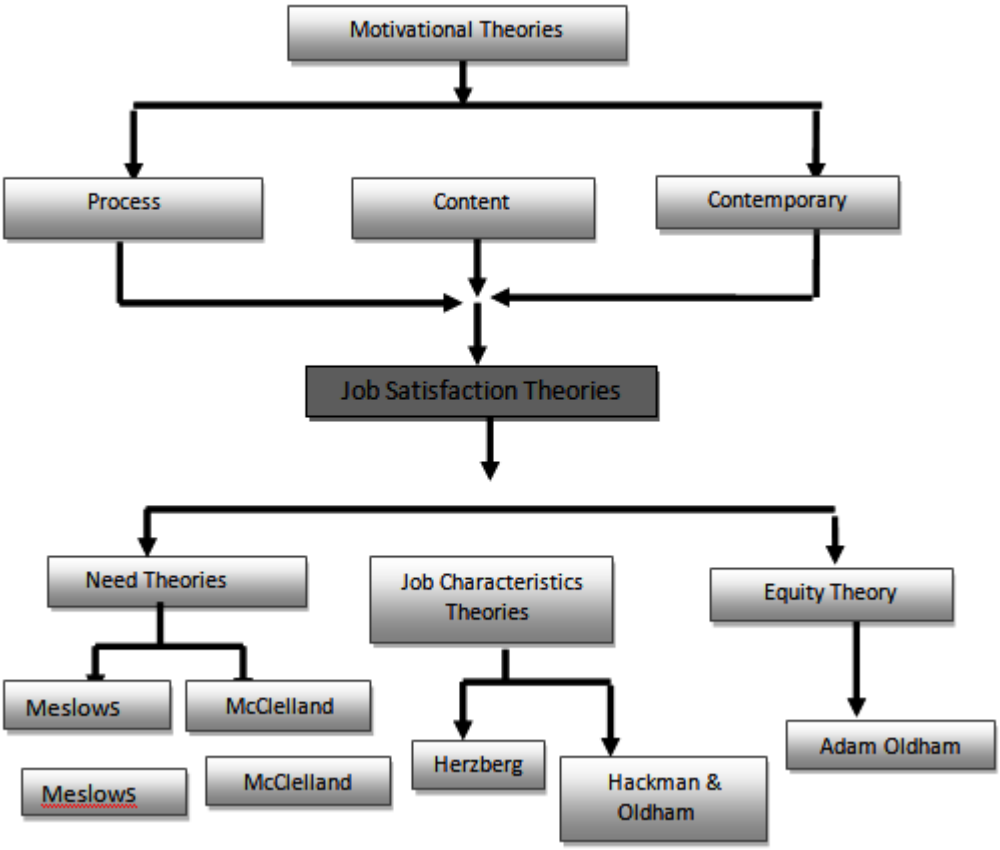


Figure 1 the Theoretical Development of Job Satisfaction

Source: Peerbhai, R. (2006). Adapted

The researcher will therefore utilize the theoretical model of Herzberg's Two Factor Theory of Motivation and Maslow's Hierarchy of Needs Theory amongst other theories of job satisfaction as illustrated in Figure 1 above. This is to Developed by Maslow Motivational Theories, Equity Theory, Need Theories, Hackman & Oldham Adam Herzberg Job Characteristics and Theories Process Job Satisfaction Theories. Sledge, Miles and Coppage (2008) support the use of Herzberg's theory emphasizing that it is the most comprehensive theory of job satisfaction as it allows for the construct of job satisfaction to be broken down into composite elements found in most jobs. This theory is based on the belief that a satisfied employee is a productive employee.

While support for Herzberg's theory is weak, it is useful for classifying employee attitudes (Bitsch and Hogberg, 2005). According to Worrell (2004) there are three conceptual frameworks of job satisfaction that seem to be more prominent in the literature. The first is the content theory, the second is the conceptual framework which is often referred to as the process theory and the third conceptual group includes the contemporary theories.

2.2.1 Content Theories

The Content Theory, suggests that job satisfaction occurs when the employee's need for growth and self-actualization are met by the employee's job (Luthans2008). Peerbhai (2006) asserts that the most recognized Content Theories are Maslow's Hierarchyof Need Theory, Alderfer's ERG Model, McClelland's Achievement Model and Herzberg's Two-factor Model. The Content Theories focuses on identifying specific factors that motivate an employee to work. Hitt, Miller and Colella (2009), Werner (2007), Ivancevich, Konopaske and Matteson (2008), Hellriegel, Slocum and Woodman (1998) state that these theories are often referred to as Needs Theories since it focuses on an employee's personal needs and motives. Luthans (2008) further states that the Content Theories are concerned with the types of incentives or goals that an employee strives to attain in order to be satisfied and perform well. The Content Theories include the Scientific Management Approach, The Human Relations Approach, Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory and Alderfer's ERG Theory.

2.2.2 Scientific Management

Pioneered by Fredrick Winslow Taylor, Scientific Management was one of the first studies that sought to examine the relationship between the physical environment and employee satisfaction Daft (2007). Scientific managers proposed sophisticated wage incentive models to motivate employees and improve employee performance (Hitt, Miller and Colella 2009). This was based on detailed analysis of tasks and time-and-motion studies with piece-rate pay schemes to improve performance (Luthans 2005). According to Daft (2007) Scientific Management later evolved into job engineering as it was concerned with product; process and tool design; standard operating procedures; work measurement and standards; work methods and human-machine interaction that ensured a standardize job process and control over employees. However, Peerbhai (2006) states that Scientific Management was criticized because it tended to exploit workers rather than benefit them. It failed to consider social networks that influenced employee performance, absenteeism, and employee turnover and job satisfaction. This system was not designed to provide satisfying work but rather to maximize rewards and increase the division of labor (Wilson, 2000). Moorhead and Griffin (2010) argue that work is inherently unpleasant for most employees and that the money they earn is more important than the nature of job they perform. Worrell (2004) adds that initially money was thought to be the only incentive to improve employee performance but later the human relations approach was also considered.

2.2.3 Human Relations

The Human Relations approach concentrates on the employee performing the job, rather than the task to be performed as in Scientific Management. According to Robbins, Odendaal and Roodt (2006) the essence of human relations was the belief that the key to higher employee performance in an organization is to increase employee job satisfaction. This approached assumed that employees wanted to feel useful and important (Moorhead and Griffin2010). With the exception of Hawthorne studies, Frederick Herzberg's research had the greatest impact on undermining the recommendations of the Scientific Management Theory by placing the employee's needs above the organization's goals (Robbins, Odendaal and Roodt, 2006). Peerbhai (2006) highlighted that contrary to Taylor's principles that human problems should be minimized as they obstructed performance, Mayo saw human problems as an opportunity for progress. The study was conducted at the Hawthorne Works of the Western Electric Company in

1927 where the effects of varying degrees of illumination on worker productivity were examined. The Scientific Management approach had problems of application, so too does the Human Relations approach. The latter suggests that a reciprocal relationship exists between employer and the employee (Peerbhai, 2006). This implies that if the nursery managers take care of the employee, the employee will be happier and reciprocate by improved job performance. However, Vecchio (2000) states that this relationship has not been firmly established, as studies have not found conclusive evidence of a relationship between job satisfaction and employee performance.

2.2.4 Maslow's Hierarchy of Needs Theory

When discussing human needs, growth and self-actualization, one cannot look far before finding Abraham Maslow and his Hierarchy of Needs Theory (Worrell, 2004). Luthans (2005) cites Abraham Maslow's hierarchy of needs theory as one of the most well-known motivational theories. According to Kiniki and Kreitner (2008) Maslow proposed that motivation is a function of five basic needs.

- **PHYSIOLOGICAL NEEDS**

These include hunger, thirst, shelter, sex and other physiological needs associated with the biological survival of the individual and the species. Physiological needs are the most prominent needs and if they are not satisfied, human behavior will be mainly directed at satisfying them.

- **SAFETY NEEDS**

As soon as physiological needs are satisfied, needs on the next level of hierarchy emerge that include security and protection from physical and emotional harm.

- **SOCIAL AND AFFILIATION NEEDS**

These include the need for love, acceptance and friendship. It only occurs once a person feels safe and in control of possible threats.

- **ESTEEM NEEDS**

This relates to an employee's self-esteem and self-respect. They include the need for self-confidence, independence, freedom, recognition, appreciation and achievement.

- **NEEDS FOR SELF–ACTUALIZATION**

If all the previously mentioned needs are met employees spend their time in search of opportunities to apply their skills to the best of their ability. Self-actualization needs then become important, but difficult to attain until all lower order needs are fulfilled.

These needs were further separated into higher and lower order's needs. The security needs and physiological needs were described as lower order needs and the affiliation, esteem and self-actualization needs as higher order needs. The differentiation between the two differentiated orders was made on the basis that higher order needs are satisfied internally but lower order needs are satisfied externally by factors such as pay and tenure (Quick and Nelson, 2009). The rationale behind the needs hierarchy is that one could only progress to the next level when the previous need was satisfied. Maslow, as cited by Kiniki and Kreitner (2008) highlight that the basic lower level needs must be satisfied before proceeding to those at a higher level. Once the basic needs are fulfilled, they no longer serve as motivators for the individual. The more a job allows for growth and acquisition of higher level needs, the more likely the employee is to report satisfaction with his or her job. The success of motivating people depends on recognizing the needs that are unsatisfied and helping the individual to meet those needs (Worrell, 2004).

2.2.5 Herzberg's Two-Factor Theory

Herzberg expressed his theory of motivation in a similar perspective with Maslow's theory suggesting that the work itself could serve as a principal source of job satisfaction (Vecchio, 2000). According to Torrington and Hall (1991), the underlying assumption of this theory was that a satisfied employee would be a productive employee. Herzberg, in his studies, found that the factors causing job satisfaction were different from those that caused job dissatisfaction (Mullins, 2007). Greenberg and Baron (2008) agree with (Mullin, 2007) suggesting that the Herzberg's Two-Factor Theory is a theory of job satisfaction were satisfaction and dissatisfaction stems from different groups of variables. This is illustrated in Figure 2 below. The satisfiers were referred to as motivators and dissatisfies as hygiene factors. Herzberg as depicted in Figure 2 below, listed the top six factors causing dissatisfaction are company policy, supervision, relationship with the boss, work conditions, salary and relationship with peers and the top six factors causing satisfaction are Achievement, recognition, work itself, responsibility, advancement and growth.

Vecchio (2000) compares Herzberg's theory (Figure 2) with Maslow's Hierarchy of Needs Theory and concludes that the hygiene factors are similar but not identical to Maslow's lower level needs. The motivators are intrinsic factors that influence satisfaction and the hygiene factors are extrinsic variables that must be met to prevent dissatisfaction (Ivancevich, Konopaske and Matteson, 2008). These hygiene factors prevent dissatisfaction, but they do not necessarily lead to satisfaction. Hygiene factors do not motivate, only the motivators can lead to motivation. Luthans (2005) equates this to Maslow's higher order needs. Thus, the theory espoused by Luthans (2005) reinforces the view that managers can motivate employees by applying the factors depicted in Figure 4 to their jobs. Therefore, employees will be dissatisfied when they have grievances about hygiene factors. Herzberg, as cited by Kreitner and Kiniki (2008) concluded that job satisfaction and dissatisfaction were not merely opposites. Poor working conditions may also lead to dissatisfaction but good working conditions did not necessarily result in job satisfaction either. Similarly, when employees are satisfied with their job, positive motivators are present, but removing the negative motivators does not automatically lead to dissatisfaction. Essentially, job satisfaction depends on the extrinsic characteristics of the job, in relation to the job's ability to fulfill one's higher level needs for self-actualization.

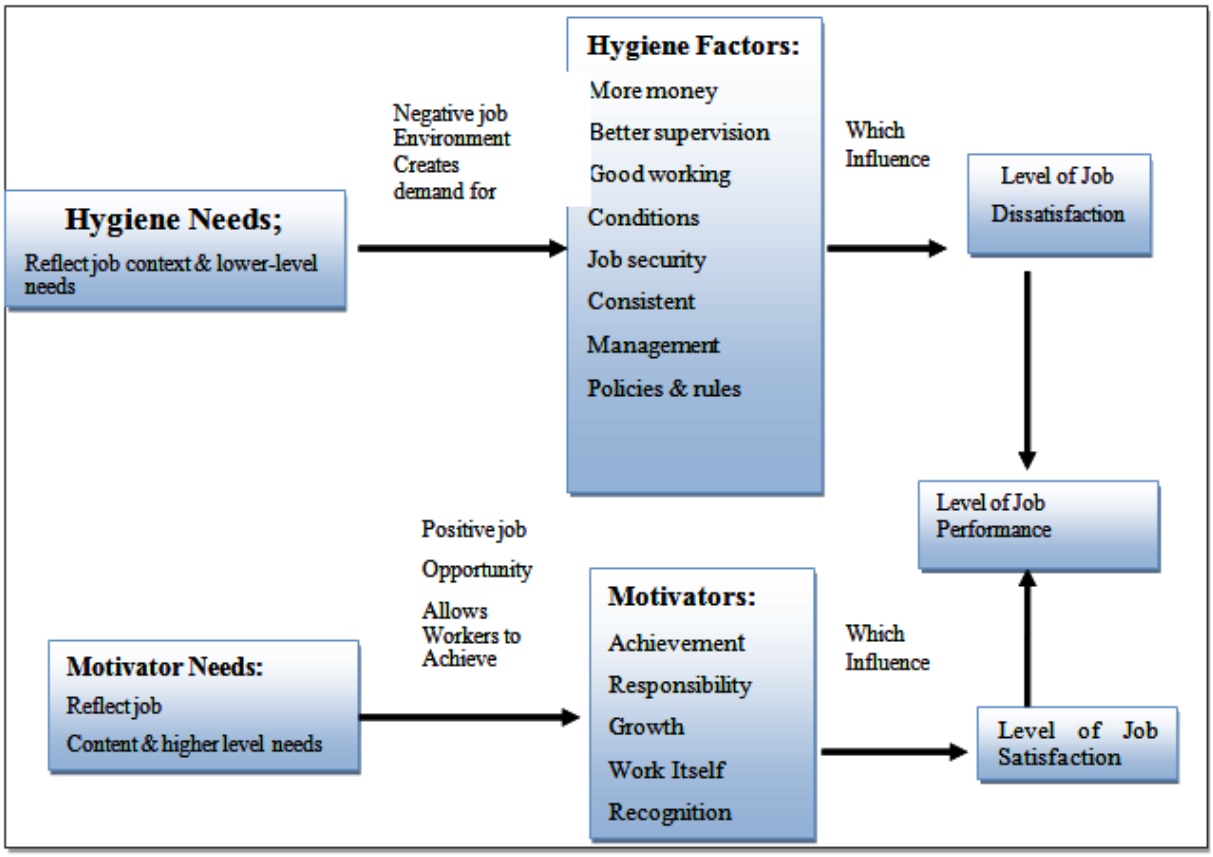


Figure 2 Herzberg's Theory - Factors Affecting Job Satisfaction

Source: Peerbhai, R. (2006). Adapted

2.2.6 Alderfer's ERG Theory

Clayton Alderfer expanded on the work of Herzberg's and Maslow's theories on motivation (Werner, et al., 2007). According to Schultz (2003) the ERG Theory is a modified need hierarchy model that condenses Maslow's five levels of needs into three levels. According Ivancevich, Konopaske and Matteson (2008) Alderfer concurs with Herzberg's and Maslow's theories that there is value in categorizing needs and that there is a basic distinction between lower order and higher order needs. According to Hitt, Miller and Colella (2009) Alderfer identified three groups of core needs as follows:

- **The existence need**

This is concerned with sustaining human existence and survival. This encompasses physiological and safety needs of a material nature.

- **Relatedness needs**

This is concerned with relationships to the social environment. It encompasses love or belonging, affiliation and meaningful interpersonal relationships of safety or esteem needs.

- **Growth needs**

This is concerned with the development of potential of the individual and encompasses self-esteem and self-actualization. According to Werner (2007) growth needs is the employee's desire to be productive, to be creative and to use his\her own skills. According to Moorhead and Griffin (2010) more than one need may be activated at the same time. Schultz, et al. (2003) emphasizes that Alderfer's approach adds what may be termed frustration-regression, where the employee is continually frustrated with attempting to satisfy the growth needs and the relatedness needs may become most important. Unlike Herzberg and Maslow, Alderfer does not contend that lower-level needs have to be satisfied before a higher level need emerges (Moorhead and Griffin, 2010). Werner (2007) suggest that if an employee's needs are blocked due to the job not allowing for this to occur, then the manager should attempt to provide greater opportunities to satisfy existence and relatedness needs. Werner (2007) further state that the ERG theory proposes that a manager needs to actively manage motivation which may result in satisfied and productive employees.

2.2.7 Process Theories

Hitt, Miller and Colella (2009) identified the second conceptual group as the Process Theories that attempts to explain job satisfaction by focusing on the cognitive processes in which employees engage to influence the direction, intensity and persistence of their behavior. This was illustrated previously in Figure 2.2. Worrell (2004) argues that Adams and Vroom have become the most prominent theorists within this framework. Ivancevich, Konopaske and Matteson (2008) assert that this theory is concerned with answering the questions of how an employee's behaviors energized, directed, maintained and stopped. Mullins (2007) argues that this theory attempts to identify the relationships among the dynamic variables that make up motivation and the action required to influence behavior and action. This theory of job satisfaction suggests that employees select their behaviors in order to meet their needs (Peerbhai, 2006). Worrell (2004) suggests that people perceive their job as a series of inputs and outcomes. Inputs are factors such

as experience, ability and effort, while outcomes include imperative issues like salary, recognition and opportunity.

2.2.8 Vroom's Expectancy Theory

Vroom's Expectancy Theory which was propounded by Victor Vroom was the first theory directly aimed at work motivation and job satisfaction. The expectancy theory is based on the premise that motivation depends on how much an employee wants something and how likely he or she thinks that they can achieve this. Vecchio (2000) argues that the underlying basis of the expectancy theory is that employees are influenced by the anticipated reward that they will receive for the work performed. Lindler (1998) concurs with Vecchio (2000) stating that employee effort will lead to performance and performance will lead to reward.

2.2.9 The Porter Lawler Expectancy Model

This theory emphasizes the need for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients. The Porter-Lawler model goes beyond motivational forces and considers employee performance as it provides an interesting insight into the relationship between job satisfaction and employee performance (Moorhead and Griffin, 2010). Porter and Lawler, as cited by Mullins (2007), see motivation, job satisfaction and employee performance as separate variables and attempt to explain their complex relationship. Moorhead and Griffin (2010) further highlight that this model recognizes that job satisfaction is more dependent on employee performance than employee performance is on job satisfaction. Hence, job satisfaction is an effect rather than a cause that leads to employee performance.

2.3 Contemporary Theories

Motivation theories are commonly categorized into Content and Process approaches. Luthans (2005) introduces a third category called Contemporary Theories as previously illustrated in Figure 2.2. The third conceptual group includes situational theories, which proposes that job satisfaction is a product of how well an employee's personal characteristics interact or mesh with the organizational characteristics (Peerbhai, 2006). These encompass the Equity Theory and the Organizational Justice Theory, which impact on job satisfaction and are discussed hereunder.

2.3.1 Equity Theory

The equity theory, which is pioneered by Jstacy Adams, is defined as a model of motivation that explains how people strive for fairness and justice in social exchange or give and take relationships (Ivancevich, Konopaske and Matteson, 2005). Lindler (1998) asserts that this theory shows that a major input into employee performance and job satisfaction is the degree of equity that employees perceive in their work situation. Kreitner and Kiniki (2008) emphasize that the equity theory explains how an employee's motivation to behave in a certain way is fueled by feelings of inequity or a lack of justice. This is further supported by Vecchio (2000) who affirms that the equity theory focuses on employee's feelings of how fairly he or she has been treated in comparison to other members of staff in relation to job satisfaction. Josias (2005) concludes that inequity is an unpleasant experience that causes tension and dissatisfaction amongst employees. Luthans (2005) explains that striving to restore inequity is used as the underlying features of motivation and job satisfaction.

2.3.2 Organizational justice Theory

The organization justice theory is an extension of the equity theory. According to Kreitner and Kiniki (2008) organization justice theory reflects the extent to which employees perceive whether they are treated fairly at work. Spector (1997) states that to measure job satisfaction, one must have a conceptual understanding of the construct in order to decide what direct factors to measure are. The various dimensions of organization justice theory play an important role in the dynamics and outcomes of job satisfaction and organizational behavior (Luthans, 2005). In this regard, Ivancevich, Konopaske and Matteson (2005) identified two different components of organization justice as listed below:

- **Distributive justice**

The distributive justice component reflects the perceived fairness of how resources and rewards are distributed amongst employees. Research has shown that feelings of inequity can lead to negative employee behavior such as theft while feelings of equity frequently lead to job satisfaction, organizational commitment and organizational citizenship behavior (Hitt, Miller and Colella, 2009).

- **Procedural justice**

While distributive justice focuses on the outcome and may therefore involve the application or interpretation of criteria used in the reward system, procedural justice focuses on the procedures used to determine the outcome (Quarles, 1994). Procedural justice also refers to the perceived fairness of the process and procedures used to make substantive decisions. Quarles (1994) further states that the perceived inequities or unfairness in the evaluation criteria used in the promotion and reward system will lead to the employee's expressed dissatisfaction. Job satisfaction is a direct result of the employee's perceptions of how fairly he or she is treated in comparison to other employees within the company (Worrell, 2004).

2.4 Theories of Job Satisfaction

Greenberg and Baron (2008) proposed three theories of job satisfaction over and above the theories of motivation that impact on job satisfaction that has already been discussed, namely:

2.4.1 The Dispositional Model of Job Satisfaction

According to the dispositional model of job satisfaction, some employees are consistently more satisfied with their jobs than others, even when they hold different jobs throughout their lives. According to this conceptualization, employees who like the job that they are doing at one time tend to like the job that they may be doing at another time, even if the job is different.

2.4.2 The Value Theory of Job Satisfaction

The value theory of job satisfaction suggests that job satisfaction depends primarily on the match between the outcomes that individual's value in their jobs and their perception about the availability of such outcomes. This theory argues that almost any factor can be a source of job satisfaction so long as it is something that an employee values.

2.4.3 The Social Information Process Model

According to this model of job satisfaction, the way employees feel about their job is based on the attitudes expressed by their co-workers. For this reason, an employee who expresses negative feelings about their job can have a negative impact on the job satisfaction of co-workers.

2.4.4 A Summation on the Theories of Job Satisfaction

Ramdhani (2008) espouses that it is essential to have knowledge of various theoretical perspectives regarding the motivation of employees, relative to the work environment. It is further suggested that no one theory should be seen as most or least correct but rather that an exploration of all theories and a practical application by trial-and error will be beneficial (Ramdhani, 2008). Kreitner, Kinicki and Beulens (2008) indicate that the motivation theory is like a psychological puzzle with all its explanations and recommendations that managers have to unravel.

2.5 Measuring Job Satisfaction

Measuring job satisfaction involves the measurement of attitudes or feelings which are not always freely divulged and cannot be directly measured, making the measurement of job satisfaction difficult (Prando, 2006). Larkin (1995) highlights, there are three major concepts in measuring employee attitudes that have emerged in the years that job satisfaction has been studied. Larkin (1995) explain these concepts as follows:

2.5.1 Global Concept

Job satisfaction measurement instruments based on this concept are the simplest and easiest to administer. According to this theory, job satisfaction is one-dimensional and is treated as a single, overall feeling towards the job (Spector, 1994). Employees are asked direct questions about their overall feelings about the job (Ironson, Brannick, Smith, Gibson and Paul, 1989). Global job satisfaction measurement instruments are easy to score, have no development costs and make sense to the person being questioned. However, it is difficult to ascertain if respondents are answering the same question objectively to gauge a proper perspective.

2.5.2 Faceted Concept

According to Spector (1994) the faceted model of job satisfaction assumes that employee satisfaction views different aspects of a job that can vary independently and should therefore be measured separately. This model takes a different approach than the global approach by ensuring extensive examination of various facets of the job (Ironson, Brannick, Smith, Gibson and Paul,

1989). Among the facets which can be examined are work load, job security, compensation, working conditions, general management practices and opportunities for growth and development. The number and types of facets are determined by the research problem being investigated and can vary from study to study. It is not necessary for the researcher to develop a measurement tool for each facet being studied. There are a large number of scales and measurement tools available from which a researcher can choose.

2.5.3 Fulfillment of Needs Concept

The last primary theory of measuring job satisfaction is whether or not an employee's needs are being fulfilled by the job. Over time, the needs fulfillment approach to measuring job satisfaction has become less popular. The instruments are often difficult to score, and to compare relative to other measures. It should be noted that on all these measures of job satisfaction, the researcher must rely on the honesty of the survey respondents in that they will answer the questions based on how they actually feel. Additionally, none of the tools specifically measure job satisfaction, rather, they measure reported job satisfaction. This is because respondents are asked to describe how they feel about a particular item and are free to answer however they want, sometimes in a subjective manner.

There are other methods to measure job satisfaction, each with their respective pros and cons. However, the Global Concept, the Faceted Concept and the Fulfillment of Needs Concept are the most generally accepted methods. It is with this background and understanding of the various ways to measure job satisfaction that the researcher chose to use a faceted approach.

2.6 Types of Job Satisfaction Measurement Scales

Spector (2004), highlights the basic forms of measurement might include an interview, a single-item measure or a workplace observation. However, most researchers opt for a more objective and in-depth survey instrument. Worrell (2004) identifies and describes the three most widely cited survey instruments found in the literature as the following:

2.6.1 The Job Satisfaction Survey

The JSS was developed in 1997 by Paul E. Spector to assess employees attitude about their job and aspects of the job (Prando, 2006). This instrument uses 36 items to measure nine job

dimensions, which collectively assess the attitude of the employee and the aspects of the employee's job. These facets include pay, promotion, benefits, supervision, contingent rewards, working environment, co-workers, nature of work, and communication (Worrell, 2004). Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from strongly disagree to strongly agree and questions are written in both directions.

2.6.2 The Job Descriptive Index (JDI)

The JDI was first propagated in 1969 in the Smith, Kendall and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (Spector, 1996). This instrument uses 72 "yes", "no" and "uncertain" questions to measure the reaction to five job dimensions which are, the work itself, pay, promotion, opportunities, and co-workers (Prando, 2006). Worrell (2004) state the JDI has been widely used and researched for over 40 years and it has become one of the most popular job satisfaction survey instruments. The only limitation of the JDI is that it only has five facets (Spector, 1996). Prando (2006) highlight a further criticism of the JDI in that it does not follow its own conceptualization of measuring feelings but asks employees to describe their jobs.

2.6.3 The Minnesota Satisfaction Questionnaire (MSQ)

The MSQ which is the second most popular measure of job satisfaction in use was developed in 1967 by Weiss and Associates (Prando, 2006). According to Worrell (2004), the MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job. It provides more information on the rewarding aspects of a job rather than more general measures of job satisfaction. Worrel (2004) asserts that the MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies and in generating information about reinforces in jobs.

2.7 Empirical Review

According to Luthans (2002) there are three key dimensions of job satisfactions. Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; however, it can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working

much harder than others in the department but are receiving fewer rewards, these employees will have a negative attitude towards their work, boss, and/or co-workers. On the other hand, if employees feel that they are being treated well and are being paid equitably, they are likely to have a positive attitude towards their job. Thirdly, job satisfaction represents several related attitudes. Schultz, Bagraim, 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 itself, work place interaction and relationships, rewards and incentive schemes and personal characteristics. Tella, Ayeni and Popoola (2007) concur with Schultz, et al. (2003) identifying five job dimensions that represent the most important characteristics of a job about which employees respond to. These are:

2.7.1 Nature of Work and Job Satisfaction

This refers to the extent to which the job provides the individual with interesting tasks, opportunities for learning and personal growth, and the chance to accept responsibility (Robbins, Odendaal and Roodt, 2006). Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2002), assert that employees are more likely to prefer interesting and challenging tasks that provide opportunities for self-actualization and recognition to those that are boring and mundane providing little or no job satisfaction. Wilson (1999) argues that since employees are not universally similar, in interests and efficiency, jobs and workers should be matched in terms of skills and intelligence. Kinicki and Kreitner (2008), purport job design as the factor that improves the quality of the employee's job experience and them on the job performance. The content of the work itself is a major source of job satisfaction for employees. According to Kinicki and Kreitner (2008), researchers recommend using job enlargement where more variety is included into an employee's job by combining specialized tasks of comparable difficulty. Variety plays a crucial role in the work environment. Stimulating human minds through diversity of challenges will engage the employee's creative instincts and improve their performance. Job rotation moves employees between two or more jobs in a planned manner where employees are exposed to different experiences and a wider variety of skills to enhance job satisfaction and to cross-train. Conversely, highly repetitive operations have no value, provide little stimulation and lead to psychological fatigue or boredom.

2.7.2 Promotion Opportunities and Job Satisfaction

Robbins, Odendaal and Roodt (2006), define promotional opportunities as the chances of advancement in the organization. This includes opportunities for lateral movement and growth. Promotion opportunities seem to have a varying effect on job satisfaction as they take on different forms. The reward by promotion can be explained by McClelland's theory for achievement and by Maslow's theory of an individual's need for self-esteem and self-actualization (Peerbhai, 2006). One of the four top factors identified as contributing to job satisfaction was the opportunity to grow. Carrell, Elbert, Hatfield, Grobler, Marx and van der Schyf (1999) states, the opportunity for promotion is an important determinant of job satisfaction as it provides the platform to advance and learn new skills. Luthans (2008) claims that promotion has different impacts on job satisfaction because there are many types of promotions with varying rewards, for example, a promotion that comes with a 10% increase is not as satisfying as a promotion that comes with a 20% increase. Furthermore, employees promoted on the basis of seniority are less likely to be as satisfied as those promoted on the basis of their job performance (Carrell, et al., 1999). In recent years with the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was (Moodley, 2004). Quarles (1994), highlight that if promotion policies and practices are deemed unfair, then employees are more likely to experience job dissatisfaction.

2.7.3 Benefits and Job Satisfaction

Josias (2005) defines pay as the amount of financial remuneration that is received and the degree to which this is viewed as equitable in comparison to that of others in the organization. Money is vital not only in the sense that it helps people attain their basic needs but is of utmost importance in providing upper level need satisfaction. The issue of whether money is a primary motivator for job satisfaction has been a bone of contention by several authors with differing views. According to Greenberg and Baron (2008) a perceived low salary, which leads to job dissatisfaction, is a main contributor to employee turnover. It is evident from the literature that pay is an essential aspect of job satisfaction. Pay has different meanings to different individuals. Moodley (2004), states that pay can be an indication of achievement and recognition or alternatively can be viewed as failure. Pay satisfaction is determined by the fairness with which

it is distributed, rather than the actual amount of pay (Spector, 199). This implies that people who earn lower may be more satisfied with their pay than higher earning individuals. Consequently, pay satisfaction is influenced by how an individual's salary compares to others in the same job, rather than to people in general (Peerbhai, 2006). Disparity and discrepancies could also lead to dissatisfaction and grievances. Josais (2005) warns that an increase in pay only acts as a short-term motivator and management therefore has to look at other ways to increase the levels of job satisfaction.

2.7.4 Supervision and Job Satisfaction

Certo (2010) define supervision as the ability of the supervisor to provide emotional, technical assistance and behavioral support to his\her subordinates with work related tasks. Supervision is another important source of job satisfaction. Newstrom (2007) emphasizes that a supervisors' function is to provide a link between the employees and management. Furthermore, the supervisor may impart some vital skills that are required to master the job. Josias (2005) identifies three dimensions of supervisory style that affect job satisfaction. One is employee centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee. It is commonly manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual and communication with the employee on a personal as well as on an official level. The second dimension is participation or influence, demonstrated by managers who allow their employees to participate in decisions that affect their own jobs. The third dimension is the employee's perception of whether they matter to their supervisor and their organization. In most cases this approach leads to higher job satisfaction. It is also important for supervisors to acknowledge and reward good work. A supervisor can be a source of stress and job dissatisfaction for the employee if he communicates poorly, stirs up conflict, metes out disciplinary action and demonstrates a lack of attention to the well -being of an employee (Certo, 2010). Carrell, et al. (1999) conclude that job satisfaction is considerably improved when supervisors are perceived to be fair, helpful, competent and effective. This includes the supervisor's skill as a problem solver, coach, trainer and listener. This implies that insensitive, incompetent and uncaring supervisors will have the most negative effect on employee job satisfaction.

2.7.5 The Role of Co-Workers on Job Satisfaction

This is the degree to which fellow employees are technically proficient and socially supportive to one another in that influences job satisfaction (Robbins, Odendaal and Roodt, 2006). According to Peerbhai (2006), McClelland's theory on the need of affiliation and Maslow's theory on the need for belonging postulate that an employee's social needs can be satisfied at work. Moodley (2004) suggests that the nature of the work group and friendly, co -operative coworkers will have a major effect on job satisfaction. The work group serves as a source of support, comfort, advice and assistance to the individual employee. A work group that is enjoyable and pleasant to be in creates positive job satisfaction. Hitt, Miller and Collella (2009) argue that if the work group is unpleasant to be around it will have a negative effect on job satisfaction. Therefore, a pleasant and cohesive work group leads to a sense of satisfaction, team work and enjoyment. The work group is also of importance in terms of group harmony and cohesiveness. These factors as highlighted above will impact either positively or negatively towards job satisfaction and may ultimately shape employee performance. According to Joshsua (2008) extensive research conducted on job satisfaction has indicated that personal factors such as employee's needs and aspirations determine this positive attitude along with group and organizational factors.

Moreover, Robbins, Odendaal and Roodt (2006) discuss other job dimensions that influence job satisfaction and are listed as follows:

2.7.6 The Impact of Status and Recognition on Job Satisfaction

Arnolds and Boshoff (2002) promulgate that the relatedness needs focuses on an employee's desire to maintain important interpersonal relationships particularly with regards to the employee's social acceptance, belongingness and status desires. Employees want and feel the need to know how well they are doing. Praise is an important type of feedback that helps motivate employees and provides job satisfaction (Certo, 2010). According to Moodley (2004) a causal relationship exists between the types of job an employee has and the status enjoyed. Josias (2005) states that the limited research which is available suggests that employees who hold higher level jobs experience greater job satisfaction than those who hold lower level positions. The self-actualization need is the drive to become what one is capable of becoming (Robbins, Odendaal and Roodt, 2006). This includes growth, achieving one's potential and

self-fulfillment. Moodley (2004) proposes two types of utilization namely, qualitative utilization and quantitative utilization. Quantitative utilization refers to the amount of time an employee spends on the job daily, while qualitative utilization refers to the utilization of an employee's potential such as competence, skills and qualifications.

2.7.7 The Significance of Working Environment on Job Satisfaction

According to Mullins (2008) an increasingly important issue affecting job satisfaction and efficiency is the work environment and workplace facilities. Josias (2005) demonstrate that employees prefer physical surroundings that are safe, clean, comfortable and with minimum degree of distractions. Mullins (2008) further argues that an inspired workplace will result in a motivated employee thereby increasing the job satisfaction and employee performance. The social work environment deals with relationships at job settings. It includes communication styles, relationship between superiors and subordinates. It also includes relationship among coworkers, the readiness of others to assist and team work. To achieve a progressive work environment, personal respect for personnel at every levels of an establishment is vital in operations. Personal respect in the workplace includes but not limited to such issues as discrimination segregation based on age, gender or racial background, sexual harassment and the role of personal politics in forming workplace relationships.

2.7.8 Outcomes of Job Satisfaction

Job satisfaction has consequences within the work environment and thousands of studies have been conducted examining the relationship between job satisfaction and organizational variables (Prando, 2006). A review of current literature has shown that there are a significant number of variables that are, to a lesser or greater extent, either positively or negatively related to job satisfaction.

2.7.8.1 Job Satisfaction and Employee Performance

The debate on job satisfaction and its relationship to employee performance is ongoing. Kreitner and Kinicki, (2008) conclude that the relationship between job satisfaction and job performance is one of the biggest controversies in research within organizational behavior. In a recent survey, Sledge, Miles and Coppage (2008) conducted an investigation on employees in Brazil. The findings revealed that job satisfaction is associated with positive organizational outcomes such as

employee performance, higher innovation and reduced labor turnover. Hellriegel, Slocum and Woodman (2001) state that a commonsense notion is that job satisfaction leads directly to effective task performance. Kohli (2010) asserts that "if employees enjoy their jobs and have high levels of morale, they will have a greater commitment to their work and go the extra mile in their jobs". Linda Barrington (2010) suggests that those who are more interested in their work are also more likely to be innovative, to take risks and to use initiatives to drive employee performance. Robbins and Judge (2007) emphasize that a person with high level of job satisfaction holds positive feelings about their job, whilst a person who is dissatisfied holds negative feelings about his\her job. According to Prando (2006), the findings suggest that while individual performance and job satisfaction are not directly linked, there is ample evidence that organizational job satisfaction and performance are positively related to a moderate extent. Mullins (2007) is of the opinion that there are conflicting views with regards to the relationship p between job satisfaction and employee performance. Spector (1996) concurs with Mullins (2007) asserting that one view is that job satisfaction leads to better employee performance and the other is that good employee performance leads to job satisfaction.

Both these view are illustrated in Figure 5 below. In the top part of the Figure 5, satisfaction leads to effort, which in turn leads to performance. In the bottom part of Figure 5, performance leads to reward and rewards lead to satisfaction. Spector (1996) attests that the findings of a study conducted support the second part of the model.

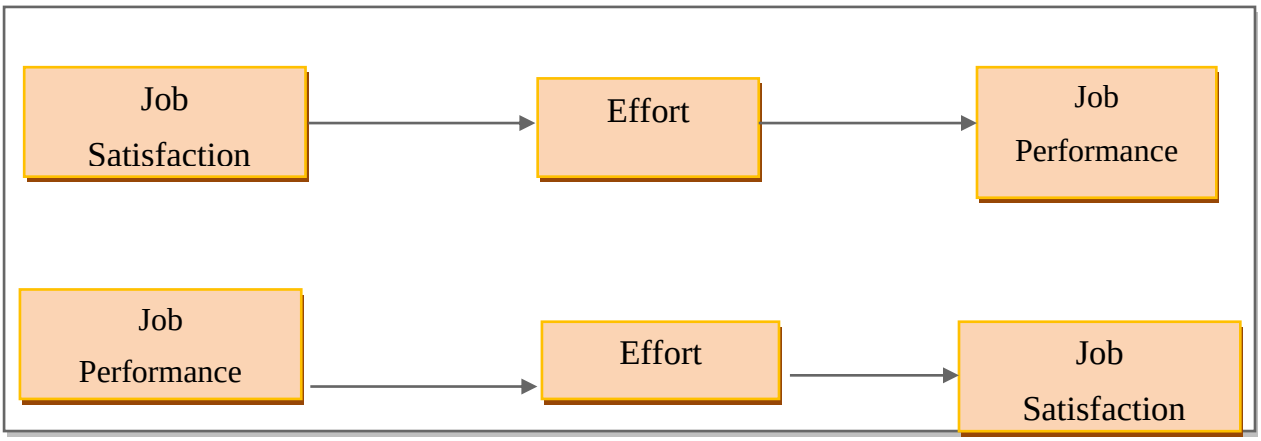


Figure 3 Relationships between Job Satisfaction and Performance

Source: Spector, P.E. (1996). Adapted

Bravendam Research Incorporated (2004) states that when employees are satisfied, they tend to care more about the quality of their work. They are also more committed to the organization, they have higher retention rates and they are generally more productive. Documented evidence provided by Kreitner and Kinicki (2008) demonstrate that job satisfaction and performance are moderately related and that the relationship is much more complex than originally thought. According to Robbins and Judge (2007) studies suggest a strong correlation between job satisfaction and employee performance. Ostroff (2007) states that when satisfaction and productivity data are gathered for an organization as a whole, organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. Despite evidence suggesting that job satisfaction and employee performance may have a causal relationship, Bowlings (2007) disagrees stating that a spurious relationship exists between job satisfaction and employee performance. Bowling (2007) further warns that organizational efforts to improve employee performance by exclusively targeting job satisfaction are unlikely to be effective.

2.7.8.2 Job Satisfaction and Labor Turnover

Labor turnover is important to managers because it disrupts both organizational continuity and is very costly (Kinicki and Kreitner, 2008). Research has found that job satisfaction has a moderate negative relationship with labor turnover (Luthans, 2005). According to Prando (2006), field studies have supported the predictions of the equity theory in that distributive and procedural justice are negatively related to intentions to leave, absconding and labor turnover and positively correlates to job satisfaction. Kreitner and Kinicki (2008) highlight that attempts by managers to reduce labor turnover centers around job satisfaction. Luthans (2005) argues that job satisfaction in itself will not keep employee turnover low, however, job dissatisfaction is likely to lead to high employee turnover. Robbins (2005) contends that an important moderator of satisfaction-turnover relationship is the employee's level of performance. Luthans (2005) concludes that satisfied employees may leave for better job prospects but dissatisfied employees will continue working if job opportunities are scarce.

2.7.8.3 Job Satisfaction and Absenteeism

Kreitner and Kinicki (2008) highlight that one recommendation from a study done on McDonald's Fast food was that managers needed to increase job satisfaction in order to reduce

absenteeism. This implies that there will be a strong negative relationship between job satisfaction and absenteeism. In other words, as job satisfaction increases absenteeism should decrease. Research which tracked this prediction has shown that low levels of job satisfaction contributed moderately to the level of absenteeism (Prando, 2006). According to Robbins (2005) there is a constant negative relationship between job satisfaction and absenteeism with a moderate correlation. Prando (2006) explains that this is possibly due to the fact that job satisfaction is just one of the many different factors affecting an employee's decision as to whether to report to work or not. It is unlikely, therefore that the manager will realize any significant decrease in absenteeism by increasing job satisfaction (Kreitner and Kinicki, 2008).

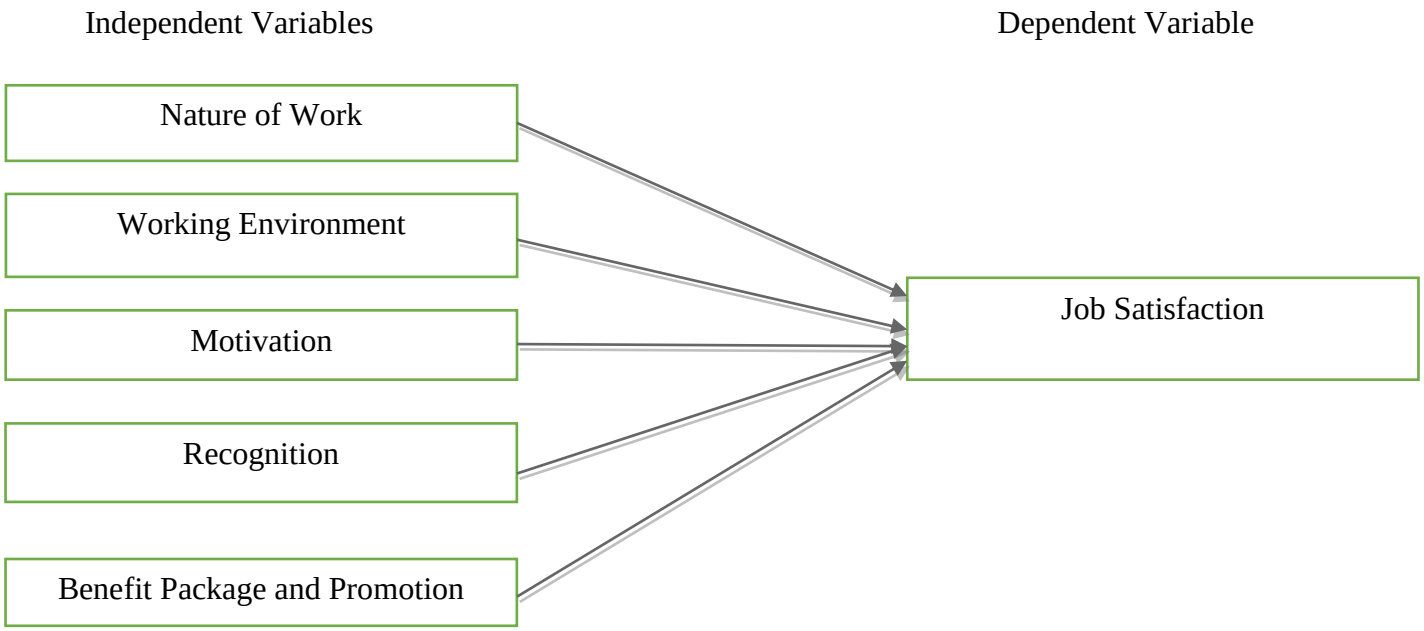
2.7.8.4 Impact on Employee Performance

Employee performance is, perhaps, the most important construct in industrial and organizational psychology and human resource management (Tubre, Arthur, Paul and Bennett, 1996). The nature of job performance in an organization depends on the demands of the job, the goals and mission of the organization and the beliefs in the organization about which behaviors are most valued (Befort and Hattrup, 2003). Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2004) emphasize that job performance is an integral part of achieving organizational goals and ultimately attaining organization strategy. Tubre, et al. (1996) further contend that despite its importance, little is known about the latent structure of job performance. Tubre, et al (1996) highlight the literature examining the structure of job performance is fragmented and incomplete. Reio and Callahan (2004) state that the one area of emotion research that has been neglected by organizational researchers is employee job performance. Campbell (1990) supports this view, arguing that the literature pertaining to the structure and content of employee performance is virtually non-existent.

2.8 Conceptual Framework

The purpose of this chapter was to present the literature relevant to job satisfaction. Issues pertinent to an organization were explored in an effort to show how these factors contribute towards job satisfaction. The literature confirms that factors such as salary, supervision, the work itself, promotions, status and recognition, utilization, remuneration, working conditions and the co-workers have an effect on job satisfaction or dissatisfaction. This chapter also identified other

contributing factors that are linked to job as they are crucial in this study. The conceptual frame work developed for this study is;



Source: Author, 2017

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methods which were used in order to address the research questions and fulfill the purpose of the research are presented. It provides an overview of the research design, research approach, data type, sampling design; sources of data, research instrument, data analysis procedure, variables and measurement, validity and reliability and ethical considerations will be presented for this particular study.

3.2 Research Design

The research design which was used for this study was Quantitative in Nature. Creswell (2005) asserted, 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 (Creswell, 2005). Variables can be defined as attributes or characteristics of individuals, groups, or sub-groups of individuals (Creswell, 2005). 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). To achieve the objectives, therefore the study adopts a quantitative research approach, as the methodology to provide a quantifiable statistical analysis of the responses to the survey.

3.3 Research Approach

The research approach for this study was Cross-sectional method to assess the relationship between the independent variables and Job satisfaction. The predictor variables were working environment, motivation, recognition, benefit and promotion and work nature and the response variable was job satisfaction. To investigate the relationship between dependent and independent

variable correlation design was used. According to Reid (1987) Correlation research aims to ascertain if there is a significant association between two variables. Creswell (2005) also explained that the correlation research method is useful for identifying the type of association, explaining complex relationships of multiple factors that explain an outcome, and predicting an outcome from one or more predictors. In addition to investigating the relationship of the variables, the influence of independent variables on job satisfaction would be undertaken through regression analysis. Creswell (2005) asserted that, regression is used for explaining a relationship among variables that the researcher is interested in determining whether one or more variables might influence another variable.

3.4 Data Type and Source of Data

Primary source of data was used to undertake the study. The information gathered through questionnaires from the sample chosen respondents was used for primary data. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic. The main advantage with this type of data collection is that it is collected with the research's purpose in mind. It implies that the information resulting from it is consistent with the research questions and objectives. Therefore, the respondents' response through questionnaire was used as a primary source of data.

3.5 Data Gathering Technique and Instruments

The questionnaire was used to gather the primary data from the employees of the Private Commercial Banks in Addis Ababa, which was distributed by the researcher to the respondents. For the purpose of this study, close-ended items were used to measure dependent and independent variable. The Likert-type scale method used to range of responses: strongly disagree, disagree, Neutral, Agree, and strongly agree, with a numeric value of 1-5, respectively. The usage of this particular scaling method ensured that the research study illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend may be produced in order to answer the research questions. As Neuman (2003) explained, it is a process of asking many people the same questions and examining their answers research questions. Bhattacharyya (2006) highlights that attitude scales are used to measure an individual or group's attitude toward some object. The literature has revealed that the use of scales in measuring how

respondents feel is a common practice (Maree, 2008). Cooper and Schindler (2001) state that a Likert scale is most appropriate for measuring attitude. Cameron and Price (2009) concur with Cooper and Schindler (2001) adding that the Likert scale is recommended for use when a respondent is required to reply to a statement via five degrees of agreement or disagreement. Cameron and Price (2009) attest that the Likert scale should have odd number of response categories for all for a neutral reply, and should be used intermittently to prevent central tendency bias from distorting data.

As job satisfaction is something that individuals perceive in an organization, the measuring instrument used in this research therefore structured in such a way that data on individual's perceptions were gathered. The measuring instrument can be described as a self-report questionnaire, which the participants had to indicate the degree to which they agreed or disagreed with each statement in every dimension in the questionnaire. The questionnaire totally consist 66 questions. The first section of questionnaire was an adapted version of the copyrighted Job Satisfaction Survey questionnaire developed by Spector, P.E. in 1994 (Annexure II, Section B) which measures Job Satisfaction in 36 questions. Written Permission was granted by the author for the use of the questionnaire (Annexure I). And the remaining 33 questions were used to assess the variables Work Nature, Working environment, Recognition, Motivation, Benefit and promotion (Annexure II, Section C).

3.6. Sampling Design

3.6.1. Target Population

According to Hair (2006), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. For this study, Non managerial level Employees of Private Commercial Banks working in Addis Ababa city administration in western region were selected as a population.

3.6.2. Sampling Frame and Sampling Technique

The sampling frame is source materials from which the sample is selected. In this research, the participants of the study were professional employees of those private Commercial Banks of Ethiopia who are working around different banks. The sampling frame from which participants

selected was all professional staff who is non-manager position employees. Because of financial and data administration problem, for this study the Private commercial banks found on the Western region of Addis Ababa is randomly selected for the investigation of this study. At present, the whole city is divided in to ten sub cities and 116 weredas (www.ilic.gov.et, 2017). According to the administrative boundaries of Addis Ababa City the western part of the city is the consistence of kolfe kernayo sub city and Addis Ketema sub city (www.ilic.gov.et/ administrative-boundaries, 2017). Kolfe keranyo Sub city includes 15 Weredas, 102 sub weredas, 392 Villages and 1385 blocks (www.ilic.gov.et/ administrative-boundaries, 2017). Whereas Addis ketema sub city comprises 10 Weredas, 28 Sub weredas, 84 villages and 302 blocks (www.ilic.gov.et/ administrative-boundaries, 2017). Here under the table 1 explicit the private Commercial banks found in Addis Ababa and their number of branch and employees in western Addis Ababa.

Table 1Number of Employees in Western Addis Ababa.

Name of the PCB	Number of Branch in Western Addis Ababa	Number of Employees
AIB	24	227
DB	19	176
WB	16	138
UB	13	112
NIB	12	96
CBO	8	55
BOA	13	117
LIB	7	52
ZB	-	-
OIB	7	51
BIB	8	56
BB	6	48
AB	3	12
ADIB	4	18
EB	3	11
DGB	2	7
Total	145	1,176

Source: Own Survey, 2018

3.6.3. Sample Size

Malhortra and Peterson (2006) stated that, larger the sampling size of a research, the more accurate the data generated but the sample size will be different due to different situation. For this study the formula used for determining the sample size is found from Suran Rose, Nigle Spinks and Ana Isabl work of management research, applying the principles (2015).

$$n = \frac{(1.96)^2 pq}{d^2}$$

Where *n* = required sample size,

p = proportion of the population having the characteristic,

q = 1-*p* and

d = the degree of precision.

The proportion of the population (*p*) may be known from prior research or other sources; if it is unknown use *p* = 0.5 which assumes maximum heterogeneity (i.e. a 50/50 split). The degree of precision (*d*) is the margin of error that is acceptable.

$$\text{Hence, } n = \frac{(1.96)^2 (0.5)\ (0.5)}{(0.05)^2}$$

$$= 385$$

After finding the sample size since the population is finite, the sample size was adjusted by population correction for proportions formula as follows.

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

$$= \frac{385}{1 + \frac{(385-1)}{1{,}176}}$$

$$= 290$$

Therefore, based on the above sample size determination method, out of total population (1,176) the selected sample size was 290 employees and participated in this particular study and out of 290 questionnaires distributed 277 (95.5%) was found valid and used for further analysis.

3.7. Data Analysis

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 25 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.

3.8. Validity and Reliability

3.8.1 Validity

Validity refers to 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 also refers to 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. Leary (2004) mentioned about four types of validity: Internal validity, External validity, construct validity, and Statistical conclusion validity.

Internal Validity: is how the findings of the research match reality and as the researcher measure the things that are aimed to measure. As this specific study is cross-sectional field survey this validity is addressed. Because cause and effect are measured at the time (Leary 2004). The other measure of internal validity is whether the finding shave strong foundation or not. Therefore, the finding in this specific study is strongly supported by the reality in the context and the general theory in the field.

External Validity: It refers to whether the observed associations can be generalized from the sample to the population, or to other people, organizations, contexts, or time (Leary, 2004). The more representative, the more confident we can be in generalizing from the sample to the population. Hence, the researcher addressed this validity by taking adequate sample that can represent the population.

Construct Validity: It examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. It can be classified as face validity and content validity. Face validity refers to is whether the instrument is measuring what it claims to

measure. We use content validity when we want to find out if the entire content of the behavior/ construct/ area is represented in the test. We compare the test task with the content of the behavior. This is a logical, not an empirical one. Many constructs in social science research such as empathy, resistance to change, and organizational learning are difficult to define, much less measure. We can also assess the degree to which individual items represent the construct being measured, and cover the full range of the construct (content validity). In this study, the researcher tried to address the construct validity through the review of literature and adapting instruments used in previous research and also collect data to demonstrate that the empirical representation of the independent variable produces the expected outcome.

Statistical Conclusion Validity: It examines the extent to which conclusions derived using a statistical procedure is valid. Because qualitative research designs do not employ statistical test, statistical conclusion validity is not applicable. This type of validity was addressed through selection of the right statistical method used for measuring the variables. Since this specific study is quantitative it is worthy full to consider the issue of statistical conclusion validity.

3.8.2 Reliability

Reliability refers to is whether an instrument can be interpreted consistently across 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. Duffy et al. (2001) further stated, a high α (greater than .60) indicates that the items within a scale are measuring the same Construct.

Table 2 Reliability measure of the Variables

Scale	No of Items	Alpha
Work Nature	6	.843
Working Environment	7	.807
Benefit and Promotion	7	.790
Motivation	5	.809
Recognition	4	.778

Source: Own Survey, 2018

3.9 Ethical Considerations

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion. One other ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary2004). This was done so that the respondents were at ease and more likely to give honest responses to the questionnaire. There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary 2004).

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 Introduction

As discussed in previous chapters this study attempted to examine the Relationship between Work Nature, Working environment, Recognition, Motivation, Benefit and promotion and Job Satisfaction. Therefore, the findings of the study were presented and analyzed in this chapter. The questionnaire was developed in five scales ranging from five to one; where 5 represents strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagrees. These five 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 290 questionnaires were distributed to employees and 277 (96%) questionnaire was obtained valid and used for analysis. The collected data were presented and analyzed using SPSS 25 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 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. Descriptive statistics 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 Age

As table 4 shows below, those respondents whose age is between 20-30 years consists 52% of the total sample size. And 8.3 % is consisted by those whose age is 41-50. Hence it indicates that the age composition of the private commercial banks is dominated by relatively young population.

Table 3 The Age Composition of Respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	144	52.0	52.0	52.0
	31-40	110	39.7	39.7	91.7
	41-50	23	8.3	8.3	100.0
	Total	277	100.0	100.0	

Source; Own Survey, 2018

4.2.2 Gender

Table 4 The Gender Composition of Respondents

Sex					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	52.7	52.7	52.7
	Female	131	47.3	47.3	100.0
	Total	277	100.0	100.0	

Source; Own Survey, 2018

Regarding the gender of the respondents, the females contribute 47.3% of the total participants and the remaining 52.7% is consists by male respondents.

4.2.3 Level of Education

From the total respondents the First degree holders have a lion share which is 76.2% of the respondent and diploma holders contribute 16.2% of respondents. The remaining proportion is coming from the master degree holders. Table 6 summarizes the educational level of the respondents.

Table 5 Educational Level of Respondents

Education level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	3	1.1	1.1	1.1
	Diploma	45	16.2	16.2	17.3
	First Degree	211	76.2	76.2	93.5
	Master's Degree	18	6.5	6.5	100.0
	Total	277	100.0	100.0	

Source; Own Survey, 2018

4.2.4 Work Experience in Bank

As table 7 shows below, those respondents whose experience is between 0-5 years consists 56.7% of the total sample size. And 8.7% is consisted by those whose experience is between 11-16 years. Of the total respondents as 31.8% is covered by those respondents who worked from 6-10 years. The remaining 2.9% is covered by respondents who work above 16 years in banks.

Table 6 Work Experience of Respondents

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 Years	157	56.7	56.7	56.7
	6-10 Years	88	31.8	31.8	88.4
	11-16 Years	24	8.7	8.7	97.1
	16 Years Above	8	2.9	2.9	100.0
	Total	277	100.0	100.0	

Source; Own Survey, 2018

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 described by Andy (2006), the correlation is a commonly used measure of the size of an effect: values of ± 0.1represent 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 7 Correlations Matrix

Correlations

		Job Satisfaction	Nature of Work	Working Environment	Recognition	Motivation	Benefit andPromotion
Job Satisfaction	Pearson Correlation	1	.506**	.644**	.665**	.695**	.670**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	277	277	277	277	277	277
Nature of Work	Pearson Correlation	.506**	1	.495**	.456**	.389**	.381**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	277	277	277	277	277	277
Working Environment	Pearson Correlation	.644**	.495**	1	.575**	.575**	.451**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	277	277	277	277	277	277
Recognition	Pearson Correlation	.665**	.456**	.575**	1	.837**	.459**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	277	277	277	277	277	277
Motivation	Pearson Correlation	.695**	.389**	.575**	.837**	1	.527**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	277	277	277	277	277	277
Benefit and Promotion	Pearson Correlation	.670**	.381**	.451**	.459**	.527**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	277	277	277	277	277	277

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

Source; Own Survey, 2018

As table 9 depicts, the Correlation coefficient between work nature and employee satisfaction is found to be significant ($r = 0.506$, $p < 0.001$).

Similarly, a strong and significant correlation coefficient found between working Environment and employee satisfaction ($r = 0.644$, $p < 0.001$) and also a strong and significant correlation coefficient between motivation and employee satisfaction ($r = 0.695$, $p < 0.001$) was found. The Correlation coefficient value between benefit and promotion and employee satisfaction indicated a strong and significant relationship between the variables ($r = 0.670$, $p < 0.001$). The Correlation coefficient value between recognition and employee satisfaction indicated a strong and significant relationship between the variables ($r = 0.665$, $p < 0.001$).

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 presented 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 3.29 is 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.

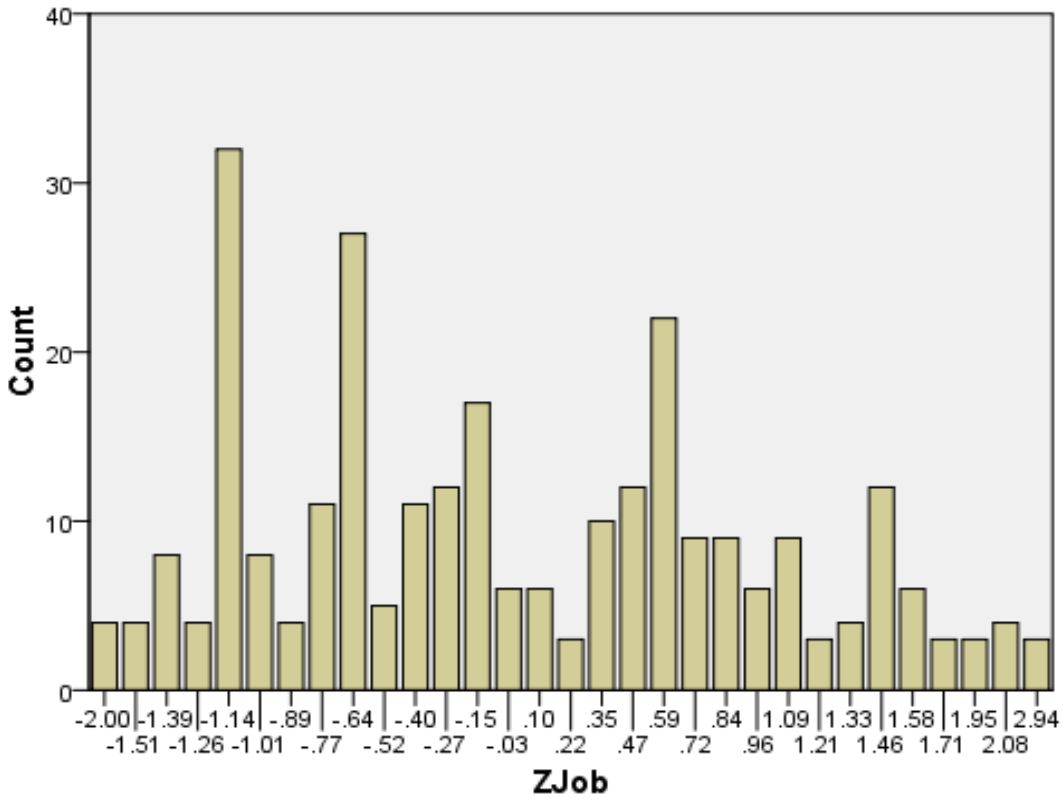


Figure 4 Z score Values

Source: Own Survey, 2018

4.5.2 Normality

As Field (2009), noted, 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).

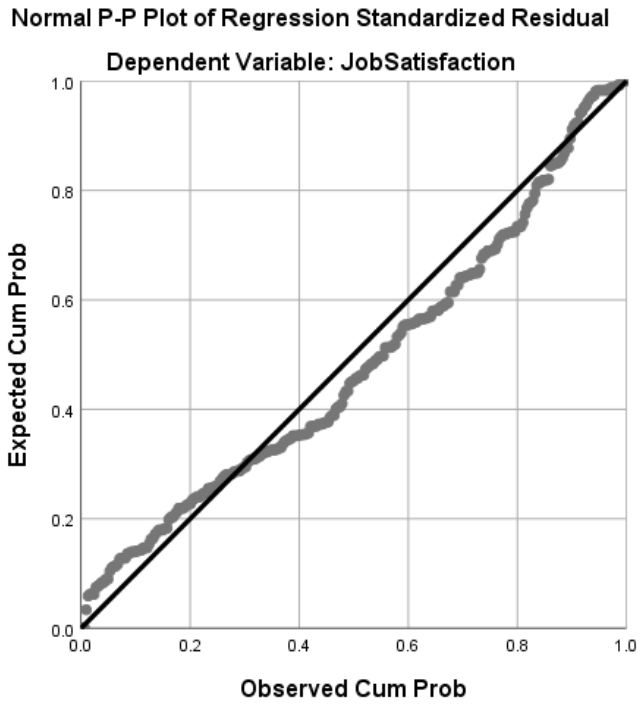


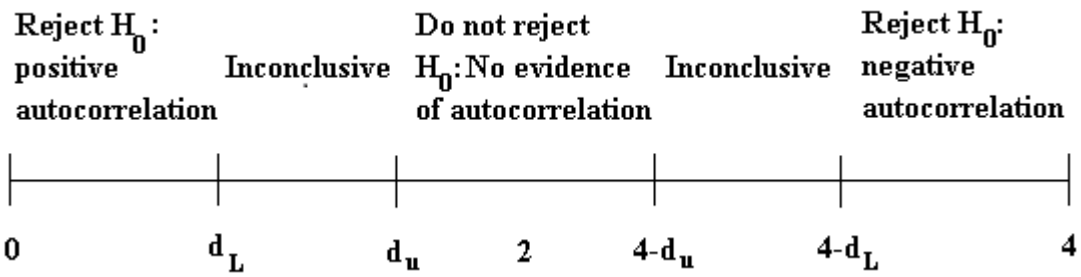
Figure 5 Normal P-P Plot of Regression Standardized Residual

Source: Own Survey, 2018

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

This 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:



The regression output of this test indicates

Durbin- Watson test of autocorrelation

Model	Durbin-Watson
1	1.956

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

4.5.4 Homoscedasticity

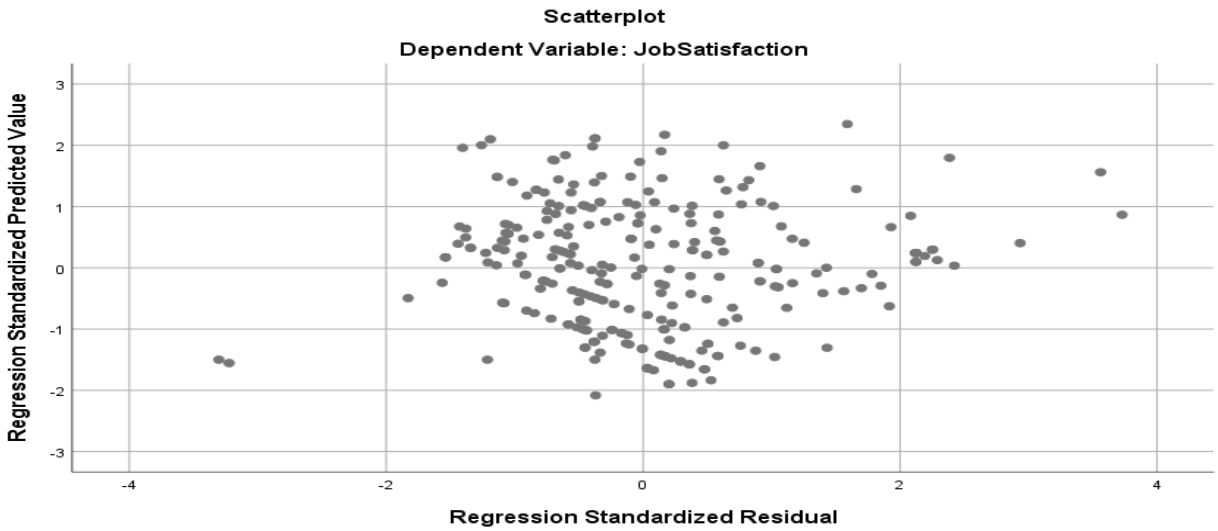
Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances (Field 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should 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 6 Scatterplot for testing homoscedasticity



Source: Own Survey, 2018

Perhaps, the Konker test of homoscedacity also assures that there is no hetroskedasticity.

```
------- Koenker test statistics and sig-values --------
                LM        Sig
Koenker      4.708       .194

Null hypothesis: heteroskedasticity not present (homoskedasticity)

If sig-value less than 0.05, reject the null hypothesis
```

Hence as the sig-value is greater than 0.05 I.E .194, the null hypothesis cannot be rejected. Then we can conclude that homoskedasticity is not present.

4.5.5 Multi Collinearity

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 suggests problems with multi collinearity. Field (2009), also underline that, values for “Tolerance” below 0.1indicate 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 1.451 to 3.777

and the tolerance of the variables ranges between .274 and.670. Therefore, the variables are not overlapped and they are free from collinearity effect which possibly hinders the prediction ability of the model

Table 8 Test of Multi Collinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Nature of Work	.689	1.451
	Working Environment	.560	1.785
	Recognition	.274	3.652
	Motivation	.265	3.777
	Benefit and promotion	.670	1.492
a. Dependent Variable: Job Satisfaction			

Source: Own Survey, 2018

4.6 Multiple Regression Analysis

Table 9 Model Summery

Model Summary[b]									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.825[a]	.680	.675	4.783	.680	115.414	5	271	.000
a. Predictors: (Constant), Benefit and promotion, Working Environment, Work Nature, Recognition, Motivation									
b. Dependent Variable: Job Satisfaction									

Source: Own Survey, 2018

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. Benefit and promotion, Working Environment, work nature,

Recognition, Motivation, with the dependent variable, employee satisfaction is 0.825. 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 (Benefit and promotion, Working Environment, Work itself, Recognition and Motivation) on the dependent variable (employee satisfaction). The value of R square is 0.680. This value shows that 68% variance in employee engagement is due to change in all the independent variables and the remaining 25.8% 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 0.675. This shows that the model is 67.5% strong

Table 10 Anova Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13203.237	5	2640.647	115.414	.000[b]
	Residual	6200.445	271	22.880		
	Total	19403.682	276			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Benefit and promotion, Working Environment, Nature of Work, Recognition, Motivation

Source: Own Survey, 2018

The above ANOVA table, demonstrations the overall model 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 .001 therefore, a significant amount of employees' JS is influenced by the job satisfaction dimensions which constitutes Benefit and promotion, Working environment, Work itself, Recognition and motivation. Furthermore, it can be concluded as, the overall regression model is significant, F= 115.414, $p < .001$, R2= .675 (i.e., the regression model is a good fit of the data).

Table 11 Coefficients Table

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	67.861	2.623		25.872	.000		
	Work Nature	.296	.108	.113	2.733	.007	.689	1.451
	Working environment	.676	.138	.224	4.886	.000	.560	1.785
	Recognition	.317	.150	.139	2.118	.035	.274	3.652
	Motivation	.566	.167	.226	3.380	.001	.265	3.777
	Benefit and promotion	1.752	.214	.343	8.171	.000	.670	1.492
a. Dependent Variable: Job Satisfaction								

Y= 67.861+ .296X1 +.676X2 +0.317X3+0.566X4+1.752X5

Y= 67.861+.296 (Work nature) +.676 (Working Environment) + 0.317 (Recognition) + .566(Motivation) + 1.752 (Benefit and Promotion)

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 Work nature is ($\beta = 0.296$) which shows that by keeping other factors constant, 1 unit change in Work Nature will cause a 0.296-unit positive change in employee satisfaction. And it is statistically significant at $p < 0.05$. The beta value of working environment is ($\beta = 0.676$) showing that 1 unit change in working environment will cause a 0.676 units' positive change in employee satisfaction. And it is statistically significant at $p < 0.05$, keeping other factors constant. The beta value of recognition is ($\beta = 0.317$, $p < 0.05$) and significant, showing that 1 unit change in recognition will cause a 0.317 units' positive change in employee satisfaction citrus paribus. The beta value of motivation is ($\beta = 0.566$) which shows that by keeping other factors constant, 1 unit change in motivation will cause a 0.566-unit positive change in employee satisfaction. And it is statistically significant at $p < 0.05$. The beta value of benefit and promotion is ($\beta = 1.752$, $p < 0.05$) and significant, showing that 1 unit change in recognition will cause a 1.72 units' positive change in employee satisfaction citrus paribus.

4.7 Discussion on the Results

The results from this current study indicated that nature of work has a significant impact on employee satisfaction in the private commercial banking sector ($r = 0.506$, $\beta = 0.296$, $p < 0.05$). The results of this study are in accordance to prior research of Mafini and Dlodlo (2014) that indicated a significantly positive association between nature of the work and employee satisfaction. In her study Rania (2011) proved nature of work to be significantly and positively related to employee satisfaction. The study was conducted on a sample of 210 employees working in various IT organizations. The results indicated ($\beta = 0.154$ and $r = 0.737$). In another study by Saeed and Farooqi (2014), the impact of nature of work on job satisfaction and organizational commitment was studied. Which further supported that nature of the work is significantly related to employee satisfaction. The study was conducted in the University of Gujrat, Pakistan and a sample of 171 faculty members was selected. For many employees, attitude towards work is shaped by the view that work is a source of identity, self-respect, status and a crucial element of a meaningful life, offering secure, predictable and increasing rewards for effort which lead to increasing power and control (Priebe, Warner, Hubschmid, and Eclde, 1998). When the job performed by an employee is perceived to be important, this will increase satisfaction level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job, as researched by Yoav Ganzach (1998).

The outcomes from this study also specified that working environment has a significant impact on employee satisfaction in the private commercial banking sector ($r = 0.644$, $\beta = 0.676$, $p < 0.05$). Mafini and Dlodo (2014) conducted a similar study in public health institutions comprising 287 professionals. The results showed a 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. Jawahar (2006) emphasized that 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 dissonance and a lack of clear organizational goals (Chetty, 2012:43).

Concerning the recognition, the finding of this study shows that recognition has significant influence on the satisfaction of employees of the private commercial banks ($r = 0.665$, $\beta = 0.317$, $p < 0.05$). The conclusion is the same as previous studies and literature. Based on a survey of 200,000 employees, Gostick and Elton (2007) conclude that if employee recognition is conducted properly, it can increase profitability and customer service levels, and heighten employee engagement and satisfaction. Nelson (2005) concludes that recognition leads to decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). 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 management. Recognition can motivate, helping to build feelings of confidence and satisfaction (Keller, 1999) and inspire loyalty and commitment, as well as encouraging employees to extend their efforts (Robbins & Judge, 2008). 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. On their survey Mussie T. Tessema, Kathryn J. Ready and Abel B. Embaye (2013) which was held over three countries i.e. USA, Malaysia and Vietnam over 1195 employees they conclude that Regardless of respondents' culture and economic development, recognition was found to affect their job satisfaction significantly. While a "one way fits all" approach to employee recognition does not provide the desired outcome, employee recognition strongly affects job satisfaction (Mussie T. Tessema, Kathryn J. Ready and Abel B. Embaye 2013). This suggests that regardless of a country's culture (individualistic/collectivistic) and level of economic development (low, middle and high income), employees need to be recognized and praised for their contribution to the organization. Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Yaseen (2013) commented that an employee becomes more loyal to their organization and satisfied when the organization recognizes their work.

The finding from this study indicated that motivation has also momentous impact on employee satisfaction in the private commercial banking sector ($r = 0.695$, $\beta = 0.566$, $p < 0.05$). This result is also sustained with empirical studies. Nadia Ayub (2011) studied the relationship between work motivation and job satisfaction. The 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 work motivation 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.

The results from this current study indicated that Promotion and Benefits has a significant impact on employee satisfaction in the private commercial banking sector ($r = 0.670$, $\beta = 1.752$, $p < 0.05$). Forerunner literatures and studies are going up with the result of this investigation (Cranny, 1992, Islam& Ismail, 2004, Steinhaus & Perry, 1996, Weiss, 2002). Currently, especially in the developed world, employee benefits packages have become an important part of the total compensation or organizational expenses. Employee benefits average 40% of the total compensation package (DeCenzo & Robbins, 2010). Benefits have grown in size, importance and variety (DeCenzo & Robbins, 2010; Edgar & Geare, 2005; Milkovich & Newman, 2008), 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). Managers and organizations can use Maslow's Hierarchy of Needs Theory framework to develop benefit packages that are meaningful and resonate with their employees thus increasing their job satisfaction (Golnaz and Clarke, 2011). According to Quarles (1994) 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 are not giving promotions 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). There is therefore a positive relationship seen between job satisfaction and opportunity to develop (Ramasodi, 2010).

4.8 Chapter Summery

This chapter has presented the results and findings of this study. It has focused on the following: General information (Age group, Gender, Years of service in the organization, and Level of education), the extrinsic factors that influence employee job satisfaction (working environment, nature of the job, promotion opportunities and Benefits) and Intrinsic factors that influence employee job satisfaction (recognition and Motivation) in Private commercial bank employees around Addis Ababa city.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The conclusions and recommendations presented in this chapter are 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 private commercial banks which are found in Addis Ababa city. The objectives of the study were to assess the factors that determine job satisfaction of employees, to investigate whether a relationship exists between job satisfaction and the nature of work (work itself), to determine the relationship between working environment and job satisfaction, assessment of the connection of recognition with job satisfaction of employees, determination of the association of motivation with job satisfaction of employees. And the last one is to determine the connection of promotion and benefit with the job satisfaction of employees. A pre-coded close ended patented questionnaire using the 5 point Likert scale was administered to the target population. There were two sections in the questionnaire, namely, one on demographical data and the other on Spector's patented questionnaire on job satisfaction. There was a significant 96% 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 25.0 for Windows was used for the statistical analysis. The findings provide important guidelines for top management of those private commercial banks on how to address the motivational needs of employees in order to improve job satisfaction and consecutively employee performance.

5.2 Summary of the Finding of the results

Based on previous theories and researches regarding determinants of employee's job satisfaction, this study shows that all the independent variables i.e. nature of work, working environment, recognition, motivation and Promotion opportunities and benefit packages 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 recognition has the major effect on the satisfaction of employees.

5.3 Recommendations

Employees at private commercial banks should keep constantly motivated to ensure that job satisfaction and employee performance levels are kept high. These constructs should be monitored regularly by top management to ensure sustained job satisfaction so as to get high levels of employee performance. If the top management of private commercial banks implements a 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 banking sector.

5.3.1 Nature of Work 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 nature of the work. Thus, it is better if the management of Private commercial banks design the work type as satisfying as possible. However, in an attempt to reduce boredom and therefore increase satisfaction (and it is also assumed that higher productivity will follow), some techniques of work design have been generated (Onimolo 2015). These techniques include: Job Enlargement, Job Rotation and Job Enrichment. It will seem reasonable to expect that the more satisfied workers are on their job the more effective they will be in performing their assigned task (Onimolo 2015). If the happy worker is the more productive worker, productivity should be enhanced by eliminating negative job attitudes. Hence it is recommended for the top management, therefore, that an important component of the modern effort to improve productivity and the quality of work life has been to emphasize job design that contains some or all of the following features:

(1) Autonomy, individual and group decision making for planning and carrying out the work activities (Lloyd, 2008)

(2) Opportunities for social interaction (Dan Ondrack & Stuart Timperley, 1982).

(3) Whole units of work so that employee can experience a sense of accomplishment (James McGrath & Bab Bates, 2013).

(4) Utilization of a variety of skills and abilities (Hackman, 1975).

(5) Feedback on results achieved permitting self-evaluation of performance (Onimolo 2015).

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 the top management of the Private commercial banks recommended to improve the working conditions. 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 business will directly help 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 Recognition and Job Satisfaction

As it is stated on the discussion of the results, recognition has the major influence on the satisfaction of employees of Private commercial banks. Hence it is strongly recommended for the top management of those organizations to give a due attention towards this variable. Managers need to create goals and action plans that recognize the behaviors and accomplishments that warrant rewards within the organization (Caligiuri, 2010; Sartain & Finney, 2003). Managers should establish criteria for identifying employees who are eligible for recognition, then recognize anyone who meets the criteria by being consistently fair. Recognition programs have to be tied to achievement and business related activities (Caligiuri , 2010; Nelson, 2005). Managers need to be specific and timely when providing recognition, which will help create positive feelings that will affect employee performance (Darling, 1997; Daniels, 1999). According to Gostick and Elton (2007), if employee recognition is to provide favorable outcomes, it needs to be applied within a context of goal-setting, open communication, trust and accountability. A good recognition program has to communicate attitudes and behaviors that are recognized by the organization. According to the University of Iowa (2009), if recognition is to provide the required results, it needs to have personal value, requiring managers to consider the nature of the accomplishment and the recipient's preferences; it must be earned, requiring managers to focus on the nature of the accomplishment the recipients view as meaningful; it must be timely, requiring managers to reward immediately; and it has to be accompanied by a

celebration, requiring managers to get to know the individual before planning the delivery forum-whether public or delivered one-on-one. Finally, the attitude of celebration is a key factor in creating a lasting, positive memory of the recognition effort. By personalizing rewards, an organization communicates the extent to which it values and cares for its employees. A sincere word of thanks from the right person at the right time can mean more to an employee by providing recognition of their value than a pay raise (Darling, 1997; Rathi & Rastogi, 2008). Employees need to be shown that their achievements have been recognized and appreciated. Recognition of employee performance may take two forms: team and individual. The best recognition singles individuals or groups out for extraordinary performance. It is based upon those areas that make the biggest difference to the individual or group's mutual success. Employees have different values, attitudes, interests and expectations that must be considered when deciding on the optimal recognition method. One type of recognition may not motivate everyone in the same way. Recognition programs need to respond to individuals' expectations, which require proper planning and implementation.

5.3.4 Motivation and Job Satisfaction

It's the finding of the research that Motivation can enhance the satisfaction of the employees as there is a significant relationship between employee's job satisfaction and motivation. Consequently, the management of the private commercial banks is toughly recommended to motivate their employees by studying and digging out what motivate the employees. It requires an extensive survey as that what motivate one employee might not motivate the other one since motivation is very subjective variable. Only the person in shoe knows what motivate him/her. Zakaria et al.,(2011) contend that, employees who are well motivated serve as the competitive advantage for any company because their performance leads an organization to accomplishment of its goals.

5.3.5 Promotion, Benefit and Job Satisfaction

The last outcome of this survey is that there is a strong relationship between job satisfaction and the benefit package and promotion opportunities. Top management of those banks needs to design a remuneration package that satisfies their employee's expectations, in that it is fair, equitable and free of bias. According to Ghazanfar, Chuanmin, Khan and Bashir (2011), the employee's expectations of a compensation plan are that it should be fair and equitable and that

it provides them with tangible rewards commensurate with their skills. More importantly, such an intervention should also provide recognition and a livelihood for employees. It is evident from the literature that one of the many contributing factors to the issue of job satisfaction is opportunity for promotion. The perception that there is little scope for promotion does not give employees much hope for future advancement. Mayhew (2012) states that the cycle of promotion, motivation, job satisfaction and performance feedback are critical, as one part of the cycle is dependent on the other. Top management of Private commercial banks therefore needs to develop clearly defined criteria for promotion opportunities and career path. This policy needs to display fairness in that it presents an unbiased process in so far as providing equal opportunity to all employees.

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Appendix 1. The Consult of E. Spector

Dear Yesu Taye:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms, in the scales section of my website. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor

Department of Psychology

PCD 4118

University of South Florida

Tampa, FL 33620

Through his email Pspector@usf.edu

pspector [at symbol] usf.eduhttp://shell.cas.usf.edu/~spector

Appendix 2. Questioner

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MBA PROGRAM

I am graduating class of MBA student at Addis Ababa University. This questionnaire is prepared for research purpose entitled **Determinants of Job satisfaction: In the Case of Ethiopian Private Commercial Banks in Addis Ababa City Area**. As member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose

INSTRUCTIONS: The questionnaires contain statements about Job Satisfaction and determinants of job satisfaction. Give your own opinion and feeling about each item.

Please circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement.

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

Example: If you **strongly agree** with any of the statements given in the questionnaire, you should circle on #5 and if you **strongly disagree** with any statements please circle on #1 and rate others categories accordingly.

Dear respondent, some words in the questionnaire have special meanings you need to know. The definitions of some terms for the purpose of this Questionnaire are as follows

"**Supervisor**" means your boss or immediate manager.

"**Organization**" means the Bank you are working for.

Dear respondent here is my address, contact me for any inconvenience

Name: Yesu Girma Taye

Email: yesugirma@gmail.com and Phone No: +251921380485

Thank You!!

Section A. Demographic Information:

1. Years of experience in the bank

A. 2 - 5years

B. 6 -10 years

C. 11 -16 years

D. above 16 years

2. Age:

A. 20-30

B. 31-40

C. 41-50

D. above51

3. Gender:

A. Male

B. Female

4. Your level of education

A. High School

B. Diploma

C. First Degree

D. Masters degree

E. Above

SECTION B

	JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology; University of South Florida. Copyright Paul E. Spector 1994, All rights reserved.					
	PLEASE TICK ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	strongly Agree
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	There is really too little chance for promotion on my job.	1	2	3	4	5
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4	I am not satisfied with the benefits I receive.	1	2	3	4	5
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7	I like the people I work with.	1	2	3	4	5
8	I sometimes feel my job is meaningless.	1	2	3	4	5
9	Communications seem good within this organization.	1	2	3	4	5
10	Raises are too few and far between.	1	2	3	4	5
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
12	My supervisor is unfair to me.	1	2	3	4	5
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5
14	I do not feel that the work I do is appreciated.	1	2	3	4	5
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5
17	I like doing the things I do at work.	1	2	3	4	5
18	The goals of this organization are not clear to me.	1	2	3	4	5
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5
20	People get ahead as fast here as they do in other places.	1	2	3	4	5

	PLEASE TICK ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. **Copyright Paul E. Spector 1994, All rights reserved.**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	strongly Agree
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
22	The benefit package we have is equitable.	1	2	3	4	5
23	There are few rewards for those who work here.	1	2	3	4	5
24	I have too much to do at work.	1	2	3	4	5
25	I enjoy my co-workers.	1	2	3	4	5
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5
27	I feel a sense of pride in doing my job.	1	2	3	4	5
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5
29	There are benefits we do not have which we should have.	1	2	3	4	5
30	I like my supervisor.	1	2	3	4	5
31	I have too much paperwork.	1	2	3	4	5
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5
33	I am satisfied with my chances for promotion.	1	2	3	4	5
34	There is too much bickering and fighting at work.	1	2	3	4	5
35	My job is enjoyable.	1	2	3	4	5
36	Work assignments are not fully explained.	1	2	3	4	5

Section C

	PLEASE TICK ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT	Strongly Disagree	Disagree	Neutral	Agree	strongly Agree
Questions about Work Nature						
1	The job allows me to make my own decisions about how to schedule my work.	1	2	3	4	5
2	The job gives me a chance to use my personal initiative or judgment in carrying out the work.	1	2	3	4	5
3	The job involves a great deal of task variety.	1	2	3	4	5
4	The job itself is very significant and important in the broader scheme of things.	1	2	3	4	5
5	The job requires me to be creative.	1	2	3	4	5
6	The job requires me to utilize a variety of different skills in order to complete the work.	1	2	3	4	5
Questions about Working Environment						
1	The job occurs in a clean environment.	1	2	3	4	5
2	The job has a low risk of accident.	1	2	3	4	5
3	The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).	1	2	3	4	5
4	The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs)	1	2	3	4	5
5	People I work with are friendly.	1	2	3	4	5
6	My nearest superior respects the co-worker's opinions.	1	2	3	4	5
7	I get the information I need to fulfill my duties.	1	2	3	4	5
Questions about Recognition						
1	My boss recognizes the extra effort I put at work	1	2	3	4	5
2	I do get acknowledgment by bosses and colleagues for my skills and competencies	1	2	3	4	5
3	Everyone is treated fairly and with respect.	1	2	3	4	5
4	I receive a great deal of information from my manager and coworkers about my job performance	1	2	3	4	5
Questions about Motivation						
1	I am motivated to working for this organization because I do have opportunity to continually advance to more senior positions	1	2	3	4	5
2	I am motivated to working for this organization	1	2	3	4	5

	because I do have Secure, permanent and reliable job position					
3	I am motivated to working for this organization because I do have opportunities to acquire new knowledge and skills, reach personal potential	1	2	3	4	5
4	I am motivated to working for this organization because I do have opportunity to boost earnings	1	2	3	4	5
5	I am motivated to working for this organization because I'm operating as part of a team rather than as an individual contributor	1	2	3	4	5
Questions about Benefit Packages and Promotion						
1	I have the possibility to be promoted in my work.	1	2	3	4	5
2	Promotion is based on Performance.	1	2	3	4	5
3	The company do have clear promotion strategy.	1	2	3	4	5
4	I am happy with my salary.	1	2	3	4	5
5	The benefit package we have is equitable.	1	2	3	4	5
6	I am happy with the monetary pay and remuneration structure of the organization	1	2	3	4	5
7	There are benefits we do not have which we should have.	1	2	3	4	5

Thank you for your co-operation.