



DETERMINANTS OF JOB SATISFACTION OF EMPLOYEES IN LIDETA  
SUB CITY ADMINISTRATION

A Thesis Submitted to Graduate program of the department of management and  
the college of business and economics, of Addis Ababa University

IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE

MASTER OF BUSINESS ADMINISTRATION

(MBA Program)

BY  
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ADDIS ABABA UNIVERSITY

ADDIS ABABA, ETHIOPIA

JUNE, 2021

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### **Statement of Declaration**

I hereby declare that this thesis, titled “Determinants of Job Satisfaction in the Case of Lideta Sub City in Addis Ababa,” was written in partial fulfillment of the Masters of Business Administration in Management degree requirement, with the direction and support of the research supervisor. This is my original work, which has not been presented for any graduate or diploma program at this or any other university/institution, and the sources of materials used in the thesis have been properly accredited.

Declared by: **Addisu Jagema**

Signature\_\_\_\_\_

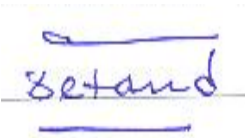
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This is to demonstrate that the thesis prepared by Addisu Jagema, eligible: Determinants of job satisfaction: in the case of Lideta sub-city in Addis Ababa and required to submit as part of the Master's Degree of Business Administration act under the University's regulations and meets the recognized values in terms of authenticity and reliability.

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## Table of contents

Contents	page
Acknowledgment .....	i
Table of contents.....	ii
List of Tables .....	vi
List of Figures .....	vii
ACRONYMS .....	viii
Abstract.....	ix
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1. Background of the study.....	1
1.2. Back ground of Ethiopian Civil Service.....	3
1.3. Statement of the problem.....	5
1.4. Research question .....	6
1.4.1. Basic research question.....	6
1.4.2. Sub research Questions.....	6
1.5. Objective Of The Study .....	7
1.5.1. General objective .....	7
1.5.2. Specific objectives .....	7
1.6. HYPOTHESIS .....	7
1.7. Justification of the study.....	8
1.8. Significance of the study.....	9
1.9. Scope of the study.....	10
1.10.Limitation of the study.....	10
1.11.Organization of the Study.....	10
CHAPTER TWO .....	11
2. RELATED REVIEW OF LITERATURE .....	11
Introduction.....	11
2.1. Review of theoretical literature.....	11

2.1.1. Job satisfaction definition .....	11
2.1.2. Job satisfaction theoretical framework .....	12
2.1.2.1. Herzberg’s two-factor model .....	12
2.1.2.2. Maslow’s hierarchy of needs.....	13
2.1.2.3. The expectancy theory of motivation.....	13
2.1.2.4. Equity theory .....	14
2.2. Determinants of job satisfaction .....	14
2.2.1. Pay and Benefit.....	14
2.2.2. Working environment and job satisfaction.....	15
2.2.3. Promotion opportunity and job satisfaction.....	16
2.2.4. Supervisor and job satisfaction.....	17
2.2.5. Trust in leaders and job satisfaction.....	18
2.2.6. Gender and job satisfaction.....	18
2.2.7. Age and job satisfaction.....	19
2.2.8. Education level and job satisfaction .....	19
2.2.9. Year of experience and job satisfaction.....	20
2.2.10. Job level or position.....	20
2.3. Review of Empirical studies .....	21
2.4. Conceptual frame work.....	22
CHAPTER THREE .....	24
3. RESEARCH METHODOLOGY .....	24
Introduction.....	24
3.1. Research approach.....	24
3.1.1. Quantitative Research Methodology.....	24
3.2. Research Design.....	24
3.3. Research method.....	25
3.3.1. Total Population of the study.....	25
3.3.2. Sampling Technique and Procedure .....	25
3.4. Method of Data collection .....	26
3.4.1. Instrument and Measurement of Variables.....	26

3.5. Method of Data Analysis .....	27
3.6. Model Formulation and Specification .....	28
3.7. Reliability of the study.....	29
3.8. Validity of the study.....	30
3.9. Ethical consideration.....	30
CHAPTER FOUR.....	31
4. RESULT AND DISCUSSION.....	31
Introduction.....	31
4.1. Demographic information of respondents .....	31
4.2. Respondent’s assessment of their perceived level .....	32
4.3. The Relationship between demographic Variables and JS.....	33
4.4. The Relationship between Environmental Variables and JS .....	37
4.5. Regression analysis.....	39
4.5.1. Assumption one: Autocorrelation Test .....	39
4.5.2. Assumption two: Multicollinearity Test .....	39
4.5.3. Assumption three: Linearity test.....	40
4.5.4. Assumption four: Normality Test .....	41
4.5.5. Assumption five: Homoscedasticity test.....	42
4.6. Multiple Linear Regression Result .....	42
CHAPTER FIVE .....	49
5. DISCUSSION .....	49
5.1. Job satisfaction.....	49
5.2. Determinants of job satisfaction among lideta sub-city employees.....	49
5.3. Individual determinants of job satisfaction.....	50
5.3.1. Sex.....	50
5.3.2. Age .....	50
5.3.3. Education level.....	51
5.3.4. Work experience .....	51
5.3.5. Work position.....	51
5.4. Environmental factors of job satisfaction .....	52

5.4.1. Pay and benefit.....	52
5.4.2. Working Environment .....	53
5.4.3. Promotion opportunity .....	53
5.4.4. Relation with supervisor .....	54
5.4.5. Trust in leaders.....	54
CHAPTER SIX.....	55
6.1. Summary of the findings.....	55
6.2. Conclusion .....	56
6.3. Recommendation .....	57
6.4. Suggestions for further research .....	58
Reference .....	59
Appendix.....	64

## **List of Tables**

Table 2.1: Definitions of Variables Used to Measure Job Satisfaction of Employees .....	23
Table 3.1: the sample size of each sector.....	26
Table 3.2: Cronbach’s Alpha Coefficients for Job Satisfaction .....	29
Table 4.1: Demographic information of Respondents .....	32
Table 4.2: Job satisfaction .....	32
Table 4.3: The independent.....	34
Table 4.4: The Relationship between Sex and JS .....	34
Table 4.5: the Relationship between Age and JS.....	35
Table 4.6: The Relationship between Educational Levels and JS .....	35
Table 4.7: The Relationship between Years of Experience and JS .....	36
Table 4.8: The independent Samples test between Job Level and JS.....	37
Table 4.9: The Relationship between Job Level and JS .....	37
Table 4.10: Pearson Correlation Coefficient Table .....	38
Table 4.11: Collinearity statistics .....	40
Table 4.12: Model summary table .....	43
Table 4.13: ANOVA Model Fit .....	43
Table 4.14: Coefficients.....	44
Table 4.15: Summary of hypothesis table.....	48

## List of Figures

Figure 2.1: Conceptual Framework .....	22
Figure 4.1: Test of linearity .....	41
Figure 4.2: Normality Tests of Residuals .....	41
Figure 4.3: Scatter plot for testing homoscedasticity.....	42

## ACRONYMS

- JS Job satisfaction
- PB Payment and Benefit
- WE Working Environment
- PO Promotion Opportunity
- RWS Relation With Supervisor
- TL Trust in Leader
- ANOVA Analysis of Variance
- SPSS Statistical Package for Social Science
- VIF Variance Inflation factor
- CSA Central Statistic Authority
- Edul Education Level
- Wpo Working position
- Wexp Working experience

## **Abstract**

*This study investigates the determinants of job satisfaction of employees at Lideta sub-city administration in Addis Ababa. This sub-city has 4251 employees serving a total population of 265,285. The research followed cross-sectional explanatory research design, quantitative approach, survey method and questionnaire was used as data collection instrument and simple random and stratified sample selection techniques to select the sample size. The study used a sampling frame of 1118, which was selected from five offices and woreda districts of lideta sub-city administration. Out of 295 questionnaires distributed, 250 were collected and used for further analysis. Quantitative data were solved by using descriptive inferential statistics with the help of a statistical package for social scientists (SPSS) version 23. The study was used multiple regression, independent t-test, and ANOVA analysis methods. The results indicate that except for trust in the leader the remaining four variables have a significant positive effect on employee`s job satisfaction in lideta sub-city administration. The study also suggested that to improve employee`s job satisfaction in the administration, managers should improve the working environment, pay, and benefit, and promotion opportunity intervention.*

*Key words: job satisfaction, pay, and benefit, working environment, promotion opportunity, relation with supervisor, Trust in leader*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the study

Today in the world the issue of job satisfaction of employees has been attracting several scholars because it is important for an organization-Employees relationship. It has been studied widely by both Psychology and organizational scholars worldwide. Most of them defined it as individual perception towards their work, it directly affects attitudes of employees in their negative or positive way, and it is encouraging factors for a worker to stay his /her work position in an organization for a long time. According to Vandenaabeele (2009), Job satisfaction is the pleasant or positive responsive state causing by the assessment of one's job or job experiences. Job satisfaction is an individual attitude towards his/her job (Hellriegel & Slocum, 2008). They also mentioned Employees have perceptions about their manager, pay, working conditions, promotions, and coworkers. These attitudes are more essential because they are more tightly related to performance.

Working on job satisfaction of employees in an organization increases productivity, organizational commitment, and reduces worker absenteeism and turnover (Ellickson, 2002). Researching workers' job satisfaction in a work area is essential because a greater level of individual satisfaction with jobs is supposed to be related to a maximum level of one's productivity and performance (Saari and Judge, 2004). Job satisfaction is significant for practitioners because it is related to a variety of desirable organizational results such as high efficiency, low absenteeism, and low turnover rates. Furthermore, it is discussed that continuing to pursue job satisfaction reflects a humanitarian concern that employees deserve to be treated with dignity (Ellickson & Logsdon, 2001). On contrary, the presence of unsatisfied employees in an organization causes high turnover, absenteeism, and low-quality service delivery. There are many dynamics that influencing job satisfaction had been mostly analyzed, but the results were often inconsistent and even conflicting. Employees` job satisfaction effected indirectly by the dimensions of promotion, pay, reward, working environment, and the work itself. These determinant factors have a positive and negative effect on employee's job satisfaction. Salary and benefit were the main concern for public workers in China (Yang and Wang, 2013), Abdulla`s (2009) research on Dubai police also shows that insufficient or unsafe workplace and

uncomfortable working situations, negatively influence individuals' job satisfaction. According to Ndegwa & Minja (2018) study found out that subsequently, a positive increase in working conditions increases job satisfaction. Their study also found a significant positive association between job satisfaction and job security. They also found that employee satisfaction was determined by the work environment, work status, job security, and leadership styles. These factors would not demonstrate positive job satisfaction between employees if the correct style of leadership is not employed.

There are many empirical findings on factors of job satisfaction in the private sector but insufficient researches had been made in the public sector. Though, significant growth has been made in the study on job satisfaction in the public sector, current studies focus excessively on private sectors (Ellickson & Logsdon, 2001). The objective of this study is not to compare factors of job satisfaction between the private and public sector, but research made by Mehari & Premanandam (2017) depicts that there was a significant mean difference observed between private and public workers job satisfaction of communication and relation, job security, pay and promotion and fairness. Job satisfaction is critical in the public sector because civil servants are frequently perceived as unhappy employees, and low morale may be linked to lower productivity (Durst & DeSantis, 1997). If highly satisfied workers available in the organization then their service providing would become improved. Public sectors have been incorporated as the largest working power, without managing them effectively it is difficult to meet public goals and objectives that are vital to developing good governance in an organization. Highly satisfied and skilled public employees make it to deliver quality service and productivity. However, Milana's (2018) research findings in the Syrian General Establishment for Insurance display that there is a negative gap between expected service and established service in all factors of quality. Give more attention to employee's job satisfaction in the Public service results not only increase productivity and efficiency but also change workers' attitude on absenteeism, turnover, and commitment. Different research on this issue mentioned that without competent Public service delivery countries could not change the social and economic situation. Moreover, to win investment attracting competition effective public human resources play a crucial role in quality service delivery, high productivity, and organization performance this is the consequence of individual performance development which comes from employee's job satisfaction. Public

sector organizations can increase their ability to improve customer satisfaction by giving more attention to the satisfaction of their workers.

Job satisfaction among civil servants in developing countries may be an interesting case study because these civil servants work in cultural and institutional contexts that differ greatly from those of their developed countries (Yang and Wang, 2013). Eventually, a Developing region face difficult problems in improving the performance of public organizations, job satisfaction of employees is still of interest to public managers because it has a direct consequence on performance and is frequently a cause of a high turnover of employees. While Employees in these countries are defined as working in poor working conditions, such as working long hours for a low wage. Even through this, studies on employees` job satisfaction in developing countries and labor-intensive industries are currently a gap in research (Sisay et al., 2018). Similar issues about job satisfaction are scarce in underdeveloped countries, particularly in the African public sector. Researchers addressing the issue of job satisfaction in Africa use a variety of theoretical frameworks. However, job satisfaction is commonly regarded as an attitude or a feeling (Arse & Giauque, 2018). They also stated that in Africa, variables related to the working environment, such as organizational support, good relationships with supervisors, living standards at work, teamwork, relationships with colleagues, and a sense of belonging to a community, are among the most strongly connected to job satisfaction of public servants.

## **1.2. Back ground of Ethiopian Civil Service**

Ethiopia has a long history of developing a modern civil service system. A Western-style administrative system is thought to have been implemented during the reign of Emperor Minilk II in 1907 (Bahiru, 1991 cited in Henok, 2018). Since then, the Ethiopian civil service system has undergone several reforms on various fronts. Four different reforms have been implemented to improve the performance of the public service but still, now the public sector efficiency problem is not resolved which creates poor service quality in turn this brings citizen dissatisfaction. The public service delivery trend of the Ethiopian public sector can be regarded currently as inefficient. More specifically, it is considered time-consuming, incompetent, costly, non-dynamic, and non-responsive. The public sector is under the political interest of the ruling government which makes the sector inefficient and causes employees` job dissatisfaction. It is classified as a state-centered society ruled by a single ruling party. The party frequently makes

central decisions and only passes these decisions down for execution to various layers of the government sector administrative hierarchy (Gelaye, 2018).

In Addis Ababa city administration public service characteristics are not different from other public services in the country. But to some extent, it is different from other regions because the city is Ethiopia's capital and Africa's diplomatic center, represents more than 130 years of historical development that contributes to its current social and economic characteristics. The city is in the center of the country has become a resident place for people from different backgrounds and geographical origins. It serves as political capital and the biggest business center in the nation. Addis Ababa is one of the self-governing chartered cities with the status of a particular unique autonomous city under the national federal government structure. The city is divided into 11 sub-cities called Kifle-Ketemas and 118 Woredas. Lideta sub-city is one of them and is located in the central-western area of the city near the center. Its coordinates 90°41.76`N and 38°44`3.84`E and borders with the districts of Addis Ketema, Arada, Kirkos, Nifas Silk-Lafto, and Kolfe Keranio (<https://en.wikipedia.org>). It is a highly populated sub-city in the administration which is 265,286 (Central Statistical Agency, 2019). The administration holds a total of 4,251 workers who are working in both woreda and different sub-city offices (The civil service was characterized by high employee turnover, absenteeism, poor service delivery, and inefficiency (Henok, 2018). The city administration is under take different reform program which is part of a federal public service reform program to improve public service delivery and capacity of employees in the sector. Similarly, the reform program was corrupted by the ruling party's political interest and could not get the biggest attention from politically assigned leaders (Worku, 2019). However, the skill and capabilities of leaders in different offices in the sub-city administration are not compatible with what the public service needs. The relationship between managers and subordinates in the administration is not good, their work communication is bad and employee's performance appraisal system lost its reliability and accuracy which is not implemented properly. Generally, this study tries to find out the effect of determinants of job satisfaction, such as pay and benefit, working environment, promotion opportunity, and relation with supervisor Trust in leaders, sex, age, education level, work position, and work experience on employees at lideta sub-city administration.

### **1.3. Statement of the problem**

Governments worldwide, particularly those in developing regions, face difficult problems in improving the performance of public sector service delivery. This research study tries to find out determinants of employee's job satisfaction in lideta sub-city administration. Satisfaction of employees in the present day implies employee performance in any organization. Different articles and journals on employee's job satisfaction show that it influences employee's job performance which is important to increase employee's productivity at work place. If satisfied workers have existed in the organization it may create high productivity, efficiency, goals, and objectives are addressed, high profit recorded in the organization. Especially, appraisal of employee's performance and measurement and feedback correspond to employee satisfaction, while greater levels of employee satisfaction further contribute to their higher achievements and better performance (Milica Jaksic and Milos Jaksic, 2013). The performance of the organization is the outcome of the association between human resource management practices and employee satisfaction. The relationship between job satisfaction and employee management is broad and clear in the area of human resource management and has a wide effect on every aspect of operational efficiency. It can be concluded that all human resource management practices, operational and strategic, have a significant influence on staff satisfaction. However, Managers in the organization mainly focus on improving employee's performance and their satisfaction at work place and creating the highest effect to change organization goals and success. Different studies in the world on organization and environmental determinant factors of job satisfaction can bring pay raise, promotion, skill development, the opportunity for improvement, training, and development and recognition to employees in the organization. In addition to this others, dimensions are directly or indirectly affect the level of employee's job satisfaction among this equipment and resources, physical space, environment condition, relation with co-workers, performance appraisal, and organizational climate. In addition to this personal characteristics of age, education level, gender, and work experience also affect employee's job satisfaction. According to Aamodt (2010) mentioned Different studies indicate that those individuals who feel comfortable with their coworkers and managers will be more satisfied at work. Satisfaction with supervisors and co-workers was directly linked to the commitment of the organization and the team, which, in turn, resulted in higher job performance, lower turnover intentions, and a greater willingness to assist. In contrast to this he states that when workers are unhappy or not loyal to

the organization, they are more likely to quit their jobs than comfortable or committed employees. Additionally, Alemu and Getnet's (2017) research results found that the transformational leadership style has a positive impact on some public University employee`s job satisfaction.

According to Ellickson & Logsdon's (2001) study found out that Job satisfaction among municipal public servants is significantly affected by attitudes of employee satisfaction with career development, pay, and marginal benefits. In specific, promotional opportunities—the second most powerful key indicator of job satisfaction among employees. Several studies on job satisfaction in Ethiopia had been focused on the private sector and government corporation, healthy and education sectors but study in other public sectors has been limited. Additionally, different studies have been focusing on determinants of job satisfaction in the city administration were used job characteristic factors (for example, Fassil, 2016) and Environment factors, such as working environment, salary and benefit, and promotion opportunity. Though, this study used additional factors like relation with supervisor and trust in leader. Moreover, organizational and Environmental dimensions were not studied in both private and public sectors employees in Ethiopia. Generally this research study focused on Environmental factors (working environment, pay and benefit, promotion opportunity, relation with supervisor, and Trust in leaders) and demographic variables (sex, age, education level, work position, and work experience) of job satisfaction determinants in lideta sub-city administration.

#### **1.4. Research question**

##### **1.4.1. Basic research question**

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

##### **1.4.2. Sub research Questions**

1. How pay and benefits influence employees` Job satisfaction?
2. Does the work environment influence employees` Job satisfaction?
3. Does promotion opportunity influence employees` Job satisfaction?
4. Does the relation with Supervisor influence employees` job satisfaction?

5. Does trust in a leader has influence employees` job satisfaction?
6. Do demographic variables (sex, age, education level, work position, work experience) influence job satisfaction?

## **1.5. Objective Of The Study**

### **1.5.1. General objective**

The main purpose of this study to examine the level of employee satisfaction on the dimensions of pay and benefit, promotion opportunity, relation with supervisor, Trust in leaders, and working environment in lideta sub-city administration.

### **1.5.2. Specific objectives**

- To identify the influence of salary and benefits on job satisfaction in Lideta sub-city administration employees.
- To examine the influence of work environment on job satisfaction in Lideta sub-city administration employees.
- To examine if promotion influences job satisfaction in Lideta sub-city administration employees.
- To identify the relation among staffs and managers affect job satisfaction in Lideta sub-city administration employees.
- To find out the effect of trust in leaders on job satisfaction of employees in Lideta sub-city administration
- To examine the effect of demographic variables (sex, age, education level, work position, work experience) on job satisfaction of employees in Lideta sub-city administration.

## **1.6. HYPOTHESIS**

**H<sub>1</sub>**: Pay and benefit has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.

**H<sub>2</sub>**: working environment has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.

**H<sub>3</sub>**: promotion opportunity has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.

**H<sub>4</sub>**: Relation with Supervisors has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.

**H<sub>5</sub>**: trust in the leader has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.

**H<sub>6</sub>**: There is a statistically significant mean difference between male and female in relation to job satisfaction in Lideta sub-city administration

**H<sub>7</sub>**: There is a statistically significant mean difference between Age groups in relation to job satisfaction in Lideta sub-city administration

**H<sub>8</sub>**: There is a statistically significant mean difference between the five educational groups in relation to Job satisfaction in lideta sub-city administration

**H<sub>9</sub>**: There is a statistically significant mean difference between the work experience groups in relation to job satisfaction in lideta sub-city administration.

**H<sub>10</sub>**: There is a statistically significant mean difference between supervisor and non-supervisor in relation to Job satisfaction in Lideta sub-city administration

### **1.7. Justification of the study**

This study finds out the level of different determinants of employee`s job satisfaction in the public sector especially, in lideta sub-city administration; several studies have been made on the problem in the private sector organization. These studies show that how Pay and benefit, working environment, promotion opportunity, supervisor, and Trust in leaders are determining the job satisfaction of employees in lideta sub-city administration. Employee satisfaction comes from the structure leading to pay, incentive, and promotion changes. Employee job satisfaction has become an important issue in the world whether the organization small or big. To determine the satisfaction level of employees both job and organizational characteristics are assessed very carefully in any organization. So many researches have been made by different organizational science researchers on employee`s related issues. The outcome of any organization is directly related to employee`s job satisfaction and individual performance. Without making improvements on employee`s job satisfaction human resource management practices are useless

to improve individual performance which is crucial to change productivity, performance, and efficiency in the organization. Employee's perceptions of motivational practices in the organization such as promotion opportunities, pay, and fringe benefits have a significant influence on the job satisfaction of government employees (Ellickson and Rogsdon, 2001). They also investigate among psychological climate dimensions departmental pride and social relation in the work place have resulted from high job satisfaction in municipal employees. According to Ndegwa and Minja (2018) states that work environment, work conditions, job security, and leadership style have positive relationships with the job satisfaction of employees in the public sector. Alemu and Getenet (2017) found out that Academic staff job satisfaction was influenced by leadership behaviors of leaders. Employees' level of job satisfaction has a positive relation with remuneration and fringe benefits and leadership effectiveness but unmet job expectation and workload are negatively correlated (Timkete, 2018). In Ethiopia, the municipal employee's job satisfaction has not been studied very well like that of private or other public sectors such as education and the Healthy area. Especially, in Addis Ababa city-administration public sector there is a gap to study determinants of employees' job satisfaction. This study tries to find out major job and organizational factors as well as individual characteristics that may have an impact on employees' job satisfaction in lideta sub-city administration.

### **1.8. Significance of the study**

This study is trying to identifying the relationship between job satisfaction determinant factors and employee's job satisfaction in Lideta sub-city administration. Due to this, the administration gets important information about the determinants of employee's job satisfaction and it uses as a base for improving the status of job satisfaction level in the administration. The findings of the result will used as a reference to other service organizations, especially, to public sectors in another place in the country. The purpose of this study will assist the administration in the process of improving service delivery by identifying the variables that could bring employee job satisfaction. The results of the study will expect to benefit the city administration by advising leaders to make a review of the current determinants of employee's job satisfaction levels. It is also give added value to researchers in the area of job satisfaction and helping them doing further studies on the same area.

### **1.9. Scope of the study**

Determinants of job satisfaction of employees are very wide issues and difficult to cover within a given period. This research was focused on the determinants of job satisfaction (pay and benefit, working environment, promotion opportunity, and relation with supervisor, and Trust in leaders) at Lideta sub-city administration. This area of research location was purposely selected to facilitate the data collection process and to manage the research undertaken with the available time and resources. It will help the researcher to stay focused and get quality data cop up with the available time and other resource limitations.

### **1.10. Limitation of the study**

The primary limitation of the study is time limitations, and this study is not included school staff and health sector staff in the sub-city. Another drawback of the study will be the respondent's inability to provide accurate information and very busy employees will not have to take the time to try and support by providing friendly answers. Additionally, the researcher experience and knowledge was affected the result of the study. There is lack of secondary data and previous studies on the area in Ethiopia.

### **1.11. Organization of the Study**

The study is divided into six chapters. Chapter one deals with an introduction that encompasses the background of the study, statement of the problem, research questions, the objective of the study, hypothesis, justification of the study, significance of the study, the scope of the study, limitation of the study as well as the organization of the study. The second chapter is devoted to a review of related literature on job satisfaction. This section focuses on the theoretical, empirical, conceptual framework and research gap of the topic under consideration. The third chapter was discussed Methodology which includes research approach, research design, research method, and ethical consideration. The fourth chapter is namely the Result and Analysis, it is carefully diagnosed the data collected through a questionnaire. The fifth chapter is Discussion deals with discussed with other findings. Finally, Six Chapter deals with a summary of findings, conclusions, and recommendations by the researcher based on the outcomes of the overall study.

## **CHAPTER TWO**

### **2. RELATED REVIEW OF LITERATURE**

#### **Introduction**

Job satisfaction of employees in the public organization changes public service delivery and creates good governance which has an effect on citizen trust in government work. This problem has been studied by different organizational and psychological scholars for a long time but still, it is a very important issue in public and private organizations. This chapter reviews both theoretical and empirical literature on job satisfaction.

#### **2.1. Review of theoretical literature**

##### **2.1.1. Job satisfaction definition**

The concept of job satisfaction has been developed by several scholars and researcher in different ways most of the time the definition of job satisfaction which is widely used in different organization is given by Robbins & Judge (2013) defined job satisfaction as a positive feeling about the job that comes from the evaluation of jobs. Vroom's definition of job satisfaction relies heavily on the employee's role in the workplace. As a result, he describes job satisfaction as affective orientations on the part of employees toward the work roles that they currently occupy (Vroom, 1964). It is also individual perception about his /her job comes from the difference between the expected outcome and the real outcome of jobs. Additionally, the term job satisfaction describes employee's sense and attitude about their jobs. The degree of satisfaction is explained into two extremes which are extreme Negative satisfaction and extreme positive satisfaction. (Armstrong, 2014) in his handbook of human resource management practice defined job satisfaction as people's feeling and attitude towards their work. He also mentioned the satisfaction of employees is the result of a positive and favorable attitude toward the job and job dissatisfaction is the consequence of a Negative and unfavorable attitude. According to Ivancevich et al ( 2013), the level of both intrinsic and extrinsic outcome determine individual job satisfaction and how he/she views the outcomes. They also state that each individual has a different value to the outcomes. The types of individual work value are determined by his/her education and work experience with work including intrinsic outcome. Employee satisfaction in

any organization has the most important effect on its performance. When one individual likes his/or her job very much then he/her will have greater job satisfaction. This satisfaction makes employee productivity increase and the collection of individual productivity can create huge success in the workplace. So managers in any organization give greater attention to factors that make employee satisfaction increase. Therefore, organizations should facilitate a good working environment for their employees would be perceived when they are gate reward, promotion, and benefit for their success within the organization. If satisfied employees existed in any organization then they will create stability in the workplace, developing co-workers' relationships, and encouraging a working environment to be formed. Due to this organization productivity and profitability is becoming increase, good supervisor and sub ordinate relationship improve, and employee's turnover decreased and absenteeism become decrease.

## **2.1.2. Job satisfaction theoretical framework**

### **2.1.2.1. Herzberg's two-factor model**

In 1959, Fredrick Herzberg proposed this theory. According to Herzberg, some job factors cause satisfaction while others cause dissatisfaction. These factors are classified as Hygiene factors and Motivational factors by Herzberg. Dissatisfies or maintenance factors are job factors whose absence at work causes dissatisfaction. According to Armstrong, (2014) mentioned the two factors model of motivation was based on an investigation into the source of job satisfaction and dissatisfaction of employees. This model established two factors that affect employee satisfaction and dissatisfaction. The motivating factors (satisfiers) related to the job itself which including the need for achievement, the interest of the work, responsibility (accountability), and chances for advancement. He generalized these factors by the phrase called 'motivation by the work itself'. On the other way, the hygiene factors emanate from the context of the job which including pay and working condition. Employees expect hygiene factors to fulfill their physiological needs. Pay - Pay should be acceptable and proportional to the employee's work. It must be able to compete in comparison to others in the same industry Ndegwa and Minja (2018). These factors are neither satisfied nor motivate but they serve to protect of job dissatisfaction of employees. Inadequate pay in the organization may cause dissatisfaction but pay itself cannot be cause for job satisfaction?

### **2.1.2.2. Maslow's hierarchy of needs**

Maslow developed the most known classification of need in 1954 (Armstrong, 2014). Maslow suggested that five hierarchical categories apply to people in general. The hierarchy of needs starting from physiological needs and moving to a hierarchy of safety, social, and esteem needs respectively. The previous needs of hierarchy lead to the final need of self-fulfillment. According to Armstrong, (2014), the final stage of the need for self-actualization cannot be satisfied because Human wants are unlimited. He also mentioned unsatisfied needs are the real cause of individual motivation. And the highest need is the immediate motivator of individual behavior. If peoples move from lower hierarchy to higher one step by step we can say that psychological development takes place but the progress of psychological needs does not always need step by step movement. If the previously satisfied need exist then an individual can return to it.

Maslow's hierarchy of needs

1. Physiological needs:- these are the need for basic things (oxygen food, water)
2. Safety: The need to secure from danger, need for protection from the possibility of harm or injury
3. Social need: the need for sentiments, love, and trust as an attachment to a group
4. Esteem need: the need to have high appreciation from others, recognition from somebody, the need to have security, the need to have self-respect (self-esteem),
5. Self-fulfillment:- the need to establish (grow) latent qualities or abilities that may be developed and lead to the future success of usefulness, to become what an individual believes having the ability to become.

### **2.1.2.3. The expectancy theory of motivation**

The expectancy theory motivation as anticipated by vroom (1964) has been completed by Lawler and Dorman (1967, 1983) to state that satisfaction is a result of great accomplishment. In straightforward terms, the researchers are proposing that the relationship between people's behavior at work and their objectives was not basic as described by most social researchers. It implies that motivation will be high when individuals know what they must do in arrange to wish to compensate expect that they will be able to encourage the reward and anticipate that

remunerate will be beneficial. The concept of expectancy was originally incorporated in the vacancy instrumentality. Expectancy theory was created by Vroom in 1964 (Armstrong, 2014). But individuals are regularly granted new conditions because of changes in jobs, payment system, or working conditions forced by management. If experience is inefficient to indicate the change then motivation will be decreased. He also defined motivation as a procedure controlling choices from alternative activities. In his see, most behaviors are considered to be lower the deliberate control of the workers and thus are influenced. To get it expectation hypothesis, it is essential to characterize the terms of hypothesis and clarify how they work (Ivancevich et al., 2013).

#### **2.1.2.4. Equity theory**

Equity theory as characterized by Adams (1965) is concerned with the recognition individuals have around how they are being treated as compared with others. He proposed that workers evaluate the reasonableness or something else of their rewards (results) in connection to their exertion or capabilities which they do by comparing their claim input /output proportion against that of other people. In case input /output proportion is seen to be unpromising, they will feel that there's compensation imbalance. Equity theory clarifies as it were one viewpoint of the forms of inspiration and work fulfillment, to spite of the fact that it may be noteworthy in terms of resolve and conceivably of performance (Armstrong, 2014). This hypothesis of inspiration is based on the assumption that people are influenced by a want to be equally treated of work. The person works in trade for rewards from the organization (Ivancevich et al., 2014).

## **2.2. Determinants of job satisfaction**

### **2.2.1. Pay and Benefit**

According to Jitendra (2013), this is the most critical aspect of employee job satisfaction. Benefits are the sum of money that a worker expects to receive from his or her job. Employees should be satisfied with attractive pay packages, and they should be satisfied when comparing their salaries and bonuses to those of external parties working in the same industry. Obtaining fair and equitable rewards provides a sense of accomplishment. This category may include the following points: Salaries or wages, Bonuses, and incentives. For retention and turnover, salary and benefits are very important tools. It also tends to motivate an employee who is committed to

the organization and enhances either attraction or retention. By considering these points this research hypothesized that:

**H<sub>1</sub>: Pay and benefit has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration**

### **2.2.2. Working environment and job satisfaction**

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

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

**H<sub>2</sub>: working environment has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.**

### **2.2.3. Promotion opportunity and job satisfaction**

Promotion can be given as an important success in the life of employees. It can create opportunities for high pay, responsibility authority, freedom, and status. So, a chance for promotion causes to occur job satisfaction to employees (Sageer et al., 2012). Promotion is one of the extrinsic motivator factors for employee job satisfaction. To increase employee's motivation and satisfaction organizations should give growth opportunities to their workers. To attract and retain workers in the organization promotion practice is implementing by a manager that makes employees increase work performance. It is a mechanism to meet the operational goals and objectives of an organization. Promotions are basic features of an employee's life. Both private and public institutions are using promotion as a means of reward for increase worker's performance and productivity. Without an employee's acceptance promotion by itself cannot be a useful compensation method. Different scholars define promotion in several ways but they agree on it is a shifting of an individual to the better significance and high compensation level of jobs. According to Ehsan Malik et al ( 2012) fund out that promotion has an influence on job satisfaction but the effect is not significant. Additionally, Tania et al (2019) study show that there is a weak positive relationship between promotion and employee's job satisfaction that means the level of satisfaction of employees is not significantly increase where they get a promotion. They also suggested that only promotion by itself cannot increase employee job satisfaction. So organizations should consider others factors with it. But in contrast to this study promotion of employees have a positive significant impact on employee`s job satisfaction and their commitment to public Hospital in River state Nigeria (Ogini, 2020). Generally, in the public sector creating promotion opportunity to employees bring satisfaction, increase employees performance, commitment and service quality.

**H<sub>3</sub>: promotion opportunity has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.**

#### **2.2.4. Supervisor and job satisfaction**

Employee`s job satisfaction is determined by their perception of immediate supervisors in the organization. Supervisors are first-line managers they have a chance to change individual performance to ward organization mission and goals which is the final mission of any managers in the organization. In the public sector, a good relationship between supervisors and employees plays a great role to accomplish service delivery goals and objectives. According to Robbins & Judge (2013), there is a cognitive, affective, and behavioral attitude of employees to ward supervisors. He also mentioned that People have generally been more satisfied at work as a whole, the work itself, and their supervisors and work colleagues than they have been with their employee compensation opportunities. Supervisory support is one of the extrinsic factors of motivation in Herzberg`s two factors theory. A good relationship between managers and employees makes employees feel satisfaction in their jobs. According to Armstrong (2014) quality of supervision made by supervisors is the most important determinant of worker satisfaction. Both coworkers and supervisors have a significant influence on individual job satisfaction within the workplace. High job satisfaction is the result of a cooperative and supportive relationship between co-workers and supervisors. If supervisors in the organization provide support and cooperation then workers will have a high level of satisfaction. This in turn brings high organizational commitment and success in terms of goals and high service quality. The relationship between managers and employees is not good can enhance employee turnover. That means employee turnover decisions are directly impacted by employee's relationships with their supervisors(Jr Carl P. Maertz et al., 2007). According to Herzberg et al (1957) cited by Vann & Velcova (2017), positive supervisory behavior leads to worker's job satisfaction. Employee`s job satisfaction also bring good relationship, motivation, and performance in the organization. they also found out that there is a significant relationship persisted between employee`s job satisfaction and their perception of supervisory support. If employees have high supervisor support then they may not feel all in all satisfaction about their jobs. On the other way if employees have low supervisory support they will have dissatisfaction with their jobs. So organizations should be building a positive supervisory environment for employees (Baloyi et al., 2014).

**H<sub>4</sub>: Relation with Supervisors has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.**

#### **2.2.5. Trust in leaders and job satisfaction**

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

**H<sub>5</sub>: trust in the leader has positive and significant effect on employee`s job satisfaction in Lideta sub-city administration.**

#### **2.2.6. Gender and job satisfaction**

Many researchers argue that individual characteristics help to regulate the relationship between environmental factors and job satisfaction and that they should thus be included as control variables in studies (Ellickson and Logsdon, 2001). Different studies show that Gender has an insignificant effect on the job satisfaction of employees but in return for this some studies proved male workers are more satisfied than a female with their work. However, some studies mentioned there was no relationship at all between sex and overall job satisfaction (for example, Ting (1996), Ellickson and Logsdon 2001). Timkete's (2018) study in Abay Bank shows that there was little difference in job satisfaction between male and female employees. Additionally Fassil's (2016) study on job satisfaction and its determinant in Ethiopia: evidence from

government employees in Addis Ababa shows that women in most cases are more satisfied with their job than men.

**H<sub>6</sub>: There is a statistically significant mean difference between male and female in relation to job satisfaction in Lideta sub-city administration**

### **2.2.7. Age and job satisfaction**

Employee Age is another potential predictor of job satisfaction that has been extensively researched in the literature. According to studies based on life cycles and work stages, the determinants of job satisfaction differ depending on the stage of the career. Even though numerous studies have been conducted to investigate the relationship between age and job satisfaction, the findings are contradictory ( Abdulla, 2009). According to Lee & Wilbur (1985) study result shows that total job satisfaction increase as employees` Age. As they get older, civil servants are more likely to adjust the expectations of their organizations, and if they are dissatisfied with their jobs, they may decide to leave them in the long run (X. Yang & Wang, 2013). However several studies have mentioned a positive relationship between Age and job satisfaction (for example Ellickson and Logsdon, 2001, Ting, 1996) but Yang and Wang (2013) study found that Age and job satisfaction had a negative relationship among civil servants in China. In the context of public service in Ethiopia Age and job satisfaction have an inverted U-shape relationship. That is, as one gets older, the job satisfaction index raises initially, peaks, and then falls (Fasil, ECSU proceedings, 2016)

**H<sub>7</sub>: There is a statistically significant mean difference between Age groups in relation to job satisfaction in Lideta sub-city administration**

### **2.2.8. Education level and job satisfaction**

The level of education is another common individual factor that has been studied. Indeed, research into the relationship between education level and job satisfaction has produced contradictory results. Some researchers discovered a positive link between education level and job satisfaction, while others discovered a negative link. In developing regions like Africa Higher levels of education are typically associated with higher pay and more prestigious jobs, so most people anticipate that academic achievement will be positively related to job satisfaction. According to Yang and Wang's (2013) study on determinants of job satisfaction in China, Civil

service employees show a negative relationship between educational attainment and job satisfaction. Moreover, Abdulla (2009) study investigated there are no substantial variations in job satisfaction of employees with varying educational levels in Dubai police officers. This would imply that the educational level of employees has no real effect on their perceptions. But in the context of Ethiopian public service employees, the most educated and the least educated are less satisfied than the averagely educated (Fasil, ECSU proceedings, 2016).

**H<sub>8</sub>: There is a statistically significant mean difference between the five educational groups in relation to Job satisfaction in lideta sub-city administration.**

### **2.2.9. Year of experience and job satisfaction**

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

**H<sub>9</sub>: There is a statistically significant mean difference between the work experience groups in relation to job satisfaction in lideta sub-city administration.**

### **2.2.10. Job level or position**

The job position implies the organizational structure of jobs, most of the time it includes managerial/supervisory level or non-managerial/supervisory levels. In lideta sub-city administration the level of non-managerial jobs incorporates team leaders, activity coordinators (supervisory employees), and officers (non-supervisory employees). Different studies show that a higher level of jobs provides more satisfaction compared to lower levels. According to Robie et al (1998) mentioned that higher-level jobs tend to be more complex and have better working conditions, pay, promotion, prospects, supervision, autonomy, and responsibility. They also mentioned most researchers have found that job satisfaction increases as the level of the job

increases within an organizational structure. Their meta-analysis study concludes that as the job level increased so did job satisfaction. Additionally, Abdulla's (2009) study shows that there is a significant difference in GJS between managerial and non-managerial positions.

**H<sub>10</sub>: There is a statistically significant mean difference between supervisor and non-supervisor in relation to Job satisfaction in Lideta sub-city administration**

### **2.3. Review of Empirical studies**

Many types of research have been studied on job, organization, and demographic determinant factors of job satisfaction in both private and public sectors of employees. In this study, some empirical studies highly related to the problem are included as follows.

Abdulla et al (2011) study results reveal that environmental factors are most predictors of job satisfaction than demographic factors. These researchers find that salary and incentives are the most crucial determinants of job satisfaction in the United Arab Emirates. Yang and Wang's (2013) study in China civil service shows that Salary, confidence in career advancement, work environment safety, relationships with coworkers, age, and education all have statistically significant effects on job satisfaction. According to (Bola, 2012) study found out that organizational commitment among public University employees in Nigeria was increased by many factors which include the guaranteed tenure of employment, structured disengagement procedure, regular pay, academic freedom, and training and development. Ellickson and Logsdon (2001) study found out that job satisfaction of municipal government employees is significantly influenced by perception of employee satisfaction with promotional opportunities, pay, and fringe benefits and they mentioned that equitable workload distribution also have significantly and positively affect employees job satisfaction. According to Shah et al., (2018) study was made in three countries in Asia Health sector found that employee empowerment and compensation is crucial and strong predictor for job satisfaction. Ndegwa and Minja (2018) critically examine determinants of employee job satisfaction among county Government Enforcement officers in Kenya and they finding imply that work environment, work condition, job security, and leadership styles are ensuring workers were satisfied with their jobs and they research to conclude that supportive, concerned, and deliberated leadership style will ensure job satisfaction among employees. (Timkete, 2018) empirically investigates the top most

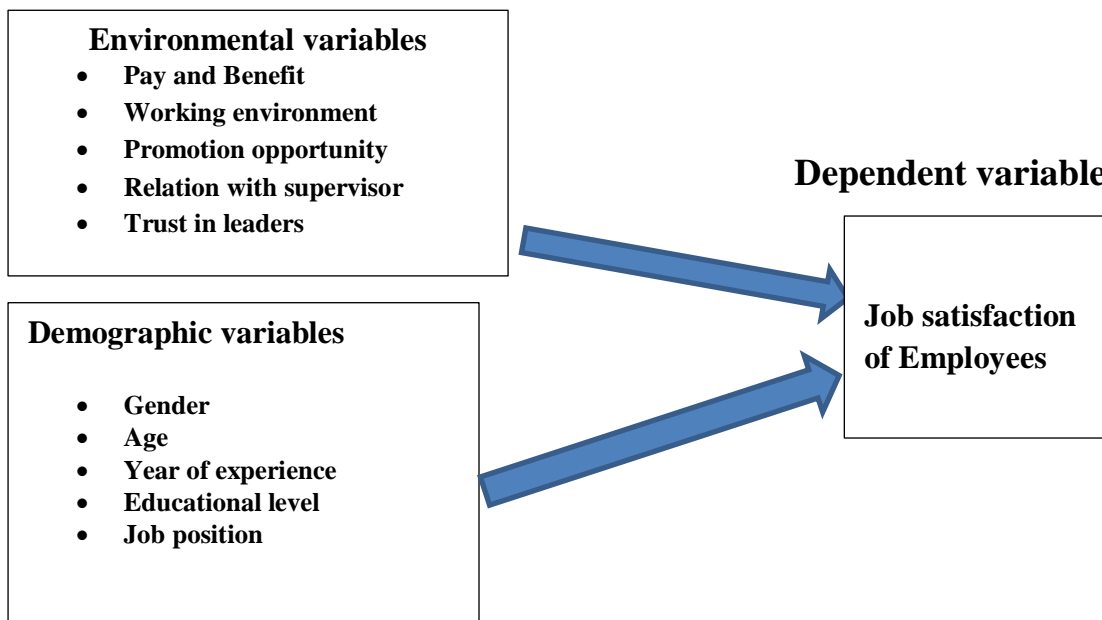
determinants of job satisfaction among employees of Abay Bank. These study findings entail that Remuneration and fringe benefits and effectiveness of leaders are found to be positively related to employees` level of job satisfaction but unmet job expectation and workload are negatively correlated. In addition to this, she also found out that leadership style and workload are significant factors influencing job satisfaction in Abay Bank. Mehari and Premanandam (2017) analysis on job satisfaction factors in Ethiopia selected public and private sectors in Woldia district shows that public organization workers are less satisfied in their jobs than private employees in terms of pay and promotion. According to Getachew (2020) study concluded that promotion opportunity, supervision, nature of job, payment and working environment had significant effect on employees in Debre Markos Town public organizations. In addition to this study made by Fassil (2016) stated that a good working environment produces higher levels of job satisfaction and salary does not significantly affect overall Job satisfaction.

#### 2.4. Conceptual frame work

The findings of the study were analyzed follow this conceptual framework.

##### Independent variables

Figure 2.1: Conceptual Framework



(Job satisfaction model adapted from Jassem Mohammed Abdulla (2009))

**Table 2-1: Definitions of Variables Used to Measure Job Satisfaction of Employees**

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

(Source: Own conceptualization based on the literature review)

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **Introduction**

This chapter is concerned with the conceptual framework within which the research was carried out. This includes the research approach and design, target population, sample size determination, data collection method, instrument and measurement of variables, data analysis method, validity and reliability test, ethical considerations, and model formulation.

#### **3.1. Research approach**

The research approach is a method of investigation in which the investigator implements investigative strategies such as surveys and experiments to gather data on predetermined instruments that yield statistical data (Creswell, 2014). He also stated that Variables are can be easily measured or counted and analyzed using statistical procedures to determine whether it is possible to generalize the study findings to the general population. Because this research study involves the collection and analysis of quantitative data, its quantitative method was used to answer the research questions. In this study, a quantitative approach was used to test the determinants-job satisfaction relationship using cross-sectional data from administration employees.

##### **3.1.1. Quantitative Research Methodology**

The quantitative method, on the other hand, emphasizes the collection of numerical data to measure and test hypothesized or causal relationships between variables. The collected data can be easily evaluated or recorded and analyzed statistically to decide whether the study findings can be generalized to the general population (Creswell, 2014).

#### **3.2. Research Design**

According to Kumar, (2011) research design is a study plan structure and approach to solving research problems. This study uses an Explanatory research type which is attempts to clarify how determinant factors affect employee job satisfaction. The explanatory research design was appropriate for this study because the study's goal is to produce an accurate explanation of the

determinants and job satisfaction among Lideta sub-city employees. In this study, there were five independent variables: pay and benefits, working environment, promotion opportunity, relationship with supervisor, and trust in leaders. In addition to this, the regression method is used to know the cause and effect relationship between variables. To know the relationship between the determinant factors and job satisfaction the study used person correlation. These regression, correlation, and Explanatory methods of studies are important for explaining the relationship of phenomena (Kumar, 2011).

### **3.3. Research method**

#### **3.3.1. Total Population of the study**

This study was used the target population including employees in lideta sub-city administration different offices at the sub-city level and five woreda districts. The total population of the study is 1118 employees are working in sub-city in selected offices and woreda districts. Comprising various sectors such as the culture and tourism Office, the Micro and Small-scale Enterprise Office, dray waste cleaning management office, finance office, and the public service Offices are selected randomly.

#### **3.3.2. Sampling Technique and Procedure**

In this study, it is difficult to take the whole population as a sample. Because there is time limitation and high cost. So sampling makes the study to become feasible. The way of selecting sampling is an important method to the accuracy of findings (Kumar, 2011). In this study, the sampling was selected by unrestricted sampling technique of probability sampling (simple random sampling) and stratified sampling was used to select the sample from five woredas district. The total size of the population study is 1118. The sample size determination for the study was based on Taro Yamane's a simplified formula to calculate sample sizes. As stated by Yamane for a 95% confidence level and  $p=0.5$ . The size of the sample should be:

$$n = \frac{N}{1 + Ne^2}$$

Where, N is total population= 1118 e is the level of error term= 0.05

n= sample drawn from the population

$$n = \frac{1118}{1 + 1118 \times (0.05)^2} = \frac{1118}{1 + 2.795} = \frac{1118}{3.795} = 295$$

Table (3.1) shows that the total population and sample size which was taken by using stratified sampling technique.

**Table 3. 1: the sample size of each sector**

Sector	Population/ strata	Proportion	Sample size
Sub city	276	24.7%	73
Woreda 2	159	14.22%	42
Woreda 3	170	15.20%	45
Woreda 5	178	15.92%	47
Woreda 7	164	14.67%	43
Woreda 10	171	15.29%	45
<b>Total</b>	<b>1118</b>	<b>100%</b>	<b>295</b>

(Source: Lideta sub-city public service and human development office report (November 2013 E.C)

### **3.4. Method of Data collection**

This study is going to be used a structured close-ended self-administered questionnaire which is designed to collect quantitative data. The essential version of the questionnaire was arranged in English. To avoid conception gaps, the questionnaire was first converted into the domestic language of Ethiopia (Amharic) by translators, who are fluent in both languages. Before the questionnaire was distributed, the questionnaire was also pilot tested using 60 people from offices of Lideta sub-city administration and woreda district. The structured questionnaire is a mixture which includes General job satisfaction survey developed by Hackman and Oldham (1975) which is used to measure personnel affective reactions of the individual to their job and the study use different structured questionnaires for independent variables, such as

#### **3.4.1. Instrument and Measurement of Variables**

##### **General Job satisfaction**

To the variable General Job satisfaction, a structured questionnaire was constructed by Hackman and Oldham (1975). It has 5 items with a 7 point scale ranging from completely disagree to agree.

### **Pay and benefit**

To the variable pay and benefit structured questionnaire constructed by Abdulla (2009). It has 5 items with a 7 point scale ranging from completely disagree to agree completely.

### **Working environment**

The variable working environment questionnaires are constructed by Fatima (2014). It has 5 items with a 7 point scale ranging from completely disagree to agree completely.

### **Promotion opportunity**

Abdulla (2009) constructed a promotion opportunity questionnaire that has 6 items with a 7 point scale ranging from completely disagree to agree completely.

### **Relation with supervisor**

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

### **Trust in leader**

Trust in leaders structured questionnaires were constructed by Yang and Mossholder (2009). It has 5 items with a 7 point scale ranging from completely disagree to agree completely.

### **3.5. Method of Data Analysis**

This research aims to analyze the collected data by descriptive statistics. By using the descriptive statistics method the study will describe the meaning, standard deviation, percentage, and frequency distributions. To describe demographic characteristics and to compare mean between group variables the research was used descriptive statistic and one-way ANOVA and independent t-test respectively. Additionally, the study was used the multivariable regression analysis method to assess the cause and effect relationship between variables. The person correlation method was used to know the relationship between independent variables and dependent variables. To change the collected data into useful information the analysis was helped by a statistical package for social science (SPSS version 23).

### 3.6. Model Formulation and Specification

The researcher examined employee job satisfaction in the Lideta sub-city administration public sector using multiple linear regression models. Multiple regression indicates how much of the variations in the dependent variable can be explained by independent variables. It also indicates the relative importance of each independent variable. The independent variables are pay and benefits, working environment, promotion opportunities, relation with supervisor, and trust in leader, while the dependent variable is employee job satisfaction. As a result, the multiple regression model equation is:

$$\text{Model as EJS} = \beta_0 + \beta_1\text{PB} + \beta_2\text{WE} + \beta_3\text{PO} + \beta_4\text{RWS} + \beta_5\text{TL} + \beta_6\text{sex} + \beta_7\text{age} + \beta_8\text{edul} + \beta_9\text{wpo} + \beta_{10}\text{wexp} + \varepsilon$$

Where: EJS = Employee Job Satisfaction

$\beta_0$  = Constant

$\beta_1$  to  $\beta_{10}$  = Slope

PB = Payment and benefit

WE = Work Environment

PO = Promotion opportunity

RWS = Relation with Supervisor

TL = Trust in Leaders

Sex = gender of respondents

Age = age of respondents

EduL = education level

Wpo = work position

Wexp = work experience

$\varepsilon$  = Standard Error

### 3.7. Reliability of the study

The degree of consistency with which an instrument measures whatever it is supposed to measure is referred to as its reliability. The reliability of a scale shows how free it is from random error. A research tool is said to be reliable if it is consistent and stable, and thus predictable and accurate. Two frequently used indicators of a scale's reliability are test-retest reliability (also referred to as 'temporal stability') and internal consistency (Pallant, 2016). In this study to check the internal consistency of selected job satisfaction determinant variables, a pilot test was undertaken. Deferent scholar's studies on job satisfaction determinant factors do not reach an agreement on the acceptable level of reliability point. But most of them use Cronbach's alpha is 0.7 as the best acceptable level of reliability. However, because of the diversity of the constructs being measured, values as low as 0.7 can be expected when dealing with psychological constructs (e.g. Abdulla (2009) uses  $\alpha=0.6$  as a conventional standard for job satisfaction factors). Additionally, Pallant (2016) mentioned low Cronbach's alpha coefficients of scale are common to find for scale with fewer than ten items. So, this study uses  $\alpha= 0.7$  as a conventional standard for consistency reliability. In this study, analyzing Cronbach's alphas of the dimensions are discloses the extent to which the survey questions focus on the concept of satisfaction. As can be seen in Table (3.2) Cronbach's alpha analysis was implemented for individual factors/dimensions. For job satisfaction factors, the alpha coefficients ranged from 0.862 to 0.965. These outcomes show that each dimension score has acceptable internal consistency reliability, with factors above the conventional standard of 0.7 ( $\alpha$  range, 0.862 to 0.965).

**Table 3.2: Cronbach's Alpha Coefficients for Job Satisfaction**

	<b>Factors/Dimensions</b>	<b>No. of Items</b>	<b>Cronbach's Alpha (<math>\alpha</math>)</b>
Dimension 1	Pay and benefit	5	0.900
dimension 2	Working environment	5	0.872
Dimension 3	Promotion opportunity	5	0.862
Dimension 4	Relation with supervisor	7	0.926
Dimension 5	Trust in leaders	5	0.965

### **3.8. Validity of the study**

According to Kumar (2011) cited ` validity is defined as the degree to which the researcher has measured what he has set out to measure`. He also mentioned there are three types of validity measurement in quantitative research such as face and content validity, concurrent and predictive validity, and construct validity. This study was used the face validity method because it is easy to see the logical link between the questions and the objectives of the study. So based on the research advisor's response, the instrument applied in this study can represent the research problem.

### **3.9. Ethical consideration**

In this research study, areas relating to the ethical conduct of research such as informed consent, confidentiality, privacy, and anonymity have been maintained. According to Saunders et al., (2009), The norms or standards of behavior that guide moral decisions about our behavior and relationships with others are referred to as ethical norms or standards of behavior. Participants and respondents were provided with detailed information about the study's purpose and objectives so that they could make an informed decision about whether or not to participate. Moreover, all information regarding the uniqueness and personality of respondents was preserved with extreme confidentiality. Additionally, all information gathered will be used for the sole purpose of this research study.

This research was not affected by the self-interest of any party and was not carried out in a way that harms any party. The research questionnaire was distributed ethically which means before the distribution permission from the city administration was requested and the relevance and the usefulness of the research were justified. Additionally, the information was collected after the participants have got knowledge about the questionnaire and expressed their willingness. The study also avoids the possibility of causing harm to participants, such as discomfort, anxiety, harassment, and invasion of privacy. Generally, the study was undertaken free from individual biasness.

## CHAPTER FOUR

### 4. RESULT AND DISCUSSION

#### Introduction

This chapter focuses on the results of the analysis and the findings using descriptive and inferential statistics. This section has two subsections: the descriptive part and the inferential section. The descriptive has presented findings related to the overall demographic variables of respondents and the independent and dependent variables in the study area. The second section which is model output considers multiple linear regressions and tried to identify factors affecting the Job satisfaction of employees.

The 295 questionnaires were administered to employees by intercepting them at selected departments. However, of the total administered questionnaires, only 250 questionnaires were found to be usable and ready for analysis that is 84.7% of the response rate, while the remaining are incomplete or not returned.

#### 4.1. Demographic information of respondents

The age, gender, educational level, position, and experience of respondents were counted from the responded questionnaires and summarized in the table below. Table (4.1) below indicates that out of the total 250 respondents, the male respondents constitute 127 (50.8%) while female respondents are 123 (49.2%). Looking at the distribution of the respondents in terms of age, 122 (48.8%) of them fall in the age category of 30-39 followed by those in the age category of 18-29 with 86 respondents (34.4 %). Respondents who are in the age range of 40-55 covered 37 (14.8%) of the sample and the rest 5 (2%) are above 55 years old.

Bachelor's degree holders are accounted for 194 (77.6%) of the total respondents while 29 (11.6%) are diploma holders and 25 (10%) are post-graduate owners. Concerning respondent position, the majority of the respondents 175 (70%) were officers (non-supervisors) followed by supervisors 75(30%). In respect of work experience, 95 (38%) reported that they have worked for above 6 years, while 63 (25.2%) said that they have experience of between 1-3 years. Respondents who have work experience of 4-6 years and below 1 year followed by contributing 59 (23.6%) and 33 (13.2%) of the total respondents.

**Table 4.1: Demographic information of Respondents**

		Frequency	Percent
<b>sex of respondent</b>	Male	127	50.8
	Female	123	49.2
	Total	250	100.0
<b>age of respondent</b>	18-29	86	34.4
	30-39	122	48.8
	40-55	37	14.8
	>55	5	2.0
	Total	250	100.0
<b>the educational level of respondent</b>	12 and below	1	.4
	TVT certificate	1	.4
	TVT/college Diploma	29	11.6
	University First Degree	194	77.6
	University postgraduates	25	10.0
	Total	250	100.0
<b>Work position of respondents</b>	Supervisors	75	30.0
	Officer (non-supervisors)	175	70.0
	Total	250	100.0
<b>Respondents year of experience</b>	below 1 year	33	13.2
	1-3 years	63	25.2
	4-6 years	59	23.6
	above 6 years	95	38.0
	Total	250	100.0

(Source: Own survey, 2021)

#### 4.2. Respondent’s assessment of their perceived level

**Table 4.2: Job satisfaction**

no	Item	Dissatisfied(1-3)		Neutral (4)		Satisfied(5-7)	
		No	%	No	%	No	%
	<b>Job satisfaction item 1</b>	143	57.2	18	7.2	89	35.6
	<b>Job satisfaction item 2</b>	140	56	22	8.8	88	35.2
	<b>Job satisfaction item 3</b>	110	44	41	16.4	99	39.6
	<b>Job satisfaction item 4</b>	129	51.6	59	23.6	62	24.8
	<b>Job satisfaction item 5</b>	104	41.6	60	24	86	34.4
	<b>JS (average)</b>	125	50.06	40	16	85	33.94

(Source: Own survey, 2021)

The majority of respondents (57.2%, n=143) indicated that they were dissatisfied with their Job, whereas only 35.6% (n=89) of respondents satisfied. To determine the level of JS among the participants, an average value of the proportions of participants who responded as being satisfied with the statements in item1, item2, item3, item4, and item5 was obtained. Accordingly, 50.06% of respondents were dissatisfied with their job in general.

### 4.3. The Relationship between demographic Variables and JS

Hypothesis tests whether there are relationships between personal variables (independent variables) and JS (the dependent variable) by using bivariate analyses. Three personal variables and two work demographic variables were investigated and the findings differed among variables. In this study to investigate the effect of demographic variables on job satisfaction, the t-test and ANOVA tests were used.

**H<sub>6</sub>: There is a statistically significant mean difference between male and female in relation to Job satisfaction in Lideta sub-city administration**

Table (4.3) shows the result of Levene`s test for equality of variances. This test whether the variance (variation) scores for the two groups (Males and Females) is the same. The significance level for Levene`s test is 0.487, this is larger than 0.05. This means that the assumption of equal variance has not been violated. To know the effect size statistic the study used Eta squared.

$$\begin{aligned} \text{Eta squared} &= \frac{t^2}{t^2 + (N_1 + N_2 - 2)} \\ &= \frac{(0.805)^2}{(0.805)^2 + (127 + 123 - 2)} = \frac{0.648025}{248.648025} = 0.0026 \times 100 = 0.26\% \end{aligned}$$

An independent-samples t-test was conducted to compare the Job satisfaction scores for males and Females. There was no significant difference in scores for Males (m= 15.63, SD= 5.67) and Females (m= 15.07, SD= 5.27; t (250) =0.805, p=0.421 two-tailed). The magnitude of the differences in the means (mean difference = .55, 95% CI: -0.807 to 1.92) was very small (Eta squared = .0026, only 0.26% of the variance in Job satisfaction is explained by sex). As a result, the alternative hypothesis (H<sub>6</sub>) that there is a difference was rejected, and one can conclude that both males and females have the same total level of satisfaction.

**Table 4.3: The independent**

**Samples test between Sex and JS**

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS	Equal variances assumed	.484	.487	.805	248	.421	.55822	.69329	-.80727	1.92372
	Equal variances not assumed			.806	247.592	.421	.55822	.69249	-.80569	1.92214

**Table 4.4: The Relationship between Sex and JS**

Personal variable	No	Mean	S.D	T	Df	Sig.
Male	127	15.6346	5.67250	0.805	248	0.421
Female	123	15.0764	5.27441			

(Source: Own survey, 2021)

**H<sub>7</sub>: There is a statistically significant mean difference between Age groups in relation to Job satisfaction in Lideta sub-city administration**

One-way ANOVA was used to determine whether the JS means of between age group and JS. Table (4.4) helps to compare the mean value of respondent's age in terms of job satisfaction; the significance value (sig. = 0.167) shows that there is no significant difference between Age groups in terms of Job satisfaction. So the alternative hypothesis (H<sub>7</sub>) there is statistically significant difference was rejected.

**Table 4.5: the Relationship between Age and JS**

ANOVA

JS

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	152.015	3	50.672	1.704	.167
Within Groups	7315.745	246	29.739		
Total	7467.760	249			

(Source: Own survey, 2021)

**H<sub>3</sub>: There is a statistically significant mean difference between the five educational groups in relation to Job satisfaction in lideta sub-city administration**

ANOVA analysis was used to determine which of the five educational level groups differed significantly. Table (4.6) shows that there are no significant differences in JS across educational levels. Furthermore, Pearson's Correlation test revealed no significant relationship between educational levels and JS. As a result, the alternative hypothesis (H<sub>8</sub>) of differences was rejected, and one can conclude that there is no difference between levels of education and overall job satisfaction.

**Table 4.6: The Relationship between Educational Levels and JS**

Personal variable	No	Mean	S.D	F	df	Sig.
12 and below	1	15.800	-	<b>.849</b>	<b>249</b>	<b>.496</b>
TVT certificate	1	8.800	-			
TVT/college Diploma	29	16.379	5.99770			
University First Degree	194	15.128	5.47561			
University postgraduate	25	16.216	4.88157			

(Source: Own survey, 2021)

**H<sub>9</sub>: There is a statistically significant mean difference between the work experience groups in relation to job satisfaction in lideta sub-city administration.**

In this case, one-way ANOVA was used to compare the means JS between works experiences in the administration. The significance level result (sig. = 0.286) in the table (4.7) shows that there was no significant difference between an employee's work experience and general job satisfaction. As a result, the alternative hypothesis (H<sub>9</sub>) of differences was rejected, and one can conclude that there was no difference between levels of work experience and overall job satisfaction

**Table 4.7: The Relationship between Years of Experience and JS**

Personal variable	No	Mean	S.D	F	Df	Sig.
below 1 year	33	13.8121	5.23640	<b>1.267</b>	<b>249</b>	<b>.286</b>
1-3 years	63	15.4222	5.12050			
4-6 years	59	16.1220	5.06863			
above 6 years	95	15.3832	5.97959			

(Source: Own survey, 2021)

**H<sub>10</sub>: There is a statistically significant mean difference between supervisor and non-supervisor in relation to Job satisfaction in Lideta sub-city administration**

Table (4.8) shows the result of Levene`s test for equality of variances. This test whether the variance (variation) scores for the two groups (Males and Females) is the same. The significance level for Levene`s test is 0.390, this is larger than 0.05. This means that the assumption of equal variance has not been violated. To know the effect size statistic the study used Eta squared.

$$\begin{aligned} \text{Eta squared} &= \frac{t^2}{t^2 + (N_1 + N_2 - 2)} \\ &= \frac{(1.465)^2}{(1.465)^2 + (75 + 175 - 2)} = \frac{2.146225}{250.146225} = 0.0086 \times 100 = 0.86\% \end{aligned}$$

An independent-samples t-test was conducted to compare the Job satisfaction scores for males and Females. There was no significant difference in scores for Supervisor (m= 16.13, SD= 5.66) and non-supervisor (m= 15.02, SD= 5.37; t (250) =1.465, p=0.144 two-tailed). The magnitude of the differences in the means (mean difference = 1.10476, 95% CI: -0.380 to 2.89) was very small (Eta squared = .0086, only 0.86% of the variance in Job satisfaction is explained by work level). As a result, the alternative hypothesis (H<sub>10</sub>) that there is a difference was rejected, and one can conclude that both Supervisor and non-supervisor have the same total level of satisfaction.

**Table 4.8: The independent Samples test between Job Level and JS**

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
JS	.742	.390	1.465	248	.144	1.10476	.75408	-.38046	2.58998
			1.435	133.790	.154	1.10476	.76980	-.41779	2.62731

**Table 4.9: The Relationship between Job Level and JS**

Personal variable	No	Mean	S.D	F	df	Sig.
Supervisor	75	16.1333	5.66128	<b>0.742</b>	<b>248</b>	<b>.390</b>
Non-supervisor	175	15.0286	5.37768			

(Source: Own survey, 2021)

#### 4.4. The Relationship between Environmental Variables and JS

Determinant analysis of the job satisfaction scale revealed 27 items divided into five dimensions (environmental factors). The five determinants included pay and benefit, working environment, promotion opportunity, and relation with supervisor and Trust in a leader. A Pearson Correlation test was used to measure the correlation between each variable score and JS.

Correlation shows how the strength or the magnitude and direction of variables relationship with each other. The linear relationship between variables can be measured by correlation coefficient (r), which is commonly called as Pearson product-moment correlation. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. Pearson’s “r” mainly measures the data from the

interval or ratio level and is used to measure based on the deviation from the mean (Muluadam, 2015). To fit this assumption, the Likert scale data were transformed into continuous data.

The sign of a correlation coefficient (+ or -) indicates the direction of the variables that shows positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Pallant, 2016). The correlation analysis is conducted by using the Pearson method because this study used a linear model to identify the relationship between independent and dependent variables.

**Table 4.10: Pearson Correlation Coefficient Table**

Correlations											
	GJS	PB	WE	PO	RWS	TL	Sex	age	Educational level	Work position	experience
GJS	1										
PB	.785**	1									
WE	.828**	.789**	1								
PO	.655**	.662**	.614**	1							
RWS	.787**	.728**	.821**	.600**	1						
TL	.740**	.717**	.767**	.580**	.862**	1					
sex	-.051	-.082	-.021	-.033	-.099	-.038	1				
age	.133*	.051	.110	.189**	.054	.058	-.106	1			
educational level	.005	.056	.009	.024	.033	.022	-.288**	.038	1		
Work position	-.093	-.086	-.098	-.126*	-.059	-.059	.120	-.409**	-.384**	1	
experience	.069	.037	.080	.120	.061	.055	-.017	.474**	-.067	-.475**	1

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

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

**(Source: Own survey, 2021)**

The result of correlation analysis indicated in the table (4.10) shows that all independent variables are related and statistically significant at a significance level of 0.01 suggesting the strong relationship between the independent variables and Job satisfaction. The working environment is the most correlated variable with a coefficient of 0.828 suggesting that higher job satisfaction is due to good working environment conditions.

Relation with a supervisor is the next variable with the second higher correlation matrix with a correlation coefficient of 0.787 suggesting that the higher availability of job satisfaction

on a good relationship with immediate supervisor. The next variable with a high correlation coefficient (0.785) is pay and benefit. This implies that the magnitude of the correlation, the relationship of PB with JS is high with a positive significance. Trust in a leader (0.740) and Promotion opportunity (0.655) are found to be the variables with a high correlation coefficient next to the working environment, relation with supervisory, and payment and benefit. Generally Abdulla (2009) cited commonly used guideline ( $r = 0.1-0.29$ : small effect,  $r = 0.3-0.49$ : moderate effect,  $r > 0.5$ : large effect) all environment variables correlation coefficient in this are implies large effect. However, all demographic variables have a small correlation with job satisfaction and sex and work position also have a negative correlation.

#### **4.5. Regression analysis**

Before the regression results were conducted the study runs the five key assumptions of regression analysis indicated below.

##### **4.5.1. Assumption one: Autocorrelation Test**

Based on the Durbin-Watson test for independence (Durbin & Watson, 1951) the value of the required statistics should be 1.5 to 2.5 to be reflected non-autocorrelation. Therefore looking at the table (4.10) the model summaries below have values 1.734. This indicated that the assumption of autocorrelation is not violated.

##### **4.5.2. Assumption two: Multicollinearity Test**

According to Abdulla (2009) cited multicollinearity refers to which two or more independent variables are very closely correlated. He also states that if the correlation coefficient is greater than 0.9 between predictor variables implies there is a cause for concern. Additionally, if there is the largest variance inflation factors (VIF) value which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating multicollinearity. On the other way Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this value is very small (less than .10) it indicates that the multiple correlations with other variables are high, suggesting the possibility of multicollinearity (Pallant, 2016). In this study the correlation coefficient between independent variables ( PB, WE, PO, RWS, TL) have

not more than 0.9, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10, which indicates that the assumption of Multi-co linearity is not violated, see table (4.12) below.

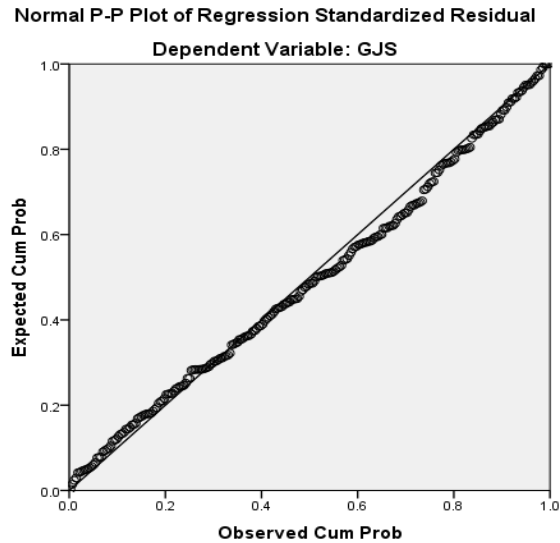
**Table 4.11: Collinearity statistics**

	Tolerance	VIF
Constant		
PB	.302	3.316
WE	.237	4.213
PO	.504	1.982
RWS	.186	5.372
TL	.235	4.250
SEX	.876	1.142
AGE	.695	1.438
Education	.715	1.399
Work position.	.565	1.769
Work level	.626	1.599

(Source: Own survey, 2021)

#### 4.5.3. Assumption three: Linearity test

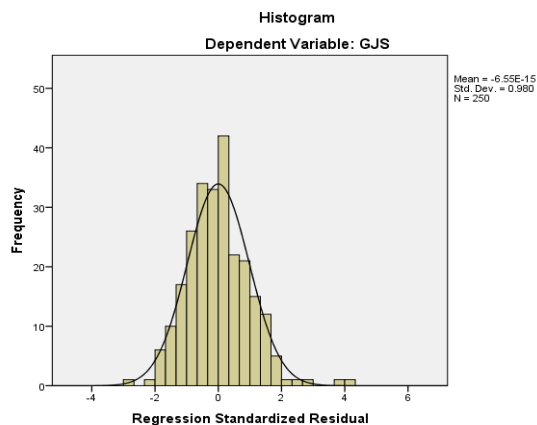
Linearity refers to the degree to which changes in the dependent variable are related to changes in the independent variables. Using SPSS software, scatter plots of the regression residuals for each model were used to determine whether the relationship between the dependent variables and the independent variables is linear. The graphical representation of residuals shown below revealed that the points fall in a fairly horizontal line from bottom left to top right. This demonstrates that the linearity assumption was not violated.



**Figure 4.1: Test of linearity**  
 (Source: Own survey, 2021)

#### 4.5.4. Assumption four: Normality Test

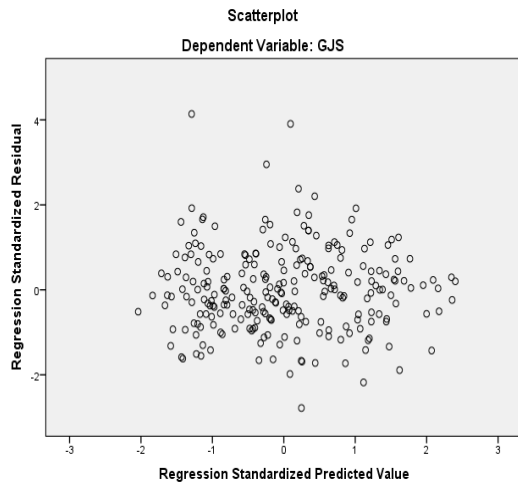
This shows or relates to the distribution of scores and the nature of the relationship between the variables. The assumption was checked by using scatter plots of the residuals which is the difference between the obtained and the predicted dependent variables scores. In figure (4.2) the Histogram shows a bell-shaped curve, which implies normality, did not violate.



**Figure 4.2: Normality Tests of Residuals**  
 (Source: Own survey, 2021)

#### 4.5.5. Assumption five: Homoscedasticity test

Homoscedasticity is the variance of the residuals about predicted dependent variable scores should be the same for all predicted scores. That means the test was conducted to see a situation in which the error term is the same across all values of the independent variables. Therefore the assumption of homoscedasticity is not violated as seen below figure.



**Figure 4.3: Scatter plot for testing homoscedasticity**

(Source: Own survey, 2021)

#### 4.6. Multiple Linear Regression Result

As shown in the model summary table below, the multiple correlation coefficients,  $R$ , indicates a strong correlation of .875 between the independent variables and the dependent variable. This implies that the cumulative coefficient of the independent variables is strong. From the  $R$  square ( $R^2 = .765$ ,  $F = 77.694$ ) value (coefficient of determination) the model fits accounts for 76.5% of the variation in the job satisfaction explained by the fitted model linear combination of all the (predictors) determinants of job satisfaction. The adjusted  $R$  square was also found to be 0.755 which means the independent variables, i.e. payment and benefits, working environment, promotion opportunities, Relation with supervisor, and trust in leaders, have explained 75.5% of the variability in job satisfaction.

**Table 4.12: Model summary table**

Mode	R	R Square	Adjusted R Square	Std. An error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.875 <sup>a</sup>	.765	.755	2.71119	.765	77.694	10	239	.000	1.734

a. Predictors: (Constant), TL, educational level of respondent, age of respondent, sex of respondent, respondents year of experience in the organization, PO, Work position of respondents, PB, WE, RWS

b. Dependent Variable: Job satisfaction

(Source: Own survey, 2021)

**Table 4.13: ANOVA Model Fit**

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5710.975	10	571.098	77.694	.000 <sup>b</sup>
Residual	1756.785	239	7.351		
Total	7467.760	249			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), TL, educational level of respondent, age of respondent, sex of respondent, respondents year of experience in the organization, PO, Work position of respondents, PB, WE, RWS

(Source: Own survey, 2021)

**Table 4.14: Coefficients**

		coefficients <sup>a</sup>						Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients					
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	3.018	2.669		1.131	.259			
	PB	.216	.051	.241	4.226	.000	.302	3.316	
	WE	.340	.062	.353	5.483	.000	.237	4.213	
	PO	.118	.044	.118	2.671	.008	.504	1.982	
	RWS	.140	.047	.216	2.971	.003	.186	5.372	
	TL	.032	.052	.040	.611	.542	.235	4.250	
	Sex	.011	.367	.001	.030	.976	.876	1.142	
	Age	.426	.278	.058	1.534	.126	.695	1.438	
	educational level	-.326	.393	-.031	-.829	.408	.715	1.399	
	Work position	-.133	.498	-.011	-.267	.790	.565	1.769	
	Experience	-.167	.203	-.033	-.823	.411	.626	1.599	

a. **Dependent Variable: JS**  
**(Source: Own survey, 2021)**

Table (4.14) above presents the linear regression coefficient results, the regression result indicates that four of the independent variables (working environment, payment, and benefits, promotion opportunity, relation with supervisor) have a positive significant effect while the regression analysis result implies that all demographic variables (sex, age, education level, position, experience, and trust in leaders) have no significant effect on job satisfaction. The t statistics help in determining the significance of each variable in the model. The t-test significance shows that the above-mentioned four variables were significant at a 95% confidence level ( $p < 0.05$ ). Therefore, the study concluded that these variables have a positive significant effect on job satisfaction.

The standardized coefficients are the coefficients that explained the relative importance of explanatory variables. These coefficients are obtained from regression after the explanatory variables are all standardized. The idea is that the coefficients of explanatory variables can be more easily compared with each other as they are then on the same scale. As displayed in the coefficient table (Table 4.15), the working environment standardized coefficient is larger than the other variables. This implies that the working environment has a great effect on job satisfaction compared to other variables tested in this study. The larger the standardized

coefficient, the higher is the relative importance and contribution of the factors to job satisfaction. Thus one can be concluded that a change in the working environment has a greater relative effect (35.3%) on job satisfaction value than the successor factors. The second variable is payment and benefits respectively having relative importance by contributing a 24.1% change in job satisfaction. This implies that job satisfaction will be improved as payment and benefits increase.

On the other hand, Relation with Supervisory and promotion opportunity is found to be the other variables predicting job satisfaction by contributing 21.6 and 11.8 percent respectively. Additionally, the standardized Beta coefficient of age ( $\beta = 0.058$ ) implies that it has 5.8% of contribution for employee`s job satisfaction in the sub-city which is higher contribution than trust in leader. Therefore, we can conclude that working environment, payment, and benefits, Relation with supervisory, and promotion opportunities are found to be high predictors of job satisfaction.

**The beta coefficients in the regression results are interpreted as follows.**

- ✓ The value of the constant 3.018 is a prediction for the response value when all predictors value equal zero.
- ✓ The beta coefficient of pay and benefit is ( $\beta = 0.216$ ,  $t = 4.226$ ) which indicates that by keeping other factors constant, 1 unit change in the Working environment will lead to an increase in employee job satisfaction by 21.6%. And it was statistically significant at  $p < 0.001$ . So the alternative hypothesis ( $H_1$ ) that pay and benefit positively affect job satisfaction was accepted.
- ✓ The beta coefficient value of the working environment is ( $\beta = 0.340$ ,  $t = 5.483$ ) which shows that by keeping other factors constant, 1 unit change in working environment improvement cause an average of 34.0% positive change in employee job satisfaction. And it is statistically significant at  $p < 0.001$ . Therefore, the alternative hypothesis ( $H_2$ ) working environment positively affects the job satisfaction of employees in lideta sub-city administration was accepted.
- ✓ The beta coefficient value of promotion opportunity is ( $\beta = 0.110$ ,  $t = 2.671$ ) and it is statistically significant at  $p < 0.01$ , which indicated that by keeping other independent variables are constant, 1 unit change in promotion opportunity will cause to averagely

11.0% positive increase in employee job satisfaction. Thus, the proposed alternative Hypothesis (H<sub>3</sub>) was accepted.

- ✓ The beta coefficient value of Relation with Supervisor is ( $\beta = 0.140$ ,  $t = 2.971$ ) and it is statistically significant at  $p < 0.01$ , which implies that by keeping other determinants constant, 1 unit change in relation with a supervisor will cause on average 14.0% positive change in employee satisfaction. Thus, the proposed alternative Hypothesis (H<sub>4</sub>) was accepted.
- ✓ The beta coefficient value of trust in leaders' ( $\beta = 0.032$ ,  $t = 0.611$ ) and its statistically insignificant at  $p > 0.05$ , which implies that by remaining others variables are constant, a unit change in Trust in leaders make an averagely 3.2% increment in job satisfaction of employees at the administration. It was insignificant but has a positive effect on employee's job satisfaction. Thus, the proposed alternative Hypothesis (H<sub>5</sub>) was rejected.
- ✓ The regression result ( $\beta = 0.426$ ,  $t = 1.534$ ,  $p > 0.05$ ) was indicated that among demographic variables age has insignificant but positive influence on employee's job satisfaction in the administration.
- ✓ The regression result ( $\beta = -0.326$ ,  $t = -0.829$ ,  $p > 0.05$ ) found out that when employees holding higher educational level has low job satisfaction than low educational level. That means education level and job satisfaction have inverse relationship.
- ✓ The regression result of work position ( $\beta = -0.133$ ,  $t = -0.267$ ,  $p > 0.05$ ) implied there was inversely relationship between work position and job satisfaction. That means employees holding higher job position (supervisors) have low job satisfaction than non-supervisors (employees holding low position).
- ✓ The regression result of work experience ( $\beta = -0.167$ ,  $t = -0.267$ ,  $p > 0.05$ ) implied that employees who have got more work experience have less job satisfaction.

According to table 4.15, the following regression model was stated:

**Model:**  $EJS = \beta_0 + \beta_1PB + \beta_2WE + \beta_3PO + \beta_4RWS + \beta_5TL + \beta_6sex + \beta_7age + \beta_8edul + \beta_9wpo + \beta_{10}wexp + \epsilon$

$$EJS = 3.018 + 0.216PB + 0.340WE + 0.110PO + 0.140RWS + 0.032TL + 0.011sex + 0.426age - 0.326edul - 0.133wpo - 0.167wexp + \epsilon$$

Where EJS= employees job satisfaction

$\beta_0$ =Constant term

$\beta_1$ =Coefficient Variable pay and benefit

$\beta_2$ =Coefficient Variable working environment

$\beta_3$ =Coefficient Variable promotion opportunity

$\beta_4$ =Coefficient Variable relation with supervisor

$\beta_5$ =Coefficient Variable trust in leader

$\beta_6$ = Coefficient Variable sex

$\beta_7$ = Coefficient Variable age

$\beta_8$ = Coefficient Variable education level

$\beta_9$ = Coefficient Variable work position

$\beta_{10}$ = Coefficient Variable work experience

PB = Payment, and benefit

WE = Work Environment

PO = Promotion opportunity

RWS = Relation with Supervisor

TL = Trust in Leaders

Sex = gender of respondents

Age = age of respondents

Edu = education level

Wpo = work position

Wexp = work experience

$\varepsilon$  = Standard Error

**Table 4.15: Summary of hypothesis table**

<b>The alternative Hypothesis</b>	<b>Accepted</b>	<b>Rejected</b>
<b>H<sub>1</sub></b>	✓	
<b>H<sub>2</sub></b>	✓	
<b>H<sub>3</sub></b>	✓	
<b>H<sub>4</sub></b>	✓	
<b>H<sub>5</sub></b>		✓
<b>H<sub>6</sub></b>		✓
<b>H<sub>7</sub></b>		✓
<b>H<sub>8</sub></b>		✓
<b>H<sub>9</sub></b>		✓
<b>H<sub>10</sub></b>		✓

## **CHAPTER FIVE**

### **5. DISCUSSION**

#### **Introduction**

The main focus of this study was to identify the determinants of job satisfaction and to assess the level of each determinant factor's effect on job satisfaction among lideta sub-city employees. This objective succeeded by applying a quantitative research approach. The data results of the survey questionnaire were analyzed in chapter four, but this chapter helps to explain important findings with comparison to previous research results.

#### **5.1. Job satisfaction**

Based on the general job satisfaction survey questionnaire items employees in the administration were not generally satisfied. This result is not parallel with the study made by Abdulla (2009) on determinants of job satisfaction at the Dubai police department. This study result indicated that more than 50% of respondents expressed dissatisfaction with their job which implies that the majority of the administration employees are not satisfied with their work. The recent research findings mentioned that public employees in lideta sub-city are as dissatisfied as public employees in many other countries. For example, Monday (2016) found that organization employees in Nigeria were not satisfied with their work. Khan et al (2012) found that the majority of respondents have less satisfaction in Pakistan medical institutions. According to Barrilao González et al ( 2016) found that employees within the Spanish tax administration are unsatisfied with the task they perform. Additionally, research finding job satisfaction level was consistent with different studies in the country both private and public organizations (for example Sisay et al., 2018; Mehari and Premanandam, 2017). In contrast to this study Fassil (2016) found out that civil servants in Addis Ababa are more satisfied with their job.

#### **5.2. Determinants of job satisfaction among lideta sub-city employees**

One of the objectives of this study was to assess the determinants of job satisfaction between employees of lideta sub-city administration. The regression analysis result implies that there is an insignificant effect on employees. The personal demographic variables include (sex, age, education level, work experience, and job level). The Environmental variables include pay and benefit, working environment, promotion opportunity, relation with supervisor, and Trust in

leaders. The finding of this study revealed that 76.5% explained the variance in job satisfaction, it shows that the remaining 23.5% of the variance explained by other factors of job satisfaction not included in this study. But without personal variables, the model shows a 75.5% variance in job satisfaction. It implies very little contribution to the total amount of variance contribution. This result consistent with what Abdulla (2009) found in his study: Demographic factors contributed only 1% of the variance in job satisfaction. According to Arse & Giauque, (2018) mentioned Many studies have found that demographic variables do not appear to be determinants of job satisfaction among African public sector employees. The study finding implied that environmental factors in the study good predictors of job satisfaction. This is consistent with many previous research findings in the area (for example, Ting, 1997; Ellickson and Logsdon, 2001; Sisay et al., 2018).

### **5.3. Individual determinants of job satisfaction**

#### **5.3.1. Sex**

The research findings in this study more show that there is no significant difference in job satisfaction between male and female employees in lideta sub-city administration. This finding was consistent with Ellickson and Logsdon (2001) they found that gender plays an insignificant role in explaining job satisfaction of municipal employees, Durst & DeSantis, (1997) who's found that gender was not a significant predictor of job satisfaction. In addition to this Yang and Wang (2013), they found that gender has an insignificant contribution for explaining job satisfaction, and Sisay et al (2018) found that gender has insignificant for predicting variation in the Leather Industry in Ethiopia. In contrast to this finding, other researchers were proved that gender has a significant mean difference in job satisfaction (e.g. Abdulla, 2009; Fassil, 2016; Timket, 2018; Ting, 1997).

#### **5.3.2. Age**

Job satisfaction of employees affected by demographic factor age, theoretically Age and job satisfaction have a direct relationship which means when Age become increasing at the same time job satisfaction also increases. This study, findings show that there is no significant difference between Age groups in terms of job satisfaction. This is consistent with other previous findings (for example, Ellickson & Logsdon, 2001; Abdulla, 2009; Chirdan et al., 2009). In contrary to this finding different prior research findings conclude that Age has a significant

impact on employee's job satisfaction in both private and public organizations (e.g. Yang & Wang, 2013; Fassil, 2016; Ting, 1997).

### **5.3.3. Education level**

Level of education has relation with job satisfaction of employees. That means low education holders have low satisfaction with their jobs than higher education holders. Theoretically, a person with higher education status may fulfill all hygiene factors of motivation. In this study educational level has an insignificant negative effect on job satisfaction which means the mean value of JS between educational levels was insignificant. This result was consistent with other previous research findings (for example, Abdulla, 2009; Asiedu and Folmer, 2007). In opposite to this many research studies found that educational level had a statistically significant influence on job satisfaction (e.g. Ting, 1997; Yang and Wang, 2013; Fassil, 2016).

### **5.3.4. Work experience**

Highly experienced workers have good payment, better work positions, and benefits in any organization. Work Tenure has a positive effect on job satisfaction which means employees have been staying more in the organization they might have high satisfaction with their work. Theories were suggested that employees have more tenure they have greater job satisfaction in the organization. But in this study finding employee's work experience in the administration has less contribution to their job satisfaction. Thus, the result is consistent with other previous research findings (for example, Reiner & Zhao, 1999; Bello et al., 2018; Chirdan et al., 2009). However, some research studies were made in the area show not parallel to this result (Fassil, 2016).

### **5.3.5. Work position**

Job level implies the structure of jobs in the organization. This study finding of respondent's positions shows that 70% of them are non-supervisor which means they are officers in the administration. But from the total respondent's supervisor job level holders were share 30%. The t-test result in this study proves that there is no statistically significant mean difference of JS between work positions supervisors and non-supervisor in the administration. This finding was parallel with Abdulla's (2009) he found that job level has not been a significant predictor of job

satisfaction at Dubai police. Similarly, Yang and Wang (2013) found that administrative ranks had little impact on job satisfaction. Additionally, this is parallel with that of Fassil (2016) he found that there was the same level of satisfaction between experts and those in a supervisory position at Addis Ababa city administration. In opposite with this study, job position has a significant effect (Ellickson and Logsdon, 2001).

#### **5.4. Environmental factors of job satisfaction**

These findings show that four variables from five independent environment dimensions had the largest impact on job satisfaction. Because of their Beta coefficient such as working environment ( $\beta = 0.353$ ), pay and benefit ( $\beta = 0.207$ ), promotion opportunity ( $\beta = 0.131$ ), relation with supervisor ( $\beta = 0.132$ ). However, the result shows that trust in a leader ( $\beta = 0.033$ ) has a small effect on job satisfaction due to its Beta value.

##### **5.4.1. Pay and benefit**

According to Fredric Herzberg motivation theory (1959) pay is categorize under extrinsic factors those associated job context, when they are defective, leads to job dissatisfaction. Additionally pay and benefit is important factor of job satisfaction to meet physiological needs that is basic needs of Abraham's Maslow (1943) mentioned that individual's need for psychological growth contribute job satisfaction, so the result was consistent with the above theories. From the five independent dimensions pay and benefit become the second most influential determinant of job satisfaction. The result shows that the administration employees give more focus to pay and benefit, such as salary and fringe and benefit, in developing countries like Ethiopia organizational managers give more attention to payment and benefit to improve employee's job satisfaction and to retain them in the organization for a long time. This is crucial for a place where the expenditure of living is very high. Eventually, from time to time the price of house rent, food, and other Necessary goods are becoming high which is the main issue for employees in the public sector. The study result on this variable was parallel with other findings were studied previously that found bay and benefit have a significant positive effect on job satisfaction (for example, Ting, 1997; Ellickson & Logsdon, 2001; Yang and Wang, 2013; Getachew, 2020) in contrast to this finding Fassil (2016) he found that salary did not significantly affect job satisfaction at Addis Ababa city administration.

### **5.4.2. Working Environment**

Working Environment is the first largest determinant of job satisfaction of employees in lideta sub-city administration. Conceptually working environments in the public sector have detailed characteristics, but in this research focused on workspace and noise majority of the respondent (57.6%) agree that there is workplace distribution in the administration additionally, 55.2% of respondents agree that their work did not provide undisturbed environment. This research finding was consistent with previous research findings (e.g. Ellickson and Logsdon, 2001; Fassil, 2016). Thus the previous finding proves that a working environment brings higher satisfaction to the organization.

### **5.4.3. Promotion opportunity**

In this finding implies that workers give high priority to promotion opportunity which is the 4<sup>th</sup> place mostly affect employee`s job satisfaction in the administration. Based on equity theory argues that job satisfaction occurs when individuals` compare what they put in to a job and rewards they receive with those of others, and find that they are equitable treated. Chance for growth and development was perceived by employees positively can bring motivation and satisfaction. So, organizational managers give more attention to fair promotion opportunities to their employees. The study finding implies promotion opportunities have a positive and significant effect on job satisfaction which coincided with previous research findings (Ellickson and Logsdon, 2001; Ting, 1997, Durst & Desantis, 1997; Yang & Wang, 2013; Getachew, 2020) and consistent with Herzberg`s theoretical framework that was found that recognition was frequently identified as a major source of satisfaction. Gruneberg, (1979) mentioned that promotion does not always indicate recognition of achievement; for example, in some organizations, promotion may be based on seniority or length of service rather than work performance. Indeed, in the administration, more than 50% of employees Age less than 40 years old which implies they have short work experience. Due to this, they cannot get a promotion opportunity in the administration. In several organizations today, several employees are considering the institution where they work, if they do not have equal promotion opportunities as other organizations. As a result, unfair or insufficient promotion opportunities harm young employees who are seeking more work experience from a different organization.

#### **5.4.4. Relation with supervisor**

According to the social exchange theory, two actors or individuals (supervisors and subordinates) develop and sustain an interpersonal relationship based on the exchange of valuable resources between the two people (Blau, 1964). The social exchange theory provides a broad theoretical framework for explaining workplace relationships. As a result, the supervisor maintains regular contact with employees and establishes relationships with them at work. The quality of an employee's relationship with his or her supervisor can be a source of motivation for the employees to perform better and develop positive attitudes. An employee-oriented supervisor is one who develops a supportive personal relationship with his employees, takes a personal interest in them, and strives to help them achieve their personal objectives. The task-oriented supervisor, on the other hand, sees his group as instrumental in meeting his employers' production targets (Gruneberg, 1979). This study finding relation with the supervisor has a positive significant effect on employee's job satisfaction at lideta sub-city Administration. This finding was consistent with previous research findings (for example, Ellickson and Logsdon, 2001; Sisay et al., 2018).

#### **5.4.5. Trust in leaders**

The relationship-based perspective's central point is focusing on the leader-follower relationship and more specifically, how the subordinate realizes the nature of the relationship. Subordinates perceive their relationship with their leaders to be above and beyond the standard economic contract, with the parties operating based on trust, goodwill, and the perception of mutual obligations. In contrast, the character-based approach concentrates on how a follower's vulnerability in a hierarchical relationship is influenced by perceptions of the leader's character. If a leader has the authority to make decisions that have a significant impact on the subordinate, then followers' perceptions of the leader's trustworthiness can become important. However, in this study finding trust in the leader has a significant impact on job satisfaction in the administration. This finding was not parallel with other previous findings (for example, Herminigsih, 2017; (J. Yang & Mossholder, 2010).

## CHAPTER SIX

### 6. SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### 6.1. Summary of the findings

In this study, the summary was the outcome of the findings and quantitative analysis of the results. This is proposed to assess variables that define job satisfaction of employees of lideta sub-city administration in Addis Ababa. The main objectives of the research were to examine the causes that determine job satisfaction of employees, to identify the influence of pay and benefit on job satisfaction, to explore the effect of work environment on job satisfaction, to examine how promotion influences in employee`s job satisfaction, to identify how the relationship with supervisor effect on job satisfaction and to find out the effect trust in a leader on job satisfaction.

In this study result shows that from 295 sample sizes 250 of them respond to the survey questionnaire which was 84.7 %, this Result makes the response rate 84.7% which was sufficient for analysis and reporting. The regression output  $R= 0.873$  indicated there was a high correlation between independent variables (PB, WE, PO, RWS, TL, sex, age, Edul, Wexp, Wpo) and dependent variable (GJS). Working environment and pay and benefit have the most influencing variables on job satisfaction in the case of lideta sub-city Administration. The research findings concluded that job satisfaction among lideta sub-city employees was greatly influenced by working environment, pay and benefit, relation with supervisors, and promotion opportunity. A change in the working environment subsequently raises employee`s job satisfaction. The study also found that give a chance to employee`s promotion fosters job satisfaction among workers in the administration. Furthermore, the relation between supervisors and subordinates has a significant positive effect on the job satisfaction of employees in the sub-city. But trust in a leader has an insignificant and small positive effect on job satisfaction in the organization. Additionally, the regression, one-way ANOVA, and independent t-test results were also rejected the alternative hypothesis of demographic variables, H6, H7, H8, H9, and H10, whereas the alternative hypothesis of environment variables, H1, H2, H3, H4 is accepted and H5 was

rejected. According to the regression analysis results, the composite measure of pay and benefit, working environment, Promotion opportunities, relation with supervisor, Trust in a leader, and demographic variables can explain 76.5% of the variation in employee job satisfaction. Other variables not included in this study accounted for the remaining 23.5 percent. Generally, the result shows that more than 50% of the respondents have dissatisfied with their job.

## **6.2. Conclusion**

This research has investigated the determinants of job satisfaction for lideta sub-city employees in Addis Ababa using 250 participants by using quantitative analysis and a multiple regression model. There was no research has been made on this issue at lideta sub-city administration, this study represents an initial step towards gaining a thorough understanding of how job satisfaction affects workers of lideta sub-city administration. An explanatory research design with a quantitative approach was used to test the hypotheses. Inferential statistics was used to evaluate quantitative data, descriptive statistics tables, frequencies, and percentages were used to analyze respondents' background information such as sex, age interval, and level of education, work position, and work experience. To collect the survey data closed-ended structure questionnaire was used which was classified into three sections, such as personal variables, environmental factors of job satisfaction, and general job satisfaction items.

The study was found that employees in the administration were not satisfied by their Job. Due to this in the administration there was high absenteeism, turnover, and inefficient service delivery, and employees were characterized unhappy about their payment, working environment, promotion opportunity, and their relation with supervisors. They also perceived the administration serve as a transition place to join other private sectors. In this study the variable working environment was the highest predictor for employee`s job satisfaction. There is high shortage of working space and disturbance in the city administration which makes service delivery inefficient and boring for employees. Furthermore, promotion opportunity has not been given based on employees work experience, skill, and knowledge but management position assigned by political party which was controlled political power. Career development and growth opportunity were abused by individual interest of manager in the organization. Employees in the administration have not been got enough chance to promote and growth which make them dissatisfied on their job position. Pay and benefit is important predictor of employees' job

satisfaction in the administration which mean it has significant and positive influence on job satisfaction among employees in Lideta sub-city. In the administration highly qualified workers have not interested to stay for a long time because the system cannot pay them enough and attractive salary and benefit and comparatively it pay low salary and benefit than private organization which make high skilled employees turnover in the public sector.

From the dimensions of job satisfaction, four of them are found to be a significant positive effect on employee`s level of job satisfaction while trust in leaders does not have a significant effect. The demographic variables (sex, age, education level, work position, and work experience) do not have a significant impact on the job satisfaction of lideta sub-city employees. The independent variables (pay and benefit, working environment, promotion, relation with supervisor, and Trust in leader) have a strong relationship with the dependent variable.

### **6.3. Recommendation**

According to Yang and Wang (2013) mentioned that statistically significant variables deserve special attention. These study results were indicated that the working environment is highly contributor to employee`s job satisfaction at lideta sub-city. Due to these managers in the administration put their effort into improving the working environment, especially for creating enough workspace and avoiding disturbances from the work area. The city administration was highly vulnerable to workspace station density, poor office layout, and lack of a pleasant workplace. Special attention should be given by the city administration and sub-city managers to:

- Improving working environment: that means the administration should facilitate work stations and increase the work area ratio.
- The city administration should improve benefits and fringe to employees (for example health insurance, benefit, house rent allowance, and result-oriented incentive) should be proposed.
- The administration should design a method to increase civil servant's income because inflation for the price of necessary goods has been increasing in the capital city.
- Continuous promotion opportunities based on organization development policy should be given to employees.
- Public servants job satisfaction assessment should be made regularly which mean survey should be conducted regularly to minimize problems with employees.

#### **6.4. Suggestions for further research**

In the public sector, the issue of job satisfaction has not been studied very well up to now. Especially, in Addis Ababa, public service organization determinants of job satisfaction employees need special attention to minimize turnover and transfer of employees from one public organization to another one. There are many determinant factors of job satisfaction, so researchers should give attention to variables without pay and benefit, working environment, promotion opportunity, relation with supervisor, Trust in leaders. However, variables like different racial groups, leadership style, organizational climate, organizational culture, and other determinant factors should be studied by other researchers. And also employee`s commitment to organizational goals and other job characteristic dimensions effect should be examined further.

The study area only concentrated in one sub-city so, the variables determine JS in other public organization in the capital city and others region could be studied further. An extended study may identify the association among different job attributes and several factors of job satisfaction. In conclusion, customized and standardized tools can bring a change to the organization.

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## **Appendix**

### **Research Project survey questionnaire**

**Addis Ababa University College of Business & Economics**

**Management Department MBA Program**

#### **Dear Respondent**

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

**ADDISU JAGEMA**

**Mobile no. 09-53-13-61-61**

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

**1. What is your gender?**

Female  Male

**2. please indicate your age group**

18-29 year  30-39 year   
40-55 year   
>55 year

**3. What is your highest level of education?**

Primary level   
TVT Certificate   
TVT or College (diploma)   
University (Graduate) Degree   
University (Postgraduate) MA   
Others (Specify) \_\_\_\_\_

**4. Your work position in this organization**

Supervisor  non-supervisor

**5. For how long have you been an employee of this organization?**

Less than 1 year   
1-3 years   
4-6 years   
More than 6 years

## Part two. General Job satisfaction questionnaire

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

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

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

## Part three. Determinants of job satisfaction questionnaire

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

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

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

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

**አዲስ አበባ ዩኒቨርሲቲ**  
**ቢዝነስ እና ኢኮኖሚክስ ፋክሊቲ**  
**በቢዝነስ አስተዳደር(ማኔጅመንት) የትምህርት ክፍል**

ውድ ተሳታፊዎችን

የዚህ መጠይቅ ዓለማዊ በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ፋክሊቲ በቢዝነስ አድሚኒስትሬሽን የሁለተኛ ዲግሪ መመሪያ ፀሁፍ ማሟያ በልደታ ክ/ከተማ የሠራተኞችን አርካታ የሚወሰኑ ምክንያቶች ያላቸውን ተጽእኖ ለማወቅ የተዘጋጀ ነው። ይህ ጥናት ለሁለተኛ ዲግሪ መመሪያ የማሟያ ፀሁፍ ወጭ ለሌላ ዓለማዊ የሚደረግ አለመሆኑን ጥናቱን ለሚሞሉት ተሳታፊዎች ለማረጋገጥ እወድሳለሁ። ይህንን መጠየቅ ለመሙላት ከ 15 እስከ 20 ደቂቃ የሚወስድ ሲሆን ይህንን ውድ ጊዜዎን ለዚህ ተግባር በመስጠቱ ያለኝን መስጋናና አክብረት ልገልጽሎታልኝ እወዳለሁ። መጠይቁን በተመለከተ ለሚያቀርቡት የግልጽነት ጥያቄዎችና አስተያየቶች ከዚህ በታች በተቀመጠው የጥናቱ ባለቤት የስልክ አድራሻ ማገኛትና ማቅረብ ይችላሉ።

**አዲሱ ጃገማ**

ስ.ቁ 09-53-13-61-61

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

1. እባክዎን የታዎትን ይግለፁ?

ወንድ  ሴት

2. እባክዎን በየትኛው የዕድሜ ክልል እደሚገኙ ያመለክቱ

18-29  30-39  40-55  >50

3. የእርስዎን ከፍተኛ የትምህርት ደረጃ ያመለክቱ?

12ኛ እና ከዚህ በታች  ዩኒቨርሲቲ የመጀመሪያ ዲግሪ   
 የቴክኒክና ሞያ ሰርተፊኬት  የዩኒቨርሲቲ ሁለተኛ ዲግሪ   
 የቴክኒክና ሞያ/ኮሌጅ ዲፕሎማ  ሌላ ካለ ይገለጹ \_\_\_\_\_

4. አሁን የያዙትን የሥራ መደብ ያመለክቱ

አስተባባሪ  ባለሞያ

5. በዚህ ድርጅት ውስጥ ለምን ያህል ጊዜ እያገለገሉ ይገኛሉ?

ከ 1 ዓመት በታች  1-3 ዓመት   
 ከ 4-6 ዓመት  ከ 6 ዓመት በላይ

**ክፍል ሁለት፡ የሥራ እርካታ መጠይቅ**

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

- 1. ሙሉ በሙሉ አረካሁም      2. በጣም አልረካሁም      3. በመጠኑ አልረካሁም
- 4. እርግጠኛ አይደለሁም      5. በመጠኑ እረክቻለሁ      6. በጣም እረክቻለሁ
- 7. ሙሉ በሙሉ እረክቻለሁ

በጥቅሉ አሁን በሚሠሩት ሥራ ያሉዎትን እርካታ በተመለከተ	1	2	3	4	5	6	7
1 በአጠቃላይ አሁን በምሠራው ሥራ በጣም እረክቻለሁ							
2 በአጠቃላይ በሥራዬ ላይ በምሠራቸው የሥራ ዓይነቶች እረክቻለሁ							
3 በተደጋጋሚ ጊዜ ይህንን ሥራ ለቅቄ ለመሄድ አስባለሁ							
4 በዚህ ሥራ የተሠረጠኝ አብዛኛዎቹ ሰዎች በሥራቸው ደስተኛ ናቸው							
5 ብዙውን ጊዜ በዚህ ሥራ የተሰማሩ ሰዎች ሥራቸውን ለቀወው ለመሄድ ያስባሉ							

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

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

- 1. ሙሉ በሙሉ አልስማማም      2. በጣም አልስማማም      3. በመጠኑ አልስማማም
- 4. እርግጠኛ አይደለሁም      5. በመጠኑ እስማማለሁ      6. በጣም እስማማለሁ
- 7. ሙሉ በሙሉ እስማማለሁ

ክፍያና ጥቅማጥቅም በተመለከተ (Pay and Benefit)	1	2	3	4	5	6	7
1 የሚከፈለኝ ደሞዝ የኑሮ ወጪዬን ለመሸፈን የሚያስችል ነው							
2 በደሞዝ ጭማሪዎች መካከል ያለው ጊዜ ምክንያታዊ ነው							
3 ስለሚከፈለኝ ክፍያ ሳስብ ለድርጅቱ ምስጋና ይገባል							
4 ድርጅቱ ተገቢ የሆነ የደሞዝ አከፋፈል ስኬል አለው							
<b>ጥቅማጥቅም በተመለከተ (Fringe Benefits)</b>							
5 መሥሪያ ቤቱ ሁሉንም አስፈላጊ ጥቅማጥቅሞች አካቷል( የጤና መድሃኒት፣ አበል እና የላብ መተኪያ							
<b>የሥራ አካባቢን በተመለከተ( Working Environment)</b>	1	2	3	4	5	6	7
6 በመሥሪያ ቤቱ ውስጥ የራሴ የሆነ የመሥሪያ ቦታ አለኝ							
7 የሥራ ቦታዬ በርካታ በአይን የሚታዩ ችግሮች የሉብኑ ነው							
8 የሥራ ቦታዬ በቂና ሰፊ ነው							
9 የሥራ ቦታዬን አደረጃጀት ምን መምሰል እንዳለበት መወሰን ችያለሁ							
10 የምሠራበት የሥራ ቦታ የማይረብሽና ምቹትን ይሰጣል							

	የእውቅና ዕድል ከማገኘት አንጻር Promotion opportunity	1	2	3	4	5	6	7
11	በመሥሪያ ቤቱ ያሉት የእውቅና ዕድሎች ያልተገደቡና በቂ ናቸው							
12	መሥሪያ ቤቱ ውጤታማ አፈፃፀምን እና ልምድን ከግምት ውስጥ ያስገባ ግልጽ እና ፍትሃዊ የሆነ የእውቅና ፕሊስና ስትራቴጂ አለው							
13	መስሪያ ቤቱ ትክክለኛውን ሰው በትክክለኛው የሥራ በታ ያስቀምጣል							
14	መስሪያ ቤቱ በእውቅና አሰጣጥ ላይ በሠራተኞች ለሚቀርቡ ቅሬታዎችና ተቃውሞዎች ተገቢውን ትኩረት ሰጥቶ ይፈታል							
15	በመሥሪያ ቤቱ እውቅናንና ደረጃ ዕድገትን በተመለከተ ተመሳሳይ ብቃት ካላቸውና ተመሳሳይ ዓመት ካገለገሉ እኩል በማወዳደር በፍትሃዊነት እንደታየሁ ይሰማኛል							
	<b>የቅርብ ኃላፊን በተመለከተ( supervisor)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
	<b>የአመራር ጥበብ (Supervisor style)</b>							
16	የቅርብ ኃላፊዬ በተፈለገበት ሰዓት ሁሉ ይገኛል							
17	የቅርብ ኃላፊዬ በስሩ ለሚገኙ ሠራተኞች ስሜታቸውን ለመጠበቅ ይጨነቃል							
18	የቅርብ ኃላፊዬ አስፈላጊ በሆኑ ውሳኔ አሰጣጥ ላይ እንድሳተፍ ዕድል ይሰጠኛል							
19	ከቅርብ ኃላፊዬ ተከታታይ የሆነ የሥራ አፈፃፀም ግብረ-መልስ አገኛለሁ							
	<b>የአመራር ግብረመልስ (Supervisor feedback)</b>							
20	ከቅርብ ኃላፊዬ የማገኘው የሥራ አፈፃፀም ግብረ-መልስ ጠቃሚ ነው							
21	የቅርብ ኃላፊዬ ለስራ አፈፃፀም ምዘና የሚጠቀምበት መመዘኛ ቅጽ አፈፃፀሜን በትክክል ይገመግማል							
22	የሥራ አፈፃፀም ምዘናዬ በዓመት ሁለት ጊዜ በሰዓቱ ይከናወናል							
	<b>በአመራሩ ያለን እምነት (Trust in leaders)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
	<b>Affective trust in supervisor (በቅርብ ኃላፊ ባህሪ ያለው እምነት)</b>							
23	የቅርብ ኃላፊዬ ሁልጊዜ በሥራ ላይ ስላሉት የግል ፍላጎቶቼ እንደሚጨነቅ እርግጠኛ ነኝ							
24	ያሉብኝን ችግሮች ለቅርብ ኃላፊዬ ካጋራው በአግባቡ እንደሚመለስልኝ አውቃለሁ							
25	ያሉብኝን የሥራ ላይ ችግሮች ለቅርብ ኃላፊዬ እንደማጋራ እርግጠኛ ነኝ							
26	የሚሰማኝን ስሜት ለቅርብ ኃላፊዬ በግልጽ ማሳወቅ እንደቻልኩ እርግጠኛ ነኝ							
27	የቅርብ ኃላፊዬ መልካም ሰው በመሆኑ በእርሱ ደህንነት ይሰማኛል							