

**JOB SATISFACTION AMONG EMPLOYEES OF
THE ETHIOPIAN INSURANCE CORPORATION**

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ABSTRACT

The study sought to determine the relationship between personal data, attitudes, and financial factors and job satisfaction. It was conducted in ETHIOPIAN INSURANCE CORPORATION. A 28.1 per cent sample ($n = 331$) was selected by proportionate stratified random sampling method from seven departments of the corporation. The data regarding the dependent and independent factors were collected by questionnaire from the employees, and from documents (that was substantiated by interviews).

The total score on six items formed a criterion which was acceptable at least from the stand point of dispersion and reliability. The qualitative data collected by the questionnaire were converted into five-point scale.

Statistical analysis included computation of correlation matrix, multiple regression analysis, $(R_{adj.})^2$, and F-values between and within dependent and independent variables.

The finding of the study revealed that from all the predictor variables only five had a statistically significant relationship with the criterion measure. Among these predictor variables four-recognition, participation in decision making, age, and responsibility were positively related while one- co-workers was negatively related to the criterion. Although some of the predictor variables have statistically significant relationship with the criterion measure, the degree of association was not substantial in each case.

Based on the finding, it was concluded that the recognition that employees receive from their corporation, opportunity to make-decision, age, responsibility and relationship with co-workers appeared to be slightly better predictors of job satisfaction than other factors.

The results of the study have been interpreted and compared with those of other studies reported in the literature. The study has several implications for personnel management of the corporation. On the basis of the finding obtained in the study it was recommended that the problem has to be further researched in different organizations and/or institutions for validating the findings and the instrument developed.

To

My mother, ZEWDITU GUESSESSE, and My wife, TILAYE WORKU, who provided me with my pride in the past; and to TIZITA, YIDNEKACHEW, and REDJET who are my hope for future.

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The relationship between man and his work has long attracted the attention of philosophers, scientists, and novelists. The interest of psychologists in this problem dates back to the early part of the twentieth century and is reflected in the emergence and development of such fields of specialization as industrial psychology and vocational guidance (Vroom, 1984; Herzberg, Mausner, and Snyderman, 1959).

The early work in these fields dealt with the measurement of aptitudes and abilities, and with utilization of these measurements in improving the selection of occupations by persons and the selection of persons by organizations. This emphasis on improving the "fit" between the abilities of persons and the demands of their jobs made an important contribution both in organizational functioning and individual adjustment. It did not, however, shade much light on the basic processes affecting the behaviour of people in work situation (Vroom,1984).

Accordingly, it was regarded as a useful starting point for any researcher who is willing to investigate this field of inquiry. Job satisfaction is one part of such a field of knowledge which needs to be understood , monitored and dealt with.

One of the first intensive studies of job satisfaction was published by Robert Hoppock in 1935. Hoppock's results and interpretations emphasized the multiplicity of factors that affect job satisfaction, including factors that had been studied previously (fatigue, monotony, working conditions, supervision).

Since the 1930's, thousands of studies have investigated job satisfaction. Generally, these studies have not been theoretically oriented. Researchers have

explored the relationships between job satisfaction and such factors as age, education, job level, absenteeism, and productivity. Initially, researchers attempted to show that job satisfaction is important because it influences productivity. Today many organizational psychologists appear to be studying job satisfaction because they are interested in finding its causes.

Job satisfaction and dissatisfaction are psychological states which allow for numerous and varied action alternatives (including both mental and psychological actions). The fact that there are no necessary consequences does not lessen the significance of these phenomena. The various alternatives which are chosen by the dissatisfied employees, for example, may have serious detrimental effects on the organization. While there is no theory yet which explains the conditions under which any given alternatives will be chosen (Henne and Locke, 1985), there has been considerable research on the types of action alternatives employees may choose when dissatisfied.

Job satisfaction results from the perception that one's job fulfils or allows the fulfilment of one's important job values' (Locke, 1976). What values do employees typically seek from their job? Although there are individual differences, there also are many broad similarities in what people want from their jobs (Locke, 1976; 1985) these are discussed in the following manner. In the realm of the work itself, most people want the fulfilment of the following: work that is personally interesting and significant, success and a sense of accomplishment or progress, growth, responsibility, autonomy, role clarity, role congruence (absence of role conflict), feedback concerning performance, and freedom from physical strain and drug drudgery. With respect to pay, people want many things such as fairness (in comparison to what others are getting), adequate amount of money to meet expenses, competitive fringe benefits, and security. In the realm of promotion, employees want fairness, clarity as to how the promotion system works, and availability of promotion (if they want promotion). As to working conditions, most people prefer convenient location and hours, safe and attractive physical surrounding, and equipment and resources that facilitate work accomplishment. Furthermore, as Henne and Locke

(1985) have noted co-workers who share similar values and who facilitate work accomplishment are preferred by workers. Employees like supervisors who are considerate, honest, faire, competent, who recognize and reward good performance and who allow some participation in decision-making.

Above all, employees like organizations which show basic respect for them and employee welfare (values), and which are competent (that is, have a clear sense of direction, are managed effectively, and produce a good product)(Ghosh and Ghorpade, 1981).

Moreover, Fritz (1979) noted the feeling of the employee stated by scholars. Unlike their parents, contemporary workers do not view their jobs as a simple contract: A day's work for a day's pay. Today's workers want much more, says Browing (1979). They want nothing less than eight hours of meaningful, skilfully guided, personally satisfying work for eight hours' pay.

Lindheim (1979) (cited by Fritz,1979) says that the vast majority of workers feel entitled to good wages. Healthy benefits are especially important now, even with younger workers. In addition to benefits, workers also contend that they are entitled to a bigger voice in company policy. Says Lindheim: What people seem to be saying is, " The boss should talk it out with me before he makes decision. Don't treat me like a number. Treat me like a person. Listen to me."

Job satisfaction/dissatisfaction is an emotional response to a value judgment by an individual worker. If his job values are perceived as being fulfilled, he will experience the pleasurable emotion of satisfaction; if they are perceived as being frustrated, he will experience the un- pleasurable emotion of dissatisfaction. The intensity of these emotional reactions will depend on the importance of the values whose fulfilment is being facilitated or frustrated by the work experience (Locke, 1976). But emotions in themselves do not necessarily lead to any action at all. And when one action is taken, it may not be the same for every individual.(Henne and Locke, 1985).

1.2 STATEMENT OF THE PROBLEM

Psychologists engaged in business use scientific facts and methods to help solve human problems of an industrial civilization for the benefit of man.

The difficulties in maintaining scientific approach to human behaviour are intensified by the fact that the causes of behaviour lie in the satisfaction or dissatisfaction of human needs. It is hard to understand the needs of people. One reason for this difficulty is that people are often unaware of their own needs and are unable to tell about them (Smith, 1955).

Behaviour is directed toward the satisfaction of human needs. Men work or restrict production, join unions or refuse to join them, and cooperate or fight because they think (rightly or wrongly) that by doing so they will satisfy their needs. Many unsatisfied needs of working men are psychological rather than economic, and the solutions attempted by them are often emotional rather than intellectual (Smith, 1955).

According to Herzberg et al., (1955) the problem of people's relationships with their work continues to be a basic one. We should not overlook the fact that although the weakening and flow of our economy would produce occasional periods both of over and under employment the problems of an individual's attitude towards his job remain constant. For any industrial concern, no matter whether its capacity is being used to fifty or hundred per cent, the attitude of its employees towards their work may vary well in determining success or failure.

There would, therefore, appear to be a pressing need for some kind of organization and integration of existing knowledge in the field of work and satisfaction, that is, job satisfaction. A critical and comprehensive examination of existing empirical evidence is required to show us where we now stand in our efforts to find principles and generalizations, and to indicate promising new avenues for research.

With this regard, then should an organization or management study job satisfaction of its/his employees and seek to improve when the need arises. Apart from a desire to apply the rule or build a better organization or society, the answer revolves around four critical questions to be answered below. So, it is this admittedly ambitious task to which the researcher addresses himself in this study.

1. Are there any relationships between personal characteristics such as age, sex, education, service, and number of dependents and employee satisfaction?
 - 1.1 What is the relative contribution of each of these factors, when combined together, to employee satisfaction?
 - 1.2 How much of the variance of employee satisfaction is accounted for by the "best" linear combination of these personal factors?

2. Are there any relationships between financial factors, that is, pay (salary, raise, incentives) and benefit facility measures (insurance, medical, further education and training, and transport) and employee satisfaction?
 - 2.1 What is the extent of these relationship?
 - 2.2 What is the relative contribution of each of these variables, when combined together, to employee satisfaction?
 - 2.3 How much of the variance of the employee satisfaction is accounted for by the "best" linear combination of the financial measures?

3. Are there any relationships between attitudinal measures such as recognition, responsibility, freedom to make decision, opportunity to use one's own special skill, promotion, working conditions, supervision (immediate supervision), co-workers (psychic climate), and employee satisfaction?
 - 3.1 What is the extent of these relationships?
 - 3.2 What is the relative contribution of each of these variables, when combined together, to employee satisfaction?
 - 3.3 How much of the variance of employee satisfaction is accounted

for by the "best" linear combination of the attitudinal measures?

- 4 What is the relative contribution of each of these personal, financial, and attitudinal measures when combined together to employee satisfaction?
 - 4.1 How much of the variance of employee satisfaction is accounted for by the "best" linear combination of these personal, financial, and attitudinal measures?

1.3 THE STATEMENT OF HYPOTHESES

The following null hypotheses were formulated to answer the above questions.

There is no relationship between:-

- 1) personal characteristics- age, sex, education, service, and number of dependents and job satisfaction;
- 2) financial factors- salary, raise, incentives and benefits and job satisfaction;
- 3) attitudinal factors- recognition, responsibility, freedom to make decision, opportunity to use one's own special skill, promotion, working conditions, supervision (immediate supervision), co-workers (psychical climate), and job satisfaction.

1.4 DEFINITION OF TERMS

In practice or in use, most terms related to matters dealing with employment (job) lack precision or exactness in definition. It is, therefore, essential here to define such terms in the context of their use from most popular sources: such as Shartle (1959), as cited by McCormic, Tiffin, and Joseph (1974) and Silver (1983, 295-350).

1. **Work** is the activity in which we exert physical and/or mental strength in order to do something useful for some form of gain.
2. **Position** is a group of tasks performed by one person. There are as many positions as there are workers in the organization.

negative, however, they do not generally cause feelings of dissatisfaction. The six motivation factors are:-

10(a). **Advancement** actual change in status within the organization as a result of performance; promotion; lack of expected promotion, or demotion related to performance.

10(b). **Recognition**:- notice in the form of praise or blame from another person (a supervisor or manager, a client, a peer, a professional colleague); personal acknowledgment by management; reward or punishment that is directly related to task accomplishment.

10(c). **Work itself**:- the nature of the tasks to be accomplished on the job. The tasks themselves might be routine or varied, creative or stultifying, interesting or boring, difficult or easy.

10(d). **Responsibility**:- presence or absence of autonomy in carrying out job assignments, increase or decrease in authority over others; accountability for task accomplishment.

10(e). **Possibility of growth**:- changes in the work situations such that advancement is more or less likely and opportunities to learn are increased or decreased.

10(f). **Achievement**:- successful or unsuccessful completion of a job; solution or non-solution of problems; seeing or not seeing the results of one's work.

11. **Hygiene factors** are the aspects of a job situation that can, when present and adequate, fulfil employees' pain-avoidance needs. They tend to be extrinsic to the work itself; they pertain to the context in which the work is performed. When absent, inadequate, or negative in the job situation, these elements cause feelings of dissatisfaction; but when present, ample, and positive they do not generally cause feelings of satisfaction. The hygiene factors are:-

11(a). **Company policy and administration**:- adequacy or inadequacy of company management, including such elements as clarity of communication and adequacy of resources for task accomplishment; overall harmful or beneficial personnel policies, such as salary increment policies, promotion policies, and fringe benefits.

11(b). **Supervision (technical)**:- competence or incompetence,

fairness or unfairness, and efficiency or inefficiency of superordinate.

11(c). **Salary:-** wage and compensation features, such as pay increase expectations unfulfilled or exceeded, early or late salary adjustments, and adequate or inadequate pay.

11(d). **Interpersonal relations (peer):-** pleasant or unpleasant interactions with co-workers (persons at the same level in the organization). Interpersonal relations can be of supervisor and subordinate:- pleasant or unpleasant interactions with superordinate that are or are not directly relevant to task accomplishment and pleasant or unpleasant interactions with persons at a lower level in the organizational hierarchy, respectively.

11(e). **Working conditions:-** the physical conditions of work, such as the amount of work or the facilities available; heat, light, space, and ventilation; tools, equipment, and supplies.

11(f). **Effects on personal life:-** aspects of the job that have impact on personal life, such as shifts, travel requirements, geographic location, and entertainment requirements.

11(g). **Job security:-** objective signs of the presence or absence of the job security, such as tenure, company stability, and assurances of or threats to continued employment.

11(h). **Status:-** signs, symbols, or appurtenances of position within the organization, such as privileges, support staff, work space size and location, work space decor, and so on.

1.5 SIGNIFICANCE OF THE STUDY

It is believed that, when managers know what kind of problems their employees have and if the symptoms and causes of such problems are revealed as a result of a thorough research, they can then deal with the problems better. This may help managers to carry out their obligation more efficiently.

In this context, therefore, one has to find the solutions for problems of one's society. Job satisfaction, taken as a problem, is a set of favourable or unfavourable feelings with which employees view their work. This variable helps

managers or institutions or organizations understand the reactions of employees to their jobs and predict the effect of those reactions on future behaviour (Devis and Newstorm, 1989; Hinrichs, 1977; Blum and Naylor, 1984).

Job satisfaction, like any attitude, is generally acquired over a period of time as an employee gains more information about the work place. Nevertheless, job satisfaction is dynamic and it can decline more quickly than it developed. Managers cannot establish the conditions leading to high satisfaction now, and then neglect it, for employee needs may change suddenly. Managers need to pay attention to employee attitudes week after week, month after month, year after year (Hasset, 1981; Devis and Newstorm, 1989).

Since job satisfaction is one part of life satisfaction the nature of one's environment of the job influences one's feelings on the job. Similarly, job is an important part of life, so job satisfaction influences one's general life satisfaction. The result is that there is excess effect that occurs in both directions between job and life satisfaction. Consequently, managers may need to monitor not only the job and immediate work environment but also their employee's attitudes toward other parts of life (Devis and Newstorm, 1989).

So this area needs to call attention. The favourableness or unfavourableness of the hypotheses, mentioned elsewhere in this study may give little contribution to the development of the attitudes of the employees of the Ethiopian Insurance Corporation in particular, and the employees of any organizations in general.

The results of this study, therefore, may help managers, vocational counsellors, organizational psychologists, the departments of health, education, welfare, business, industrial psychology, government policy makers, etc. know the attitude of their employees and make their maximum efforts:- (1) to satisfy their employees to achieve the intended goal of the organization (institute) and to benefit the society; (2) to maximize the realization of potentials for accomplishment and personal satisfaction; and (3) it can be used for personal

selection and retention. Since there are no studies on this variable (job satisfaction), it may be a stepping-stone for further research both at the regional or national level.

1.6 OBJECTIVES OF THE STUDY

The objective of the study is to determine the relative importance of personal, financial, and attitudinal factors that increase employees' satisfaction and when aberrant to suggest the modification of different practices in organizations.

Moreover, the general objectives of the study are described as follows.

The study will try to:-

1. show that job satisfaction is important because it influences productivity;
- 2.(a) improve the basis for minimizing some of the human problems that arise in organization;
(b) improve the quantity and quality of life;
(c) promote productivity for the general benefit of the enterprise and the employees;
(d) give employees better understanding of their role and importance in the process of production; and
(e) satisfy the urge for self-expression, since job satisfaction has been found to be related to the broader issues; (Ghosh and Ghorpade, 1981).
3. develop information about many aspects of human behaviour that cannot be inferred from experience;
4. provide research based information on the job satisfaction issues to organizations, like department of health, education, welfare, business, industrial psychology, government policy makers, etc.

The specific objectives of the study are to:-

1. identify the factors that may have led Ethiopian Insurance Corporation employees to job satisfaction;
2. discover the consequences of dissatisfaction; and
3. develop instrument for measuring job satisfaction that may be applied for organizations in the areas of selection and retention;

1.7 LIMITATIONS AND DELIMITATIONS

There are various reasons that limit a study; some are common to all and others to particular ones. There may be an infinite number of factors which could affect the development of attitudes of an individual. They fluctuate from time to time and are learned formally or informally and are influenced by external factors (Hasset, 1981). And since job satisfaction is a result of various attitudinal constructs (behaviours) of an individual, it is not easy to measure them tangibly as those of the physical world.

Job satisfaction, however, is "a combination of psychological, physiological and environmental circumstances" that causes a person to truthfully say "I am satisfied with my job". It is "an attitude which results from the balancing and accumulation of many specific likes and dislikes experienced in connection with the job."

So this study will deal with:-

1. the identification of the determinants of job satisfaction;
2. the possibility of the consequences of job dissatisfaction; and
3. the development of the instrument for measuring job satisfaction.

Even if this study were applied in other organizations/institutions, at this level the process may not be exciting, though the basic elements can be represented. Hence, this study is restricted to Nazareth, Bahir-Dar, Jimma,

Mekele, Dire-Dawa and to different branches of Ethiopian Insurance Corporation in Addis Ababa.

Apart from the various minor problems that were encountered when conducting the research, the lack of studies on job satisfaction concerning organizations in the country was a major one. Hence the study is unique in this aspect.

It is hoped that this study may be the beginning for those who may be interested in pursuing further research in related areas and thereby validating the instrument constructed for measuring job satisfaction.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE ON JOB SATISFACTION

2.1 INTRODUCTION

Job satisfaction is a complex phenomenon. The nature and the extent of factors contributing to it are not yet fully known. But a good deal of research studies in various countries with different cultures have certainly advanced the understandings of the factors.

An assumption basic to the literature in this area is that factors that account for job satisfaction and factors that account for job dissatisfaction are arranged on a conceptual continuum. Thus a factor identified as a source of dissatisfaction is also likely to be a potential satisfier. The administrative prescription based on this assumption is that if a factor accounting for dissatisfaction is altered or eliminated, job satisfaction will result. Or, failure to maintain a satisfying condition will result in dissatisfaction.

The impetus for the research reported here comes from the work of Herzberg and his associates who have explored job satisfaction from a basically dynamic view point and have offered an approach to the understanding of motivation to work. They noted an important distinction between two kinds of factors:- one group of factors dealt with the nature of jobs and the other was related to the environment in which the job was done. One set of factors, according to them, contributed to satisfaction and such factors are called intrinsic, job content, motivators, or satisfiers.

According to the theory, satisfiers that contributed to a feeling of satisfaction have little to contribute to a dissatisfied feeling. Similarly, dissatisfiers (hygiene) contributed more to dissatisfaction than they did to satisfaction. In other words, it was suggested, that satisfaction and dissatisfaction were two separate, distinct, and independent feelings. They are unipolar dimensions. In review of industrial motivation studies, Herzberg observed that a difference in primacy of work factors appeared depending up on

whether the investigator was searching for factors that led to job dissatisfaction. This observation led to the concept that some factors in the work situation were "satisfiers" and other factors were "dissatisfiers."

Herzberg hypothesized that some factors were satisfiers when present but were not dissatisfiers when absent; other factors were dissatisfiers, but when eliminated as dissatisfiers they did not result in a positive direction.

Herzberg's research with accountants and engineers tends to confirm the existence of the satisfiers and dissatisfiers phenomenon. He observed that job factors that resulted in satisfaction were directly related to the work itself. Job factors that resulted in dissatisfaction tended to be related to the environment of work (Ashbaugh, 1982; Henne and Locke, 1985; Ghosh and Ghorpade, 1981).

An interesting feature of the theory is that satisfiers not only enable a person to feel satisfied but also they induce him to produce and perform better in his job. Dissatisfiers do not have that potency to contribute to job behaviour (Ghosh and Ghorpade, 1981).

The literature review of this study will focus on:-

- 1) the conceptualization and study of job satisfaction;
- 2) the meaning of job satisfaction;
- 3) Variables associated with job satisfaction; and
- 4) measurement of job satisfaction.

2.1.1 THE CONCEPTUALIZATION AND STUDY OF JOB SATISFACTION

Job satisfaction is one of the most crucial but controversial issues in industrial psychology, sociology, the administrative sciences and behavioral management in organizations. It ultimately decides the extent of employee motivation through the development of organizational climate or environment.

The concept of job satisfaction, then is central to many aspects of industrial and organizational psychology. Indeed, some psychologists, especially those associated with "human relations" school of motivation theory, see job satisfaction as a primary goal of organizations. The numerous surveys on the job satisfaction undertaken in Polish industry view employee job satisfaction as an end in itself and not just a means of increasing productivity or indeed of serving any other purpose at all (Wnuk-Lipinski, 1977). Others view employee job satisfaction as a means to an end rather than an end by itself (Henne and Locke, 1985). Job dissatisfaction may produce reactions that are detrimental to the achievement of the goals of the firm. Thus, it would be in the interest of both the managers (owners) of organizations and employees to check whether there exists dissatisfaction and try to remedy it if it exists.

Similarly, as cited by Schmitt and Pulakos (1985), interest in the consequence of job satisfaction has generated a tremendous volume of research (Locke, 1976). Taken cumulatively, these studies reveal support for the positive effect of job satisfaction on a variety of individual and organizational effectiveness variables. For example, satisfaction has been shown to play a significant role in absenteeism and turnover (Mobley et al., 1978; Porter and Steers, 1973; Steers and Rhodes, 1978; Rhodes et al., 1985). Dissatisfaction with work has been recognized as a contributor to unionization activity (Hamner and Smith, 1978; Hamner and Berman, 1981). On an individual level, job satisfaction has been related to physical health (Bruke, 1969; 1970), mental health (Kornhauser, 1965), life satisfaction (Iris and Barrett, 1952), and longevity (Plamore, 1969). To sum up, the importance of job satisfaction as a criterion important seems well supported. In addition, many organizational researchers and theorists maintain that job satisfaction should be an important criterion in its own right. That is, organization should strive to promote the satisfaction of their employees irrespective of its relationship to organizationally relevant outcomes.

Given the large volume of research devoted to questions of worker satisfaction, it is very surprising that few studies have attempted to predict job

satisfaction (Schmitt and Pulakos, 1985). Similarly, Schmitt and Schneider (1983) have noted this neglect and have suggested that research attempting to select individuals with inclination toward being satisfied should prove of theoretical and practical importance. In support of this notion, Pulakos and Schmitt (1983) have shown that job satisfaction can, in fact, be predicted using individuals' pre-employment expectations concerning the degree to which they believe favourable outcomes will be obtainable from work. This approach to predicting job satisfaction is unique, in that it assumes that satisfaction partly depends upon individual characteristics rather than the more commonly accepted propositions that satisfactions are due to certain conditions such as mate versus inmate expectations regarding work (Wanous, 1980,cited by Schmitt and Pulakos, 1985), enriched design of jobs (Hackman and Oldham, 1975), and ability of work to fulfil employee needs (Alderfer, 1972 Porter, 1964). Staw (1984) has also echoed similar sentiments of job attitudes such as satisfaction.

2.1.2 THE MEANING OF JOB SATISFACTION

Attention has been directed toward defining the concept of job satisfaction, determining the factors that contribute to it, and establishing its impact on performance. The term's motivation, morale, and job attitude have been used to define job satisfaction. Although these terms do not mean the same things, they are all used to refer to the same concept (Candler, et al., 1988; Tullar, 1980).

Friesen, et al.,(1983) in their extensive work have considered the definitions of job satisfaction of different scholars.For example, Lawler (1973) defines facet satisfaction as " peoples affective reaction to particular aspects of their job,"and overall job satisfaction as a person's affective reactions to his total work role. This distinction is important because overall job satisfaction should not be seen as the sum of satisfaction with individual facets. This view is also supported by Dunne, Stphens and D'Elia (1979). Similar statements can be made for the definition of dissatisfaction. Argyris (1972) has observed that

facets such as supervisory style may be so dissatisfying that they can cause an intrinsically satisfied employee to leave an organization.

Moving closer to operational definitions, Locke (1976) sees job satisfaction and dissatisfaction to be "a function of the perceived relationship between what one wants from one's job and what one perceives it is offering." Similarly, Porter (1962) defines satisfaction as "the difference between what a person thinks he should receive and what he feels he actually does receive." This definition is supported by Mumford (1982)(cited by Friesen et al., 1983); Ghosh and Ghorpade, (1981); Glenn and Weaver(1982); and Witt (1988). They state that a realistic approach is "to consider job satisfaction in terms of the degree of "fit" between what an organization requires of its employees and what the employees are seeking of the firm." For example, working women with family responsibility tend to be more satisfied with convenient job satisfaction (Katzell, 1979; Martin and Hanson, 1985). Studies, however, accounting for variance in job satisfaction have predominantly offered or emphasized structural or job-related explanations (D'Arcy, et al., 1984; McNeely, 1983; Wright, et al., 1987). This discrepancy approach applies equally to the overall and facet satisfaction and dissatisfaction. In this study, the definition that is apt simultaneously simple, is that job satisfaction is the favourableness with which employees view their job. It results when there is a fit between job requirements and wants and expectation of employee. It expresses the extent of match between employee's expectation of the job and the reward that the job provides. Job satisfaction may refer either to a person or a group. Job satisfaction may be more clearly understood in the employee's extent of satisfaction in general in his total life satisfaction. Job satisfaction can be viewed in relation to employees' satisfaction with their home and community life. Some employees, for instance, may be very satisfied with their home and community life, but view their jobs as average.

In particular situations, it is entirely possible to have high productivity with low satisfaction but it is highly doubtful that extremes of the condition can be maintained eventually (Ghosh and Ghorpade, 1981).

2.2 VARIABLES ASSOCIATED WITH JOB SATISFACTION

Numerous studies have been undertaken to examine the relationships between specific work variables (facets) and overall job satisfaction. For example, Quinn and Staines (1978) (cited by Friesen et al., 1983) studied job facet in order to ascertain trends in job satisfaction and also to compare relative satisfaction among occupational groups. Another analysis conducted by Vroom (1964) identified attitudes toward the following six variables as common to studies of job satisfaction -supervision, the work group, job content, wages, promotional opportunities, and hours of work.

Vroom listed facets that were related to both satisfiers and dissatisfiers, other writers have emphasised those that were associated most strongly with satisfaction. For example, Lawler(1973) said that the following job characteristics positively influence an individual's job satisfaction attitude: - The job: (1) allows him to feel personally responsible for meaningful portion of the work. (2) Provides outcomes that are intrinsically meaningful or are otherwise experienced as worthwhile and (3) provides opinion about what is accomplished.

Herzberg et al., (1959) and Porter, Lawler, and Hackman (1975) have observed that intrinsic aspects of work were positively related to overall job satisfaction, if the workers in question have a stronger desire for higher order need satisfaction.

An additional variable, interaction with others both inside and outside the organization on work-related matters, was identified by Ivanov (1973), Schmidt (1976) and VanMaanen and Katz (1977) as leading to work dissatisfaction of the manager and Administrator. Further, Vroom (1964) noted that interaction frequently emerges as the key component determining the attitudes of individuals to their work. He has suggested the relationships tended to be satisfying to the extent that there was congruence of attitudes, acceptance by others, and progress toward the attainment of goals.

Concerning extrinsic aspects of a job, VanMaanen and Katz (1977) reported that labour relations specialists and union leaders have emphasized the importance of organizational policies and conditions of work as influences on overall job satisfaction. In this vein, Lawler (1973) noted that the relationship of extrinsic rewards to overall job satisfaction may vary according to the importance that the individual places on these rewards.

The above discussion indicates that there are many factors that interact in a complex pattern to contribute to job satisfaction. This study, however, confines the discussion to those that are considered as more important. They are categorized as (1) biographic factors-such as, age, sex, education, services, number of dependents, and marital status; (2) intrinsic factors-such as, responsibility, recognition, decision-making, opportunity to use one's own special skills; (3) Extrinsic factors, such as, co-workers, supervision, salary, benefits, etc.

Previous studies and their findings will be discussed below under the headings of dependent, independent, and control variables.

2.2.1 DEPENDENT VARIABLE

The dependent Variable, job satisfaction is defined as an affective response resulting from an overall appraisal of the work and career situation (Locke, 1969). Because job satisfaction is conceptualized as a generalized affective response to the job rather than reaction to particular components, a global (as opposed to a facet) measure is employed (Kottakamp, 1990, cited by Conley and Levinson, 1993). As Kulleberg (1977) notes, a global or unitary definition of job satisfaction does not imply that its causes are not multidimensional or that people not more satisfied with some aspects of their jobs than others. Rather, it assumes that individuals may knowingly balance specific job satisfaction against specific dissatisfaction and thus "arrive at a composite satisfaction with the job as a whole." In this study, job satisfaction is a composite measure of responses to six items prepared in the way that they could tap the intended objective of the study, (O'Connor et al., 1978).

2.2.2 INDEPENDENT VARIABLES

Studies of satisfaction have focused on most different dimensions on which employees may evaluate their work. Included have been such items as the work itself, supervisors, co-workers, pay, and many others (Bacharach and Mitchell, 1983). Similarly, Bacharach and Mitchell, (1983) in their literature have cited most studies such as katz and VanMaanen (1977) who have isolated three distinct Loci of job satisfaction: satisfaction with the job, satisfaction with inter- Personnel (relationship) environment, and satisfaction with the organization (this was confirmed by Oldham, Hackman, and Pearce, 1976).

Drawing on this work this study utilizes: - skill, recognition, responsibility, decision, advancement/promotion/, co-worker, supervision, salary, and fringe benefits as independent variables. The review of these independent variables will be treated below.

(1) **Skill:** -The significance of skill-utilization for predicting job satisfaction has been underestimated or neglected in most job satisfaction research despite the early work of(Kornhauser, 1965, as cited by O'Brien, 1982) who claimed that the main determinant of the mental health of North American industrial workers was the amount of opportunity that they had to use their skills and abilities on their job.

Job satisfaction with skill-utilization has occasionally been measured as a separate facet of job satisfaction (Maimon and Ronen, 1978; Marvis and Lawler, 1977), but does not appear to have been measured as an independent job attribute. Reviews of the numerous studies on perceived job attribute and job satisfaction have generally concluded that the uses of abilities and opportunities for learning on-the-job are significant predictors of job satisfaction (Argly, 1974; Locke, 1976; Warr and Wall, 1975).

Simple and multiple regression analysis showed that skill-utilization was the strongest predictor of job satisfaction (O'Brien, Dowling and Kabanoff,

1978; cited by O'Brien, 1982) with a large representative population of Adelaide employees, the beta weights of skill-utilization was much higher than the corresponding weights for the other job attributes.

The cross-validation studies of O'Brien (1982) with a sample of 1383 Adelaide employees revealed that skill-utilization was the strongest predictor of job satisfaction. The association is positive, with increase in skill-utilization being associated with increase in job satisfaction and the central importance of skill-utilization, for explaining job satisfaction is further confirmed by O'Brien, (1978; 1980; cited by O'Brien, 1982). The findings of Fogionne and Peeters (1982) suggest that more men than female managers with little on-job-training report greater job satisfaction with the opportunity to use their abilities.

In one of the earlier studies it has been recognized that where skill exists to a considerable degree it tends to become the first sources of job satisfaction to the employee. The study also noted that satisfaction in conditions of work or in wages become prominent only where satisfaction in skill has materially decreased (Ghosh and Ghorpade, 1981). As cited by Ghosh and Ghorpade, (1981), the study of Sinha and Nair among the Indian workers has shown that skilled workers have significantly high job satisfaction than unskilled workers.

Skill as a determinant of job satisfaction does not operate alone. It operates with the kind of work, occupational status, responsibility, length of service, opportunity to use skill, and possibly a host of other factors (Ghosh and Ghorpade, 1981).

(2) **Responsibility:** -it does not usually feature independently in the list of factors people want most in their jobs. It, however, is an important factor that possibly gets mixed up with factors like "opportunity for advancement," "type of work," "freedom," and "challenge in job," and so on. In the study of job satisfaction of highly skilled personnel in a private sector electric company of Bnglor. Sarveswara Rao and Ganguli, cited by Ghosh and Ghorpade (1981) found responsibility as one of the most important motivator factors

contributing to satisfaction. Responsibility usually goes with security, and experience on the job, salary, type of work, participation and involvement. In some Indian studies managers have been found to have higher job satisfaction scores than workers implying that the level of satisfaction increases with level of responsibility.

(3) **Recognition:** - Young (1984) found that the importance of recognition was basically the same for both sexes. The studies of Sergiovanni (1967) found that recognitions, responsibility, achievement to be the most determinant factors of job satisfaction among teachers. The study of Plate and Stone, cited by D'Elia, 1979, concluded that the presence of motivator factors such as sense of achievement, recognition were related to job satisfaction, but the absence of these factors from the job environment would not produce job dissatisfaction. Also, recognition was identified by Schmidt (1976) (cited by Candler et al., 1988) as influencing the job satisfaction of secondary school administrators.

(4) **Decision-making:** - Katzell and Yankelovich(1975) in an extensive literature review cited several studies(Morse and Reimer, 1956; Vroom, 1959; Seashore and Bowers, 1963; Powell and Schlocter, 1971) all of which reported a significant relationship between decision involvement and job satisfaction. Other studies, such as, Schneider (1986); Pierce (1979) provide evidence that suggest participation in the decision-making process be positively related to employee job satisfaction, and that the strength of this association may be related to the centrality of the decision being made to the person involved in the decision-making process.

LaVan, Welsch and Full (1981) examined the job satisfaction of health care administrators and professionals. They reported positive relationship between participant decision-making and job satisfaction. Schneider(1984),also found a significant relationship between the level of involvement in decision-making and job satisfaction. In short,the more involved and individuals' felt he/she was in the decision-making process the greater the individual's job

satisfaction. The respondents who perceive the least involvement in the decision-making process also reported the least job satisfaction.

(5) **Supervision:**-it is psychologically significant that the employees need sympathetic supervision. About fifth in order of performance of the employees is a "sympathetic supervisor." This may imply a preference for a supervisor who helps in personal problems, does not interfere in work, overlooks faults and lapses, is friendly and grants favours. In reality, however, the supervisor at times, has to act contrary to these expectations if he has to be effective. He cannot, for instance, overlook faults and he has to cause and establish his effectiveness in spite of such actions by developing a purposeful relationship.

Generally, it may be noted again that job satisfaction of employees major preferences (except possibly pay) such as "sense of security," "opportunity for advancement" and even "suitable type of worker" depends on the supervisor.

According to some studies, considerate supervision often leads to job dissatisfaction. In this line the study of Fleischer (1985) compared job satisfaction survey from 40 child-care workers and found that the workers' response showed more dissatisfaction with supervision. Also a study conducted by Spector and Winalasiri (1986) compared job satisfaction for the U.S.A and Singapore and found that Singapore subjects were less satisfied with supervision, even employees have negative opinion about supervision (Hamner and Smith, 1978; cited by organ and Hamner, 1982).

Supervision is, undoubtedly, one of the most important factors related to employee attitudes and job satisfaction. Supervision has been judged to be the most important single factor in determining employee attitude, satisfaction, and morale in the two thorough studies conducted by Ganguli with Calcutta workers and Mukherjee with Nagpur workers (cited by Ghosh and Ghorpade, 1981). Ganguli's attempt at isolating some moral dimensions in 550 workers of an engineering concern in Calcutta, the two factors referring to job satisfaction with supervision with reference to :-The supervisor's skill in handling the men, his

reasonableness in what he expects from them, and in general how far he can be regarded as their own man, effectiveness and competence with which the supervisor performs his duties like division of work load, attention to workers' suggestion regarding of work, etc., giving facilities to his men for doing the work properly and so on. Similarly, Sarveswara Rao and Ganguli found that the so-called dissatisfier (hygiene, extrinsic factor) like "supervisors help in the work" and "relations with supervisor" rank more as satisfiers (motivator, intrinsic) than dissatisfiers among the highly skilled personnel in Bangalore electric factory.

Moreover, the study of D'Elia (1979) and Euske et al., (1982) found that supervision to be the most important characteristics in the job environment related to job satisfaction.

(6) **Co-worker:-** the job factors which have been usually ranked higher in preference in the studies do not feature any concern of the workers for coworkers. In Ghosh's study of nurses preferences, for instance, the item friendly people to work with features fairly high in the list. The study of Sarveswara Rao and Ganguli also shows that relationship with co-workers, usually considered as a hygiene, extrinsic, or dissatisfier factor, is considered as the most important satisfier among a group of highly skilled personnel. Ghosh in another study, also found that "friendly people to work with" was ranked fairly high by better performers whereas it was ranked low by inadequate performers.

(7) **Salary:-** Nash and Carroll (1975), as cited by Ashbaugh (1982), noted that the managers often want to better understand the mechanism of pay satisfaction/dissatisfaction because they feel that pay satisfaction is in relation to employee behaviour such as performance, absence rate, or turnover rate. Additionally, management views pay dissatisfaction as an important cause of complaints and grievances which create an unpleasant working atmosphere.

Lawler (1971) pointed out two contrasting theories about pay satisfaction. In discrepancy theory, pay satisfaction is the difference between the pay that is desired and the pay that one actually receives. Equity theory asserts that pay

satisfaction is the result of an individual comparing his job inputs (such as pay and other factors) to the job inputs and outputs of his fellow workers.

An individual's expectations about the future also seem to influence his satisfaction with his pay. In studies by Kline and Maher (1966), Penzer (1969), and Andrews and Henery (1963) (cited by Ashbaugh, 1982) it was found that managers who were optimistic about their chances for getting other jobs, or who anticipate large increases in pay, were less satisfied with their present pay. However, Carroll And Brunner (1973) did not find such relationships among three occupational groups (managers, professionals, and rank-and-file workers).

Dyer, Schwab, and Theriault (1976) (cited by Candler et al., 1988) reported that a manager's perception of the difference between the criteria he/she should be used to determine a salary increase and the actual criteria used influenced his/her satisfaction with pay. The greater the extent to which a manager feels that his/her criteria for salary increase are employed in determining merit increases the greater the job satisfaction the individual expresses.

8. **Promotion:-** Halpern (1966) in his literature states that among the three factors of work itself, responsibility, and advancement stand out strongly as the major factors involved in producing high job attitudes (Herzberg et al., 1959). Their role in producing poor job attitudes is by contrast extremely small. The motivator-hygiene theory of job satisfaction clearly recognizes that "both kinds of factors meet the needs of the employee", but stresses that only the presence of motivators can lead to satisfaction.

The study of Witt (1988) indicated that the breadwinners were more satisfied with their pay and opportunities for promotion and perceived a more favourable reward system in the organization.

Several studies have used the opportunity for promotion as a predictor of job satisfaction, but they did not state it out as one of the variable in isolation from other variables of job satisfaction (eg. see Jr. & Lindell, 1981, Calvsey et

al., 1982, Spector, 1986, Welsch, 1981). Magire, (1983), find out that when job satisfaction is dependent, the composite variable also become a significant predictor, along with complexity and advancement.

Finally, since these are not the only independent variables (as it was indicated elsewhere in this study) that determine the job satisfaction of employees ,it is essential to review personal characteristics in the following section. These variables are reviewed under the heading control variables though they are categorized as independent variables in regression analysis (that is, in the "best" linear combination or in the "best" linear equation of multiple regression).

2.2.3 CONTROL VARIABLES

Consistent with the previous research (Martin and Shehem, 1989) this study includes individual and organizational variables used as controls were the employee's age, gender, education, number of dependents, experience, marital status, and salary. Previous research suggests an association of these variables with employees' work attitudes (example, Alutto and Belasco, 1972; Moeller and Charters, 1966, cited by Conley and Levinson, 1993).

In addition variables representing organization were entering the analysis to allow assessment important to organizational context in influencing employees' job satisfaction.

Biographic characteristics that receive greatest attention in national surveys of different countries will be discussed below.

(i) **Age:-** which shows a positive linear association with job satisfaction (Janson and Martin, 1982; Andrews and Withey, 1976; Cohn, 1979; Ebling et al., 1979; Glenn et al., 1977; Wright and Hamilton, 1978; cited by Wright et al., 1987). The basic and most consistent finding in research on age differences in job satisfaction is that older workers are more satisfied with their jobs than are

younger workers. However, a closer analysis of the results of these studies reveal that job satisfaction is high among young employees; It tends to go down during the first few years of employment, after which it increases with increasing age, indicating an U-shape curve (Saiydain, 1985). Most studies do not show any significant relationship between age and satisfaction (Vasudeva and Rajbir, 1976; Reddy and Ravikumar, 1980; cited by Saiydain, 1985).

(ii) **Gender:-** which does not show a direct association with job satisfaction (Andrews and Withey, 1976; Campbell et al., 1976; Ebeling et al., 1979; Quinn et al., 1974; Weaver, 1977), It may moderate the association between job satisfaction and other variables (Hedly and Taveggia, 1977; Murray and Atkinson, 1981; Schmitt et al., 1978).

Some studies, such as King et al., (1982); D'Arcy et al., (1984); Sauser and York (1978); revealed that sex difference in job satisfaction are not significant.

(iii) **Education:-**, which has a negative but not strictly linear association (Campbell et al., 1976; Atkinson (cited by king et al., 1982)), with job satisfaction, workers with college degrees being slightly more satisfied with their jobs than those with only some college. But Weaver (1978), as cited by Gaziel (1986), found that individuals with more education are less job satisfied. The reason is that individuals with more education have more options in the job market and need not develop high identification with a particular job.

It appears that education may have negative, or, positive effects on job satisfaction (Glenn and Weaver, 1982). One point of view suggests that education may increase job satisfaction by increasing both the intrinsic and extrinsic rewards of work. A second point of view suggests that education may reduce job satisfaction by raising work expectations that may not be fully realized in the work place (Mottaz, 1984).

The extensive related literature of Mottaz (1984) indicate that education tends to increase job satisfaction. Besides, Quinn and Mandilovitch (1975)(cited by Mottaz, 1984) found the effects of education on satisfaction to be positive but quite modest in magnitude. Two other studies obtained similar results (Goodwin,1969; and Gallup, 1973). A study by Glenn and Weaver (1982) also showed a small, positive relationship between education and job satisfaction, but they sum up the relationship to be some what stronger among females than males. In contrast, a number of studies have reported negative relationship between education and job satisfaction (Klein and Maher, 1966; Sulkin and Pramis, 1967; Campbell et al., 1976; Grunberg, 1980; cited by Mottaz, 1984). Still other studies have found no relationship at all between education and job satisfaction (Sinha and Sarms, 1962; Shepard and Herrick, 1972; Gordon and Arvey, 1975; Hamilton and Wright, 1961; Wright and Hamilton, 1979; King et al., 1982; cited by King et al., 1982).

On the other hand, a study by Sybolt and Gruenfeld (1976; cited by King, 1982) produced mixed results. They found a positive relationship between education and job satisfaction among professional and managerial workers, no relationship among clerical and service workers, and negative relationship among manual workers.

(iv) **Experience:-** length of service shows a U-shape relationship between years of experience and job satisfaction (McDonald and Gunderson, 1974). In some studies, it seems to be more evidence in-favour of no relationship (Natraj and Hafeer, 1965; Ghosh and Shukla, 1967; Rao, 1970; Sinha and Agarwala, 1971; Saiydain, 1985, cited by Saiydain, 1985) both positive (Sinha and Naire, 1965; Reddy and Ravikumar, 1980), and negative (Vasudeva and Rajbir, 1976; Hulin and Smith, 1965) (cited by Gazel, 1986) relationship also been observed.

As cited by Candler et al., (1988), Buxton et al., (1976) reported a linear relationship between job satisfaction and administrative experience among college presidents. Further, they noted that the greater the proportion of a

college president's experience that was in education the greater job satisfaction the individual reported.

(v) **Number of dependents:-** the effect of family life upon the work setting is an important though often overlooked issue for work organizations, with implications for the morale, stability, and productivity of the worker force (Voyolanoff, 1980, cited by Crouter, 1984). Presumably, men and women do not shed their family roles, relationships, and experiences the moment they do work shirts, hard hats, or business suits. Indeed, the logic underlying many corporations' decisions to offer such employer based family supports as child-care and flexible work schedules may be that such benefits will facilitate employees' abilities to handle family matters and in so doing will enhance their work performance, commitment, and satisfaction (Crouter and Garbarino, 1982, cited by Crouter, 1984).

The findings of Forgionne and Peeters (1982) suggest that overall satisfaction differences between male and female managers are positively related to the number of dependents.

Carrel and Elbert (1974) and Weaver (1974) found that overall job satisfaction was lower for those with a larger household (number of dependents). The study of Saiydain (1985) with Indian and Nigerian samples reveals that the number of dependents does not seem to influence the level of job satisfaction. However, the results of trend analysis suggest significant linear relationships between number of dependents and satisfaction for both Indian and Nigerian samples. And he also found that a U-shape curve of the relationship between satisfaction and number of dependents. Further, some studies, according to Saiydain's (1985) literature, show no relationship (correlation) between job satisfaction and number of dependents (Salinas, 1964; Pathak, 1977; Reddy and Ravikumar, 1980).

(vi) **Marital status:-** the study of King et al., (1982) revealed married workers report greater satisfaction than those who are single. Similarly the

literature of Saiydain (1985) discussed that through a few studies on the western samples show that the married employees are more satisfied than the unmarried ones (Inlow, 1951; 1964; McDonald and Gunderson, 1974), most literatures report no significant differences in the job satisfaction of married and single employees (Jurgenson, 1974; Ash, 1954). Similarly on the Indian samples, most studies show no relation between marital status and job satisfaction (Sinha and Nair, 1965; Ghosh and Shukla, 1967; sinha and Agarwala, 1971; Saiydain, 1985, cited by Saiydain, 1985).

Yet such biographic characteristics, even when considered together, seldom account for more than 5% or 6% of the variance in measures of job satisfaction (Campbell et al., 1976; cited by D'Arcy et al., 1984).

(vii) **Fringe benefits and pay (salary):-** A number of studies, such as O'Reily and Caldwell, 1980; Dyer and Therault, 1976; Schwab and Wallace, 1974;(as cited by O'Reilly III, and Caldwell, 1980) more directly relevant to pay satisfaction, have reported that people's wage level significantly predicts how satisfied the employees are with their income. Higher earnings give them gratifying in themselves.

As cited by Ashbaugh (1982), Nash and Carroll (1975) noted that managers often want to better understand the mechanism of pay satisfaction/dissatisfaction because they feel that pay satisfaction is in relation to employees' behaviour such as performance, absence rate, or turnover rate. Additionally, management views pay dissatisfaction as an important cause of complaints and grievances, which create an unpleasant working atmosphere.

Several studies (such as Dubey et al., 1983; Mount and Muchinsky, 1978; Harris et al., 1983; Harvey et al., 1983; Motowidle, 1983; Koch and Rhodes, 1981; Weaver, 1980) indicate a direct relationship between employee job satisfaction and their satisfaction with regard to the present salary they were receiving.

Moreover, the findings of Sylvia and Hutchison (1985); Alain 1985; Krupinski, 1984; Kreuger, 1985; Martin and Hanson, 1985; showed that lack of pay and benefits result dissatisfaction of the employees to their job. But other studies (e.g., Miller and Terborg, 1979; Gallup Poll.1978) showed that part-time employees were less satisfied with work, benefits, and the job in general. Wages, also, has a direct relationship with dissatisfaction.

2.3 MEASUREMENT OF JOB SATISFACTION

In an attempt to discover the reasons for satisfaction within organizations, investigators have addressed the problem in the context of three broad areas:- definitions of job satisfaction, job characteristics, and instrumentation. Unfortunately, the results of previous studies have been contradictory, confusing, vague and ambiguous for a variety of reasons (Lester, 1987).

One possible explanation is the difficulty in defining job satisfaction, as it is shown elsewhere in this paper, varying conceptual approaches have led to the development of correspondingly different instruments. All designed to measure job satisfaction according to the researchers' definition of the term (which ultimately means that they are not measuring the same thing) (O'Conner et al., 1978; Lester, 1987).

Another problem with previous studies lies in the identification of factors once a researcher has established a personal definition of job satisfaction. Discrepancies among studies occur because individuals have varying attitudes and value systems, perceive different aspects of the work situations, take into consideration different factors (Lester, 1987). One researcher (e.g., Smith et al., 1969) may include only five factors while another (e.g., Weiss et al., 1967) have included twenty factors as that of Locke (1976) did. Factors that are included in some studies are eliminated from others. It is no wonder, then, that when results are compared they seem contradictory and/or confusing.

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The final problem with the previous studies lies in the measurement of job satisfaction. While some instruments consist of only one or two items, others attempt to examine all possible factors of job satisfaction. Some measures study overall job satisfaction, while others study specific factors. Instruments differ in their psychometric characteristics. Instruments such as the Hoppock (1935) job satisfaction Blank and the Brayfield and Rothe (1951) Index of job satisfaction are overall measures of job satisfaction and lack specific job content items (O'Connor et al., 1978).

In summary, existing problems in conceptualization, selection of job characteristics, and instrumentation necessitated the construction of psychometrically acceptable instrument to assess employees job satisfaction.

The most widely accepted job satisfaction measurement instruments employ additive measures, and systematically assess the individual's level of satisfaction with various job aspects (facets), such as supervision, pay, or the work itself (Ferrat, 1981; Staw, 1984). Among instruments of this type, as cited by Miller, 1983, are the Job Descriptive Index (JDI) (Smith, Kendall, and Hulin, 1969) and Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, and Lefquist, 1967). Satisfaction measures such as these have proven to be quite useful to managers as a means of a monitoring attitude among their employees, and when employing the facet measures, as diagnostic indicators of the causes of job dissatisfaction. (Hartman et al., 1986).

So the instrument used in this study is in line with MSQ and JDI. The items are adopted from, more specifically scumped from different related articles and texts of industrial psychology (such as Miller, 1983; Blum, and Naylor, 1984).

The instrument, then is constructed and piloted to assess employees' level of satisfaction with various job factors discussed in the proceeding chapters.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Sampling procedures, data collection, method of analysis and related methodological issues employed in the study are discussed in this section.

3.1.1 SAMPLING PROCEDURE

The subjects of this study were the Ethiopian Insurance Corporation workers of the different regions, as shown in Table I below.

Table I **SAMPLE SIZE OF THE STUDY**

Main Branches	Sub-Branches	Sample Distribution					
		Main Branches		Sub-Branches		Total	
		Expe-cted	Actual	Expe-cted	Actual	Expe-cted	Actual
North-Eastern	Mekelle*, Combolcha	59	30	22	22	81	52
North-Western	Bahir-Dar*, Gondar	59	30	22	22	81	52
Eastern	Dire-Dawa*, Robe, Assela, Arba-Minch	59	34	22	22	81	56
Western	Jimma*, Nekemt	59	30	22	22	81	52
Southern	Nazareth*, Awassa	59	30	22	22	81	52
Life-Insurance	Addis Ababa*	42	40	-	-	42	40
Head office	Addis Ababa*	73	66	-	-	73	66
TOTAL		410	260	110	110	520	370

[*Note: Indicates the place where the samples are taken for the study.

The sub-branches were selected due to the following reasons:-

These are selected (1) according to geographic location, since the employees' attitude may be affected by the geographical factors like location, climate, etc. and

(2) due to the size and "wealth" of the corporation; (i) **size**: in each main branch there are around seven departments: underwriting, sales, personnel and general services, accounting, claims, management, and life-insurance, but when we come to the sub-branches all of these departments do not function independently as those of the main branches. One person could carry the work of two or more departments or one or two departments may be covered by few employees. This is done because the number of clients outside Addis Ababa is not as large as that of Addis Ababa; (ii) **"wealth"**: the amount of money deposited by clients, that is., the number of clients that the branches have in their lists; again these sub-branches did not have large amount of capital until the fiscal year 1994/1995, but by the effort of the employees of these sub-branches, the capital has relatively increased.

The selected branches have more clients than the unselected ones. For example, the Mekelle branch has more clients than that of Combolcha.

Moreover, the employees of these branches have received bonus for the efforts they have made to attract more clients to help grow their capital. Understanding the growth of the capital and the necessity of human labour, they were promoted so that they were allowed to open departments as that of the main branches and hire employees to lessen the load of the workers.

A proportionate stratified random sample of 520 employees was obtained for the study from the population of 1180 employees in Ethiopian Insurance Corporation. Questionnaires were distributed to 520 subjects and 370 returned them to the investigator. Of these returned materials, 39 had to be discarded because they were incomplete. So the final work was based on the responses of only 331 subjects.

Some of the characteristics of the employees in the sample are shown in Table II below.

TABLE II. CHARACTERISTICS OF EMPLOYEES

Variable	Category	Frequency	% of Frequency
Age	15-24	25	7.6
	25-34	146	44.0
	35-44	124	37.5
	45-54	36	10.9
Sex	male	184	55.6
	female	147	44.4
Education	- some high school	14	4.2
	- high school graduate	76	23
	- some college	84	25.4
	- college graduate	152	45.9
	- post graduate	5	1.5
Service	less than 5	44	13.3
	5-10	108	32.6
	11-16	104	31.4
	17-22	56	16.9
	23-and above	19	5.7
Number of dependents	0-2	111	33.5
	3-5	127	38.4
	6-8	93	28.1
Marital status	married	183	55.3
	unmarried	148	44.7
Salary	100-300	10	3
	301-500	35	10.6
	501-700	89	26.9
	701-900	91	27.5
	901-1100	57	17.2
	1101-and above	49	14.8

3.1.2 PROCEDURE OF DATA COLLECTION

3.1.2.1 DEVELOPMENT OF THE INSTRUMENT

In designing the questionnaire, several areas of employee concerns served as guidelines:- how employees view their jobs, what they like and dislike about their jobs, and what they feel how their jobs might be improved upon.

In order to generate a taxonomy for the development of this instrument, the theories of Herzberg and Maslow were explored as a source of job satisfaction. The theories that these experts discuss contain specific concepts that correspond to job characteristics logically found in organizational setting and identified in the construction of this instrument. Consequently, their theories provide a system of classification that support the conceptual foundation for this study.

A sample of items was developed generating an initial pool of 197 items. These items reflected the factors that were identified at the initial stage of the instrument development process. A primary concern was the inclusion of those items considered to be indicative of job factors thought to represent job satisfaction. The different factors identified to account for employee satisfaction were : responsibility, recognition, freedom to make decision, opportunity to use one's own special skill, promotion policy, working conditions, co-workers, immediate supervision, pay, insurance, transport facility, further education and training, and fringe benefits; as well as biographic characteristics.

Once the preliminary selection process was completed, the items of the job factors were presented to colleagues, English language instructors from A.A.U and educators from the Institute of curriculum development and Research, and the University lecturers in psychometry for content validation.

Based on these suggestions and comments some items were rewritten or deleted and some new items were added. One hundred ninety-seven items were chosen to form the original instrument for the pilot study of job satisfaction. Further discussion of the pilot study is given in the analysis part.

Finally, about 62% of the items were written in a positive form while 38% of them were written in a negative form to minimize response set of bias.

A Likert scaling type of (1) strongly disagree, (2) disagree, (3) undecided, (4) agree, and (5) strongly agree (if the statement is negative this scoring is

reversed) was chosen to avoid difficulty when doing factor analysis (Wilins and Dickenson,1973; cited by Kerber and Campbell, 1987). This approach provided respondents with the opportunity to indicate the extent to which they agreed or disagreed with each statement.

3.1.2.2 THE PILOT STUDY

The subjects from which the sample was drawn included workers from Ethiopian Insurance Corporation of Addis Ababa, Bahir-Dar, Dire-Dawa, Jimma, Mekelle, and Nazareth.

This was done to make the study more valid and reliable. Since the subjects are in different geographic location, it is assumed that it will cover different cultures different intentions, and inclinations of employees.

Of the one hundred fifty instruments distributed to be answered anonymously, one hundred twenty-five (83%) were returned. Of these one hundred-eighteen (79%) responses were used for factor analysis.

3.1.2.3 INSTRUMENT USED TO MEASURE JOB SATISFACTION AND OTHER RELATED VARIABLES

Scores on all predictors and criterion variables were collected from the Ethiopian Insurance Corporation employees of Bahir-Dar, Dire-Dawa, Mekelle, Nazareth, Jimma, and Addis Ababa.

A forty-item questionnaire which was followed by a one-page inventory requesting biographic and demographic data were developed for the final study. Similarly, employees' personal and fringe benefits were assessed using document examination from general service and business and manpower development departments. In designing the questionnaire, it was decided to so word the statements that agreement with 23 of them amounted to a positive evaluation of the factors in question while agreement with the other 17 meant a negative

rating. The forty statements were randomly sequenced to ensure unbiased responses. Each statement was required to be answered by a tick mark (✓) following the five point scale similar to that of the pilot study; that is, strongly agree, agree, undecided, disagree, strongly disagree. To each of these, scores of 5,4,3,2,and 1 were given,respectively. The scores were reversed in the case of response to each negative statement.

On the basis of validity of each item and factor analysis, eight factors were identified for further study. A list of these factors and criterion is given in Table III. Table III indicates only forty of the 197 items could be used through the selected factors, while the remaining 157 items and factors (such as working condition, insurance, transport facility, further education and training, etc.) had to be discarded on the basis of factor analysis.

TABLE III. FACTORS AND SELECTED ITEMS

Factor(s)	Number of items	Item number
Job satisfaction	6	1,10,19*,28,35*,39
Responsibility	5	2,11*,20*,29,36
Recognition	3	3,12,21*
Supervision	4	4,13,22*,30*
Decision	6	5*,14,23,31,37*,40*
Skill	5	6*,15*,24,32,38
Co-worker	4	7,16*,25,34*
Promotion	4	8,17,26*,33*
Benefits	3	9,18,27*
Total	40	40

Note: * indicates negatively stated statements

Table III reveals that Job satisfaction is measured by the sum of the six item scores. The other factors are also measured in a similar manner by the sum of the items indicated above.

Moreover, Part Two of the questionnaire includes the ranking of the factors according to the importance the employee give them to be satisfied with his/her job. Here, there are thirteen factors labelled in accordance with their choices.

Furthermore, personal characteristics and administrative factors (such as age, sex, level of education, number of years in the corporation or service, level of income, number of dependents, and marital status) were collected using a separate page. The inclusion of these personal characteristics was due to the following reasons: (1) For the majority of the employees, these are of vital concern and (2) they are easily identifiable and measurable.

Finally, when collecting the general information and tallying the data, the assistance of fourteen persons was sought. They are undergraduate and graduate students from Addis Ababa University as well as others from outside the University.

3.2 VARIABLES INCLUDED IN THE STUDY

The different variables used in the study are given as symbolized hereunder:

3.2.1 PREDICTOR VARIABLES (x_i 's)

x_1 = age

x_3 = education

x_4 = service

x_5 = salary

x_6 = number of dependents

x_{10} = supervision

x_{11} = decision

x_{12} = skill

x_{13} = co-worker

x_{14} = promotion

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x_{12} = skill

x_{13} = co-worker

x_{14} = promotion

x_8 = recognition

x_{15} = benefits

x_9 = responsibility

3.2.2 DUMMY PREDICTOR VARIABLES (x_i 's)

A method of dummy coding is employed using 1's and 0's. There are two such variables in the study.

x_2 = sex (0 = male, and 1 = female)

x_7 = marital status (0 = married, and 1 = single)

3.2.3 THE CRITERION (PREDICTED) VARIABLE (Y)

Job satisfaction scores measured by overall job satisfaction is the criterion variable (Y).

3.3 PROCEDURE OF DATA ANALYSIS

The procedure of analysis is indicated below in two parts: the pilot study, and the final study.

3.3.1 THE PILOT STUDY

Factor analysis, which is a technique used to reduce data and to reproduce the correlation matrix as closely as possible with the smallest number of factors, was undertaken as an exploratory technique to help discover underlying factors and as a psychometric procedure for the development and refinement of the instrument(Lester,1987; Kerlinger,1986; Zeller,1988).

Finally, in order to improve the psychometric quality of the instrument, select some important variables for analysis, and explore factors underlying the variables under the study, factor analysis was made for the pilot study.

The proportionate stratified sampling technique was employed which produced a sample of 250 subjects. The SPSS statistical package was used to analyze the data. Consequently, the number of cases used in the factor analysis were 118. Items with factor loadings of less than 0.750 were eliminated except for the recognition factor, where two items were included for the sake of completeness (that is, only one item was selected on the above criteria, but two items /item 46 and 48, whose factor loadings are 0.70 and 0.72 respectively/) were included and were marginally included because they were consistent with the conceptual rationale and were supported by the literature.

Moreover, the above criterion was set because when the number of items are too many and too long the respondents would not have patience for answering the items.

Finally, the factor loadings, communalities, eigen- values, percent of variances, and percent of cumulative variances of the nine factors from the varimax rotated factor matrix are given in Appendix III.

Similarly, the reliability (the alpha coefficient) for the sample (N = 118) is found to be 0.9486. The mean, standard deviation, and the reliabilities (alpha and r_{it}) are given in Appendix IV. But the reliability (alpha coefficient) for the final study of 331 individuals is found to be 0.8502.

3.3.2 STATISTICAL ANALYSIS OF THE FINAL STUDY

The descriptive statistics of the variables -mean, standard deviation, and the reliabilities (alpha coefficient, and r_{it} (item test correlation)) were first determined for the variables and it is given in Table IV below to show the general picture of the data. As Table IV reveals the alpha coefficient for the final study is found to be 0.8052 and the standard alpha coefficient is 0.8482. Both are high indexes.

The relationships between the independent variables and job satisfaction measure were determined by Pearson product-moment correlation. Intercorrelation between independent variables are shown in Table V. The coefficients of correlation between the independent variables, that is, age sex, education, service, salary, number of dependents, marital status, responsibility, recognition, supervision, decision, skill, co-worker, promotion, and benefits ranged from -0.4054 to 0.6979. Of 105 inter correlations, only 48 were found significant. The coefficients of correlation between age and service, between age and salary, between responsibility and decision, between responsibility and promotion, between responsibility and recognition, between decision and skill, between decision and promotion were positive and high, ranging from 0.4467 to 0.6976. The coefficient of correlation between number of dependents and marital status, between service and marital status, between age and marital status were negative and moderate, ranging from -0.4341 to -0.3686.

TABLE IV. THE MEAN, STANDARD DEVIATION, AND THE RELIABILITIES OF THE FACTORS(N = 331)

Factors	row score range	number of items	mean	Sd	alpha	r _{it}
Job satisfaction	6-30	6	19.876	3.712	0.4461	0.6364
Responsibility	5-25	5	15.961	3.954	0.6224	0.8054
recognition	3-15	3	10.616	2.105	0.2477	0.6786
supervision	4-20	4	13.656	3.083	0.6274	0.5899
decision	6-30	6	18.486	4.328	0.5973	0.7848
skill	5-25	5	16.254	3.373	0.5157	0.6577
co-worker	4-20	4	13.776	2.188	0.1293	0.3299
promotion	4-20	4	12.160	2.735	0.3498	0.6817
benefits	3-15	3	9.737	2.365	0.3809	0.4412
Total		40	12.9154	18.1089	0.8052	1.0000

Note: * the values of r_{it} are all significant at p < .001.

TABLE V INTERCORRELATION MATRICES FOR INDEPENDENT VARIABLES

Factors	Job satisfaction
Job satisfaction	1
Age	0.212*
Sex	0.0459
Education	0.0019
Service	0.1728*
Salary	0.2097*
Number of dependents	0.1237
Marital status	-0.219**
Responsibility	0.4232**
Recognition	0.5053**
Supervision	0.2831**
Decision	0.4264**
Skill	0.2613**
Coworkers	0.073
Promotion	0.3739**
Benefits	0.1066

N of cases: 331 1-tailed signif: * -.01 **-.001

The sign of the indices of correlation of dummy variables with others indicate as to which group of the category is performing higher on the variable with which they are to be correlated. If the correlation is positive, the category represented by 1 is performing high and vice versa. For example, $r_{y2} = 0.0459$ (Table V) indicates that females do have higher score in job satisfaction than males. Similarly, $r_{y7} = -0.2190$ indicates that married employees do have lower score in job satisfaction than unmarried ones.

The intercorrelation matrices for selected variables were subjected to multivariate analysis through multiple regression technique:- to identify the combination of the independent variables which explains optimum variation in

the criterion (job satisfaction); and to find out the relative importance of each independent variable included in the "best" equation.

For correlation and multiple regression technique in the study it has been assumed that, first, the form of the regression equation is linear, second, the distributions of the dependent variable for each independent variable are normal, and third the variances of the distributions of the dependent variable are the same for each value of an independent variable. The explanatory power of different combinations of independent variables will be compared in terms of "adjusted" multiple correlation coefficient.¹ Using this multiple correlation coefficient , it is proposed to work out the "best" equation that is capable of explaining optimum variation in the criterion.

Stepwise regression analysis was used to identify the "best" equation, that is, the combination of independent variables that explained maximum variation in the criterion, as measured through $R_{(adj)}$. For this, a number of "best" equations were identified, one for each order based on size. For instance, there are 105 possible combinations of two out of fifteen predictors; it is intended to find out the two variables which together explained more variation in the criterion than did any of the remaining 104 pairs. Similarly, a combination of three variables was tried to find the "best" combination of three predictors, four predictors, and so on. The results of this analysis are summarised in Table VI.

Variables x_8 (recognition) and x_{11} (decision) constitute the best pair in that they explain more variation in Y (job satisfaction) than that explained by any other combination of two out of fifteen predictors (Table VI). It may be recalled that x_8 and x_{11} also had the highest Zero-order correlations as shown in Table V. It is also important to note that every subsequent "best" equation invariably

¹ R_{adj} . is computed by using the formula bellow:

$$R_{adj} = \sqrt{[1 - (1 - R^2)] \frac{N-1}{N-m}}$$

where: N = number of observations and
m = number of all variables in the equation

included variables x_8 and x_{11} in it. Thus, scope for recognition and decision measures seem to be the two most important factors which influence job satisfaction of employees of Ethiopian Insurance Corporation. These two variables explain 30.9 per cent of variation in the criterion ($R_{adj}^2 = .5556527^2$).

The third factor that joins the first two to constitute the "best" combination of three predictors is x_{15} (benefits), which had the lowest Zero-order with the criterion ($r_{y,15} = 0.1066$) irrespective of the control variable (education). Moreover, benefits is assumed to be one of the necessary constituents of every subsequent best equation. Other variables entered the "best" equation in the following order: x_{14} (promotion), x_{13} (co-worker), x_9 (responsibility), x_{12} (skill), x_{10} (supervision), x_7 (marital status), x_1 (age), x_5 (salary), x_4 (service), x_6 (number of dependents), x_2 (sex), and x_3 (education).

TABLE VI SUMMARY OF "BEST" EQUATIONS OF DIFFERENT SIZES

"Best" equation of each size	multiple R	Corre. R _{adj}	F-value	
R _{y.8,11}	.55941	.5556527	2,328	74.69885
R _{y.8,11,15}	.56135	.5559046	3,327	50.19708
R _{y.8,11,15,14}	.56983	.5625122	4,326	39.18896
R _{y.8,11,15,14,13}	.57444	.5653936	5,325	32.01215
R _{y.8,11,15,14,13,9}	.58697	.5765414	6,324	28.38475
R _{y.8,11,15,14,13,9,12}	.58728	.5750652	7,323	24.29310
R _{y.8,11,15,14,13,9,12,10}	.58946	.5755519	8,322	21.43286
R _{y.8,11,15,14,13,9,12,10,7}	.60322	.882516	9,321	20.40194
R _{y.8,11,15,14,13,9,12,10,7,1}	.61859	.6027934	10,320	19.83486
R _{y.8,11,15,14,13,9,12,10,7,1,5}	.62056	.6032329	11,319	18.16191
R _{y.8,11,15,14,13,9,12,10,7,1,5,4}	.62189	.6030008	12,318	16.71249
R _{y.8,11,15,14,13,9,12,10,7,1,5,4,6}	.62279	.6022956	13,317	15.45087
R _{y.8,11,15,14,13,9,12,10,7,1,5,4,6,2}	.6228	.6007162	14,316	14.30866
R _{y.8,11,15,14,13,9,12,10,7,1,5,4,6,2,3}	.62296	.5991076	15,315	13.31786

All F-values are significant at P < 0.001 level.

The combined influence of independent variables on dependent variable (job satisfaction) was determined by multiple regression analysis, computation of R² and F-value (Snedecor and Cochran, 1975:402).

Table V presents the results of correlation coefficients between job satisfaction and independent variable measure for the 331 employees. Table VII shows coefficients of multiple regression(b), $R_{adj.}^2$, and value of F for different "best" linear combinations of independent variables. As the correlation Table reveals, the coefficient of correlation ranged from .0019 to .5053. The coefficients of correlation between age and job satisfaction, between service and job satisfaction, between salary and job satisfaction, between marital status and job satisfaction, between responsibility and job satisfaction, between recognition and job satisfaction, between supervision and job satisfaction, between decision and job satisfaction, between skill and job satisfaction, and between promotion and job satisfaction were significant at 0.01 and 0.001 level. These correlation coefficients represent 4.5, 3, 4.4, 4.8, 17.9, 25.5, 8, 18.2, 6.8, and 14 per cent association, respectively. Therefore, it can be stated that 4.5, 3, 4.4, 4.8, 17.9, 25.5, 8, 18.2, 6.8, and 14 per cent of job satisfaction measure are predictable from the variances of the age, service, salary, marital status, responsibility, recognition, skill, and promotion, respectively. Although the remaining coefficients of correlation were not significant, it can be inferred that .21, .00036, 1.5, .53, and 1.1 per cent variances of job satisfaction are predictable from the variances of the sex, education, number of dependents, co-worker, and benefits, respectively.

The above results indicate the importance of independent variables when each one is used alone to predict job satisfaction.

TABLE VII COEFFICIENTS OF MULTIPLE REGRESSION (B), $(R_{ADJ.})^2$, AND F-VALUES FOR DIFFERENT COMBINATIONS OF INDEPENDENT VARIABLES (N = 331)

TABLE VII(a) PERSONAL FACTORS

INDEPENDENT VARIABLE	COEFFICIENT OF REGRESSION(B)	$(R_{adj.})^2$	F-value
age	0.670362		
sex	0.390844		
education	0.254251		
servis	0.099885		
no.of dependents	0.107464		
marital status	-1.069741		F(6,324)
combined	17.208564(const)	0.05418	4.15036*

Note: * $p < 0.001$.

TABLE VII(b) ATTITUDINAL FACTORS

INDEPENDENT VARIABLE	COEFFICIENT OF REGRESSION(B)	$(R_{adj.})^2$	F-value
responsibility	0.122366		
recognition	0.664956		
promotion	0.078582		
decision	0.148144		
skill	-0.03825		
coworkers	-0.147875		
supervision	0.066794		F(7,323)
combined	8.826485(const)	0.32378	23.57269*

Note: * $p < 0.001$.

TABLE VII(c) FINANCIAL FACTORS

INDEPENDENT VARIABLE	COEFFICIENT OF REGRESSION(B)	$(R_{adj.})^2$	F-value
salary	0.613597		
benefits	0.184846		F(2,328)
combined	15.684897(const)	0.05183	10.02034*

Note: * $p < 0.001$.

TABLE VII(d) PERSONAL, ATTITUDINAL AND FINANCIAL FACTORS

INDEPENDENT VARIABLE	COEFFICIENT OF REGRESSION(B)	$(R_{adj.})^2$	F-value
age	0.426472		
sex	0.095811		
education	0.051047		
service	0.216675		
no.of dependents	0.186316		
marital status	-0.318324		
responsibility	0.151778		
recognition	0.620381		
promotion	0.166591		
decision	0.114283		
skill	-0.018426		
coworkers	-0.152665		
supervision	0.040939		
salary	0.136971		
benefits	-0.162324		F(15,315)
combined	7.445397(const)	0.35893	3.31786*

Note: * $p < 0.001$.

The coefficients of multiple correlation ($R_{adj.}$) between six personal factors (variables) (see Table VII(a)) and job satisfaction, between the seven independent

(attitudinal) variables (Table VII(b)) and job satisfaction, the two independent (financial) variables (Table VII(c)) and job satisfaction, between the fifteen independent (personal, attitudinal, and financial) variables (Table VII(d)) and job satisfaction were 0.232766, 0.5690167, 0.22766203, and 0.599108, respectively, with corresponding ($R_{adj.}^2$) of 0.05418, 0.32378, 0.05183, and 0.35893, respectively.

Thus it can be inferred that 5, 32, 5.2, and 36 per cent variances in job satisfaction of employee are predictable from the weighted combinations of the six personal factors, the seven attitudinal factors, two financial factors, and the fifteen personal, attitudinal and financial factors, respectively. As regards the independent contributions of each variable to the prediction of job satisfaction from the weighted combination of six personal factors, age has the highest contribution (0.670362) while service has the lowest (0.099885).

In the prediction of job satisfaction from the weighted combination of attitudinal factors, recognition has the highest (0.6649561) while supervision has the lowest (0.066794) and co-worker and skill have negative contributions (-0.14775 and -0.038250 respectively). In the prediction of job satisfaction from the weighted combination of financial factors, salary (0.613597) has the highest contribution more than the benefits (0.184846).

Finally, as regards the prediction of job satisfaction from the weighted combination of personal, attitudinal, and financial factors, recognition has the highest amount of contribution (0.620381), followed by age (0.426472), service (0.216675), number of dependents (0.186316), promotion (0.166591), responsibility (0.151778), salary (0.136971), decision (0.114283), sex (0.095811), education (0.051047), supervision (0.040939), and the remaining factors have negative contributions (such as skill (-0.018426), co-worker (-0.152665), benefits (-0.162324), and marital status (-0.318324).

When examining the coefficients of regression (b), of Table VII, only some of them were significant at $p < 0.05$, $p < 0.01$, and $p < 0.001$ level. So this

needed a further investigation of the variables since any statement about independent variable is contingent upon the other variables in the equation, for example, the regression coefficient (b) for recognition is 0.898102 when it is the sole important variable in the equation, compared to 0.667846 when the other four independent variables are also in the equation (see summary Table X).

Hence the methods for determining how important the variables are when they are used to predict job satisfaction along with other independent variables in the regression equation were: first to identify the one "best" equation out of the fourteen listed in Table VI. As to the Table, the highest $R_{adj.}$ (0.6032329) is obtained with the equation $R_{y.8,11,\dots,5}$ any combination other than this one, regardless of the size of the equation will have a lower explanatory power. The following eleven factors acting together, therefore, constitute the "best" combination in explaining variation in job satisfaction, as reported in Table VIII below.

TABLE VIII THE ELEVEN FACTORS SELECTED FOR THE "BEST" REGRESSION EQUATION

Factors	Representation	Factors	Representation
Recognition	X_8	Skill	X_{12}
Decision	X_{11}	Supervision	X_{10}
Benefits	X_{15}	Marital status	X_7
Promotion	X_{14}	age	X_1
Co-worker	X_{13}	salary	X_5
Responsibility	X_9		

Whose $R_{y.8,11,15,14,13,9,12,10,7,1,5} = 0.62056$

$R_{(adj)y.8,11,15,14,13,9,12,10,7,1,5} = 0.6032329$

The relationship between the eleven factors mentioned and the criterion now can be stated in the form of the following regression equation:

$$\hat{Y} = a + b_8x_8 + b_{11}x_{11} + b_{15}x_{15} + b_{14}x_{14} + b_{13}x_{13} + b_9x_9 + b_{12}x_{12} + b_{10}x_{10} + b_7x_7 + b_x + b_5x_5$$

$$\hat{Y} = 8.274741 + 0.615764 x_8 + 0.110989 x_{11} - 0.151621 x_{15} + 0.168008 x_{14} - 0.157937 x_{13} + 0.156504 x_9 - 0.035971 x_{12} + 0.048755 x_{10} - 0.502677 x_7 + 0.598255 x + 0.170853 x_5$$

Second, to determine the relative importance of each of the eleven factors included in the equation, it is essential to compute partial correlation and standardized regression coefficient for each of the eleven predictors.

On the basis of the above criterion only five out of eleven factors were selected at significant level $p < 0.05$, $p < 0.01$, and $p < 0.001$. These factors are: recognition, decision, age, responsibility, and co-worker (see Table IX).

TABLE IX PARTIAL CORRELATION AND STANDARDIZED REGRESSION COEFFICIENTS FOR THE FINAL REGRESSION EQUATION.

variable	partial correlation	standardized beta
x_8 (rec)	0.367041 ^{***}	0.375728 ^{***}
x_{11} (dec)	0.166930 ^{**}	0.174222 ^{**}
x (age)	0.209611 ^{***}	0.171870 ^{***}
x_9 (resp)	0.154307 ^{**}	0.163737 ^{**}
x_{13} (cowrk)	0.111701 [*]	-0.095157 [*]

Note: ** $p < 0.01$, *** $p < 0.001$ and * $p < 0.05$

$$\hat{Y} = a + b_8x_8 + b_{11}x_{11} + b_{15}x_{15} + b_{14}x_{14} + b_{13}x_{13} + b_9x_9 + b_{12}x_{12} + b_{10}x_{10} + b_7x_7 + b_x + b_5x_5$$

$$\hat{Y} = 8.274741 + 0.615764 x_8 + 0.110989 x_{11} - 0.151621 x_{15} + 0.168008 x_{14} - 0.157937 x_{13} + 0.156504 x_9 - 0.035971 x_{12} + 0.048755 x_{10} - 0.502677 x_7 + 0.598255 x + 0.170853 x_5$$

Second, to determine the relative importance of each of the eleven factors included in the equation, it is essential to compute partial correlation and standardized regression coefficient for each of the eleven predictors.

On the basis of the above criterion only five out of eleven factors were selected at significant level $p < 0.05$, $p < 0.01$, and $p < 0.001$. These factors are: recognition, decision, age, responsibility, and co-worker (see Table IX).

TABLE IX PARTIAL CORRELATION AND STANDARDIZED REGRESSION COEFFICIENTS FOR THE FINAL REGRESSION EQUATION.

variable	partial correlation	standardized beta
x_8 (rec)	0.367041***	0.375728***
x_{11} (dec)	0.166930**	0.174222**
x (age)	0.209611***	0.171870***
x_9 (resp)	0.154307**	0.163737**
x_{13} (cowrk)	0.111701*	-0.095157*

Note: ** $p < 0.01$, *** $p < 0.001$ and * $p < 0.05$

A look at the magnitude of partial correlations shows recognition to be the most important of the five factors included in the best equation, followed by age. The third and fourth in rank are decision and responsibility, respectively, which are more or less equal in importance. All coefficients of these four predictors are statistically significant. Unlike recognition, decision, age, and responsibility which are all positively related to job satisfaction, co-worker is negatively related to the criterion. This relation will be taken up later for further comment.

Although the addition of variable X_{13} (co-worker) to the best equation did contribute to the increase in $R_{(adj)}$ from 0.5890331 to 0.594239, this variable is accepted as the "best" equation in view of the significant predictive power.

Therefore, it was decided to treat the equation ($R_{y,8,11,1,9,13}$) as the best equation for purposes of this investigation.

4.1.2 THE STEPWISE REGRESSION ANALYSIS

Stepwise regression permits reexamination, at every step, of the variables incorporate in the model in previous steps. A variable that entered at an early stage may, at a later stage, become superfluous because of its relationship with other variables now in the model. To check on this possibility, at each step a partial F-test for each variable presently in the model is made, treating it as though it were the most recent variable entered, irrespective of its actual entry point into the model. That variable with the smallest non-significant partial F statistic (if there is such a variable) is removed, the model is refitted with the remaining variables, the partial F's are obtained and similarly examined, and so on. The whole process continues until no more variables can be entered or removed.

Results of the stepwise regression analysis are summarized in Table X. As indicated on this table, keeping the potential predictors: $x_1, x_2, x_3, x_4, \dots, x_{15}$ ($N = 331$) as candidates for selection, the first variable to enter the step of

analysis is x_8 in the model since it has the highest significant correlation with job satisfaction ($r_{y8} = 0.5053^{**}$). It accounts for about 26 per cent of the variance in job satisfaction. The next variable entering the model is x_{11} (since it has a higher significant partial correlation with job satisfaction than the other predictor variables controlling for recognition. It improves the prediction by about 5.6 per cent. When x_2 enters in the third step, the prediction of Y is further improved by about 2.6 per cent. At the fourth step, predictor variable x_9 is observed to be selected. The independent contribution of x_9 at this step is about 1.2 per cent. The search for possible predictor variables terminates when x_{13} is chosen at the fifth step, since no variable has a significant partial correlation with job satisfaction. This variable explains only about 1 per cent of the variance in job satisfaction. The total variance in job satisfaction explained by all predictor variables taken together is 35.9 per cent. Had the remaining predictors been allowed to get into the regression model, the total accountable variance in job satisfaction should have been 36 per cent. Again this accounts for about 1 per cent of prediction. The five selected variables in a descending order are: recognition, decision, age, responsibility, and co-worker, and adding or deleting a variable does not bring a significant difference in the variance of job satisfaction.

TABLE X SUMMARY OF STEPWISE REGRESSION ANALYSIS

Step	No of variables	Multiple correlation related to variables			var. entered	Values in the final step			
		R	R _{adj.} ²	ChR _{adj.} ²		B	Beta	F-deleted	constant
1	1	.50527	.25303	.25303	x ₈	.89102	.505269	112.786	10.3416
2	2	.55941	.30875	.05572	x ₁₁	.22762	.263323	74.69885	8.1742
3	3	.58399	.33499	.02624	x ₂	.79957	.168289	56.41201	6.4453
4	4	.59571	.34696	.01197	x ₉	.145674	.153961	44.83183	6.02644
5	5	.60243	.35312	.00616	x ₁₃	-.15217	-.095157	37.02846	7.47822
6	All	.62296	.35893	.00581	all	-	-	13.31786	7.47822

The "best" equation of the regression on the basis of the five selected factors is given by:

$$\hat{Y} = a + b_8x_8 + b_{11}x_{11} + bx + b_9x_9 + b_{13}x_{13}$$

$$\hat{Y} = 7.478221 + 0.667846 x_8 + 0.150603 x_{11} + 0.816587 x + 0.15492 x_9 - 0.152172 x_{13}.$$

Each of the partial correlation and beta coefficients for the above equation is statistically significant at $p < 0.01$, and $p < 0.001$.

4.1.3 APTNESS OF THE STEPWISE REGRESSION MODEL

One can usually not be certain that a model is appropriate for the particular data at hand. One has to check for violations of assumptions of multivariate/bivariate regression.

Residuals should be plotted against predicted values as well as against each independent variable. The distribution of residuals should be examined for normality.

In this study, simple graphic methods and residual statistics are used to examine the aptness of the model. In the regression model the errors are assumed to be independent, normal, and random variables, with a mean of 0 and a constant variance. If the model is appropriate for the data at hand, the observed residuals should then reflect the properties assumed for the error terms.

The validity of the stepwise regression model is evaluated in terms of the tenability of the above basic assumptions. In this study, residual scatter plot from regression is used for examining the model (see APPENDIX V).

Looking at such plots, the residual or error terms do not seriously depart from zero in a systematic fashion. Hence the linear model is said to be appropriate for the data (Neter and Wasserman, 1974: 99-102; Stevens, 1986:74-77). The plots are also helpful to examine whether the variance of error terms are constant.

According to the above authors, in any instances departures from constancy of the error variance are of trapezoidal type and also one can encounter error variances decreasing with increasing levels of the independent variances. Accordingly, the residual plots appear to indicate no serious departures of error terms from the regression equation (APPENDIX V). In short, it can be said from residual statistics that basic assumptions underlying the model are tenable since the mean is 0 and the standard deviation of the error terms is 0.9924 in a converted Z-score. Likewise, from the plot (see APPENDIX V) one can see that the residuals are randomly distributed for the five selected variables. Also the shape of the plots is not trapezoidal.

Similarly, for the dependency effect Neter and Wasserman (1974:98) indicated when the sample size is large the dependency effect is relatively unimportant and can be ignored for most purposes. According to the central limit theorem, the notion of normality is unquestionable. Hence, the present regression model is assumed to be appropriately fitting the data at hand.

4.2. DISCUSSION

As said earlier, this is a study of job satisfaction among Ethiopian Insurance Corporation employees. The questionnaire for the study was designed on the basis of the findings of the pilot study carried out in Ethiopian Insurance Corporation. Although the questionnaire was designed in three parts covering various dimensions of job satisfaction, only part I with 40 items and the personal data could be utilized to construct fifteen variables. Part II of the questionnaire was not analyzed because of the following reasons: (1) The Majority of the respondents did not respond according to the instruction and they left it blank (for instance, some marked with a thick (✓) for some of the items and left the others blank). (2) More than two items were ranked the same and the remaining items were left blank. And (3) For those done properly, there was a fear that the respondents did not respond it independently. That affects the validity of the study. Using these fifteen factors as the independent variables, an attempt was made to identify the combination of factors which explained maximum variation in job satisfaction among the Ethiopian Insurance Corporation employees. Through multivariate analysis the following five factors were found to be the most important determinants of job satisfaction in descending order:- recognition, decision, age, responsibility, and co-worker. Together these five factors explain 35.3 per cent of the variation in job satisfaction whereas recognition, decision, age and responsibility are positively related to the criterion; co-worker was found to be negatively related to the criterion.

Most researchers agree that job satisfaction is composed of facets. A given employee may find some of these facets to be more relevant than others in work situations (Megginson, 1981; and Devis and Newstorm, 1989).

Based on the results discussed above and the findings of other studies that were reported in review of related literature, the discussion of each factors will be as follows:

(1) Personal data and job satisfaction: As indicated above, in Table VII (a), there existed low positive relationships (except marital status) between

personal data and job satisfaction. This implies that the use of personal factors such as age, sex, education, service, number of dependents, and marital status in the application blank is not unjustified in the selection programme, although no definitive inferences can be made regarding their effectiveness as variables in the selection.

In deeded, as correlation coefficients between different personal factors and job satisfaction measure were not all statistically significant, it would not be plausible to use these factors in screening the applicants while selecting operatives in the corporation. Age, service, and marital status have the highest relative contribution to the predictability of job satisfaction among the six personal factors. Among these factors, however, only age was supposed to join as the most predictor of job satisfaction by stepwise regression. So as it has the highest relative contribution to the predictability of job satisfaction.

In line with the result of this study, the study of Janson and Martin (1982), Andrews and Withey (1976), Cohn (1979) showed that a positive linear association with job satisfaction. This result confirms that the general findings that the elderly workers are more satisfied with their jobs than younger workers because job satisfaction increases with the increase of age. (2) Employee attitudes and job satisfaction: Attitudes are related to motive satisfaction. They are not only influenced by motivation but also play a significant role in determining motivation that leads to action. Thus as indicated above, it is not unexpected that employee attitudes are related positively (except coworkers) to job satisfaction.

As pointed out earlier, despite several technical problems of comparison, it would be worth while to compare the findings of this study with those of other researchers in respect of relationships of employee attitudes and job satisfaction. The studies of Sergiovanni(1967), indicates that recognition and responsibility to be the most determinant factors of job satisfaction among teachers. Also a study of Schmidt (1976) indicated recognition as influencing factor of job satisfaction of secondary school administrators (cited by Candler et al.,1988).

Considering decision-making, studies such as, Schneider (1986), Pierce (1979) provide evidence that suggest participation in the decision-making process be positively related to employee job satisfaction.

Similarly, studies of LaVan, Welsch, and Full (1981), Schneider (1984) found a significant relationship between the level of involvement in decision-making and job satisfaction.

With regard to responsibility, Serveswara Rao and Ganguli(cited by Ghosh and Ghorpade,1981) found this factor as one of the most important motivator factors contributing to job satisfaction. As to some Indian studies the level of satisfaction increases with the level of responsibility.

Moreover, co-workers which is supposed to be categorized as a dissatisfier factors was found to be one of the contributor of job satisfaction negatively. This is not a surprising finding, because according to the hypothesis of Herzberg some factors were dissatisfiers, but when eliminated as dissatisfiers they did not result in a positive direction. Similarly, the study of Sarveswara Rao and Ganguli (as cited by Ghosh and Ghorpade,1981) also shows that the relationship with workers, usually considered as a hygiene or dissatisfier factor, is considered as the most important satisfier among a group of highly skilled personnel. Comparably, Ghosh found friendly people to work with was ranker fairly high by better performers. Moreover, this finding contradicts the finding of Martin (1981) in that his finding was that coworkers was positively influence job satisfaction which was supported by the finding of Hulin (1966) (cited by Martin, 1981).

As variances due to the regression of job satisfaction on the selected variables was 35.3 per cent and F-value of the corresponding $(R_{adj.})^2$ ($F_{5,325} = 37.02846$) is significant at $p < 0.001$ level. This implies that management can improve employee job satisfaction substantially by combining recognition, decision, age, responsibility, and co-worker in varying amounts in its personal programmes. However, it should be recognized that such inferences

can be questioned as the regression coefficients obtained in this study may lack stability for interpretive purposes in view of the significant positive inter-correlations between some of the independent variables and low correlations of these variables with the criterion.

Finally it can be inferred that the remaining 64.7 per cent variance in job satisfaction measure may be attributed to other factors such as security, size of the organization, occupational status, company policies and practices, and so on. Indeed, employee job satisfaction is a function of complex interactions between these variables and the nature of feedback, incentives, and reward systems evolved by organizational policies and procedures. Some of these new variables may perhaps be profitably included in the analysis to derive a better predictability of the employee job satisfaction.

2. The second variable that appeared as a contributor of job satisfaction was participation in decision making which accounted 5.6 per cent of variance in the criterion ($(R_{adj.})^2 = 0.30875$). The multiple F-value ($F_{2,329} = 74.89885$, $p < 0.001$) indicates that the contribution of recognition and participation in decision making for predicting job satisfaction is statistically significant at 0.001 level ($r_{y11} = 0.4264$).

3. Age contributed 2.6 per cent of variance in the criterion ($(R_{adj.})^2 = 0.33499$). The multiple F-value ($F_{3,327} = 56.41201$, $p < 0.001$) indicates that the contribution of recognition, participation in decision making, and age for predicting job satisfaction is statistically significant at 0.001 level ($r_{y1} = 0.2120$, $p < 0.01$).

4. The relative contribution of responsibility is 1.2 per cent of variance in the criterion ($(R_{adj.})^2 = 0.034696$, $F_{3,326} = 44.83183$, $p < 0.001$, and $r_{y9} = 0.4232$, $p < 0.001$).

5. Co-worker which is an extrinsic factor has contributed 1 per cent of variance in job satisfaction ($(R_{adj.})^2 = 0.35312$, $F_{5,325} = 37.02846$, $p < 0.001$, $r_{y13} = 0.0730$) indicating that the contribution of the five dependent variables for predicting job satisfaction is statistically significant at $p < 0.001$ level.

6. The magnitude of the combined influence of independent variables on dependent variable varied in terms of different "best" linear combinations. The weighted combination of recognition, participation in decision making, age, responsibility and co-worker factors accounted for by 35.3 per cent of the variance in job satisfaction.

7. Finally, the combined influence of all independent variables on criterion, that is, personal, attitudinal, and financial factors accounted for by 35.9 per cent (see Table VII (d)) of the variance in the criterion: the weighted combination of six personal factors accounted for by 5.4 per cent, while that of

the seven attitudinal factors accounted for by 32.4 per cent and the two financial factors accounted for by 5.2 per cent in job satisfaction.

8. Although the result indicates that employees of the corporation are satisfied (57.7 per cent) there are even some employees who leave for the corporation. This may be due to some factors that make the dissatisfied with the corporation. The other reason may be the payment policy, benefit facilities experienced in private corporations.

9. Finally those who are recognized in their good work, who are participating in decision making, who are aged, who are responsible and who are participating in personal interaction are satisfied employees of the Ethiopian Insurance Corporation.

5.2 RECOMMENDATIONS

Job satisfaction is a result of various attitudes possessed by an employee. In narrow sense, these attitudes are related to the job and are concerned with such specific factors as social status of the job, vocational choice and expectations of the employee, type of work, and those factors treated in this study, and some other factors.

In light of data gathered and based on the findings of the study the researcher felt that a number of recommendations as follows:-

1. The recognition that employee receive from their corporation need to be encouraged from time to time. Since the employees attitude towards this may decline soon. The recognition that the employees get for their good work seemed to have influenced their satisfaction in their job.
2. The participation of employees in decision making need to further be motivated so that the relationship of administration and

employees' aspiration should tie-up. The participation that the employees had confronted before encouraged them to be more satisfied in their job.

3. The corporation need to have to consider the age of employee in any consideration and while hiring new employee or while promoting employees, even in giving further training.
4. If employees are given a responsibility, they can tackle any problem that they face. That was why the employees of sub-branches have carried the load of two or more departments and tried to manage it. So the employees need to be fully responsible for the place they hold.
5. The relationship among co-workers need to be conducive so that they could manage any problem of the organization among themselves other than the officials and/or supervisors.
6. The corporation need to be encouraged to asses the attitude of its employees once or twice a year. So that a research based information would help it to satisfy its employees for the attainment of the intended goal of the corporation.
7. Finally this research needs a further investigation as to validate the instrument. Similarly, further research in this direction is hoped for exploring these hypotheses.

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APPENDICES

APPENDIX I

ADDIS ABABA UNIVERSITY
SCHOOLS OF GRADUATE STUDIES
/DEPARTMENT OF PSYCHOLOGY/

A QUESTIONNAIRE PREPARED FOR AN INDEX OF JOB SATISFACTION

Some jobs are more interesting and satisfying than others. We want to know how people feel about different jobs. This questionnaire contains 197 statements about jobs. You are to choose the phrase below each statement that best describes how you feel about your present job. THERE ARE NO RIGHT OR WRONG ANSWERS. We should like your honest opinion on each one of the statements. The information from respondents will be kept confidential and will not affect anybody in any way. DO NOT WRITE YOUR NAME ON THE QUESTIONNAIRE.

So, please answer all the questions frankly and honestly, for this contributes to the validity of the data obtained. Your frank and sincere responses will be highly appreciated.

Thank you very much for your cooperation.

I. **INSTRUCTION:-** Read each item carefully and put (✓) under the phrase that best expresses your feeling about the statement. Whenever possible let your own personal experience determine your answer. Do not spend much time on any item. If in doubt, put (✓) under the phrase that seems most nearly to express your present feeling about the statement. **BE SURE TO ANSWER EVERY ITEM.**

Example:- public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services. Strongly agree, agree, undecided, disagree, strongly disagree.

Procedure:- If your choice is strongly agree, you put (✓) under strongly agree; if your answer is different you put (✓) under your preference.

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
<u>Example:</u>					
0. Public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services.	✓				
1. My job is like a hobby to me.					
2. My job is usually interesting enough to keep me from getting bored.					
3. It seems that my friends are more interested in their jobs.					
4. I consider my job rather unpleasant.					
5. I enjoy my work more than my leisure time.					
6. I am often bored with my job.					
7. I feel fairly well satisfied with my job.					
8. Most of the time I have to force myself to go to work.					

I. **INSTRUCTION:-** Read each item carefully and put (✓) under the phrase that best expresses your feeling about the statement. Whenever possible let your own personal experience determine your answer. Do not spend much time on any item. If in doubt, put (✓) under the phrase that seems most nearly to express your present feeling about the statement. **BE SURE TO ANSWER EVERY ITEM.**

Example:- public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services. Strongly agree, agree, undecided, disagree, strongly disagree.

Procedure:- If your choice is strongly agree, you put (✓) under strongly agree; if your answer is different you put (✓) under your preference.

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
<u>Example:</u>					
0. Public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services.	✓				
1. My job is like a hobby to me.					
2. My job is usually interesting enough to keep me from getting bored.					
3. It seems that my friends are more interested in their jobs.					
4. I consider my job rather unpleasant.					
5. I enjoy my work more than my leisure time.					
6. I am often bored with my job.					
7. I feel fairly well satisfied with my job.					
8. Most of the time I have to force myself to go to work.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
9. I am satisfied with my job for the time being.					
10. I feel that my job is no more interesting than others I could get.					
11. I definitely dislike my job.					
12. I feel that I am happier in my work than most other people.					
13. There are some conditions concerning my job that could be improved upon.					
14. Most days I am enthusiastic about my work.					
15. Each working day seems like it will never end.					
16. I like my job better than the average worker does.					
17. My job is pretty uninteresting.					
18. I find real enjoyment in my work.					
19. I am disappointed that I took this job.					
20. The major satisfactions in my life come from my work.					
21. All in all, I am satisfied with my job.					
22. In general, I like working here.					
23. In general, I don't like my job.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
24. Personnel at all levels feel real responsibility for organization's goals and behave in the ways to implement them.					
25. I understand what the corporation benefit program provides for employees.					
26. Management here is really trying to build up the organization and make it successful.					
27. I have a great deal of interest in this corporation and its future.					
28. A few of the people I work with think they run the place.					
29. I have confidence in the fairness and honesty of management.					
30. I know how my work fits in with other work in this organization.					
31. I can be sure of my job as long as I do good work.					
32. I really feel part of this corporation.					
33. Management here has a very good personnel policy.					
34. This corporation operates efficiently and smoothly.					
35. Management really knows its job.					
36. First, I feel that I am own boss in most matters.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
37. How things are done around here is left pretty much up to the person doing the work.					
38. People here are allowed to do almost as they please.					
39. Most people here make their own rules on the job.					
40. The employees are constantly being checked on for rule violations.					
41. People here feel as though they are constantly being watched to see that they obey all the rules.					
42. I get a feeling of accomplishment from the job.					
43. I am able to keep busy all the time.					
44. Compared with other employees, we get very little attention from the management.					
45. Sometimes you feel that your job counts for very little in this organization.					
46. The longer you work for this corporation the more you feel you belong.					
47. Long service means something in this organization.					
48. I am really doing something worthwhile in my job.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
37. How things are done around here is left pretty much up to the person doing the work.					
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STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
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45. Sometimes you feel that your job counts for very little in this organization.					
46. The longer you work for this corporation the more you feel you belong.					
47. Long service means something in this organization.					
48. I am really doing something worthwhile in my job.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
49. I am proud to work for this corporation.					
50. I am satisfied with the recognition I get for good ideas or good work.					
51. I am satisfied with my contribution to the corporation products.					
52. The corporation gives special privileges to some members for the work they do.					
53. In my opinion, the pay here is lower than in other corporations.					
54. They should do a better job of handling pay matters here.					
55. I am paid fairly compared with other employees.					
56. My pay is enough to live on comfortably.					
57. I am very much underpaid for the work I do.					
58. Raises meant that I was progressing in my work.					
59. I like the consistency of the corporations's pay policies.					
60. Raises I have received were rewards for good performance.					
61. I am satisfied with the size of my current salary.					
62. In my job, raises are a form of recognition for a job well done.					
63. The corporation's pay structure is reasonable.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
64. I am satisfied with the pay for other jobs in the corporation.					
65. Pay is fair in the corporation.					
66. I feel secure with the amount of money I earn.					
67. My base salary level is important to me.					
68. I get fair pay in relation to my area.					
69. I am paid enough for the work I do.					
70. I get the pay increases I feel I deserve.					
71. I am satisfied with the length of time between pay increases.					
72. My job pays what is should, compared with similar jobs in other divisions of the corporation.					
73. My overall level of pay makes me satisfied.					
74. The general plan for receiving merit rises is good in the corporation.					
75. Pay for the work which I do is rewarding.					
76. My supervisor is too interested in his own success to care about the needs of employees.					
77. My supervisor gives us credit and praise for work well done.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
78. My supervisor has always been fair in his dealings with me.					
79. My supervisor gets employees to work together as a team.					
80. Most of the higher-ups are friendly toward employees.					
81. My supervisor lets us know exactly what is expected of us.					
82. Management fails to give clear-cut orders and instructions.					
83. Everybody in this corporation tries to boss us around.					
84. My supervisor really tries to get our ideas about things.					
85. My supervisor ought to be friendlier toward employees.					
86. My supervisor keeps his promises.					
87. My supervisor knows very little about his job.					
88. My supervisor has the work well organized.					
89. My supervisor lets me work things out in my own way.					
90. My supervisor is well-liked by the people who work for him.					
91. The supervisor supports and cooperates with suggestions for the better-ment of the work.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
92. Our supervisor counsels on personal problems.					
93. Generally supervision of my section brings out the best in me.					
94. Management tells employees about corporation plans and development.					
95. They encourage us to make suggestions for improvements here.					
96. Management keeps us in the dark about things we ought to know.					
97. I have plenty of freedom on the job to use my own judgement.					
98. Management ignores our suggestions and complaints.					
99. I can say what I think around here.					
100. I always know where I stand with this corporation.					
101. A person can make his own decisions here without checking with anybody else.					
102. There can be little action taken here until a supervisor approves a decision.					
103. A person who wants to make his/her own decisions would be quickly discouraged here.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
104. Even small matters have to be referred to someone higher-up for a final decision.					
105. I have to ask my supervisor before I do almost anything.					
106. Any decision I make has to have my supervisor's approval.					
107. I usually participate in the decision to hire new staff.					
108. I usually participate in the decisions on the promotion of any of the professional staff.					
109. I participate in decisions on the adoption of new policies.					
110. I participate in the decisions of the adoption of new programs.					
111. Management places a great deal of confidence in my judgement.					
112. I have little opportunity to use my abilities in this organization.					
113. I have no chance to try my own methods for doing the job.					
114. The chance to do different things from time to time is satisfactory.					
115. I have a chance to do something that makes use of my abilities.					
116. I have a chance to do the things I do best.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
117. I am free to develop skills.					
118. There isn't any obstacle to learning new things.					
119. My creative ability is useful on the job.					
120. I can be imaginative and think up new ways to do things.					
121. I can find new ways to do things.					
122. I have opportunity to use my special skills and abilities.					
123. I have opportunity in my job to develop new skills and knowledge.					
124. The hours of work here are ok!					
125. Management does everything possible to prevent accidents in our work.					
126. Management is doing its best to give us good working conditions.					
127. Management here does everything it can to see that employees get a fair break on the job.					
128. I have the right equipment to do my work.					
129. We have the things we need to do our jobs.					
130. Poor working conditions keep me from doing my best in my work.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
131. For my kind of job, the working conditions are ok!					
132. Some of the working conditions here are annoying.					
133. There are good physical working conditions.					
134. We have pleasant working surroundings.					
135. Working conditions, that is, heating, lighting, etc., are adequate.					
136. Working is safe; no physical risks.					
137. The working place is convenient for my work.					
138. There is opportunity to obtain good equipment, supplies, materials, etc., in the corporation.					
139. The people I work with help each other out when someone falls behind or gets in a tight spot.					
140. There is cooperation between departments.					
141. The people I work with get along well together.					
142. The people I work with are friendly.					
143. Friendliness of coworkers makes me satisfied.					
144. I have a chance to do things for other people.					
145. I like to work alone on the job.					
146. I feel part of the team.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
147. I am eager to contact fellow workers outside working hours.					
148. I am interested in the corporation among our fellow workers.					
149. The friendliness of the people I work with is good.					
150. The respect I receive from the people I work with is appreciated.					
151. The way I am treated by the people I work with is good.					
152. There are plenty of good jobs here for those who want to get ahead.					
153. The people who get promotion around here usually deserve them.					
154. The praise that I get from the corporation for doing a good job is rewarding.					
155. I have an opportunity to get ahead.					
156. The corporation gives advancement for good work.					
157. I have opportunity for promotion in my job.					
158. The corporation has fair promotion procedures.					
159. The job provides an opportunity for advancement.					
160. I have good opportunities for promotion.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
161. The promotion possibility is somewhat limited.					
162. The promotion here is on ability.					
163. The corporation's promotion policy doesn't give me much of a chance.					
164. Generally, opportunities for promotion are fairly good.					
165. The insurance service I get from the corporation is worthwhile.					
166. The insurance service my families get from the corporation is disappointing.					
167. The corporation does everything possible to prevent accidents in my work.					
168. When there is an accident in transporting from one place to another, the corporation pays every expense, i.e., for life, for goods, etc.					
169. The medical service that the corporation offers is important.					
170. The medical service that the corporation offers to families is satisfactory.					
171. Medical costs partly covered by the corporation.					
172. Hospital-medical-surgical insurance coverage is satisfactory.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
173. There is a positive approach to improving the health of the entire community (corporation).					
174. Medical care and hospitalization are readily available.					
175. Families in trouble can secure needed assistance from the corporation.					
176. The transport service that you get from the corporation is appreciated.					
177. The transport service that you get from the corporation isn't satisfactory.					
178. All in all the corporation fulfils transport facilities in every way.					
179. I am paid for the transportation of materials and my family.					
180. The employees are properly trained for their jobs.					
181. I can learn a great deal in my present job.					
182. The training resources provided are good.					
183. I have received training of a kind I desire.					
184. The educational facilities that the corporation offers are worthwhile.					
185. My training that I get in the corporation brings out the best in my life.					

STATEMENT	strongly agree	agree	un-decided	disagree	strongly disagree
186. The training that the corporation offers is interesting.					
187. Most people can be trusted in the training facilities of the corporation.					
188. The corporation sponsored training for my job is satisfactory.					
189. Opportunity for education and training to keep abreast of my field is good.					
190. Modern education is available for everybody.					
191. Compared with other companies, employee benefits here are good.					
192. Management here is really interested in the welfare of employees.					
193. I am satisfied with the way employee benefits are handled here.					
194. The corporation's employee benefits program is ok!					
195. The possibilities for rationally using my free time and annual leaves are interesting.					
196. The corporation gives adequate retirement benefits.					
197. The effort I expend determines the benefits I deserve.					

APPENDIX II

ADDIS ABABA UNIVERSITY
SCHOOLS OF GRADUATE STUDIES
/DEPARTMENT OF PSYCHOLOGY/

A QUESTIONNAIRE PREPARED FOR AN INDEX OF JOB SATISFACTION.

Some jobs are more interesting and satisfying than others. We want to know how people feel about different jobs. This questionnaire contains 53 statements about jobs. You are to choose the phrase below each statement that best describes how you feel about your present job. THERE ARE NO RIGHT OR WRONG ANSWERS. We should like your honest opinion on each one of the statements. The information from respondents will be kept confidential and will NOT affect anybody in any way.

So, please answer all the questions frankly and honestly, for this contributes to the validity of the data obtained. Your frank and sincere responses will be highly appreciated.

DO NOT WRITE YOUR NAME ON THE QUESTIONNAIRE.

Thank you very much for your cooperation.

General Instruction:-

There are three parts in this questionnaire, you are supposed to do all the items according to each instruction given below.

Part I. Read each item carefully and put (√) under the phrase that best expresses your feeling about the statement. Whenever possible let your own personal experience determine your answer. Do not spend much time on any item. If in doubt, put (√) under the phrase that seems most nearly to express your present feeling about the statement. **BE SURE TO ANSWER EVERY ITEM.**

Example:- public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services. Strongly agree, agree, undecided, disagree, strongly disagree.

Procedure:- If your choice is strongly agree, you put (√) under strongly agree; if your answer is different you put (√) under your preference.

STATEMENT	STRONGLY AGREE	AGREE	UN-DECIDED	DISAGREE	STRONGLY DISAGREE
<u>Example:</u> 0. Public money spent on war for the past few years could have been used more wisely for education, health, or generally for civil services.	√				
1. My job is like a hobby to me.					
2. Management here is really trying to build up the organization and make it successful.					
3. The longer I work for this corporation the more I feel I belong.					
4. My supervisor gets employees to work together as a team.					
5. Management doesn't tell employees about corporation plans and development.					
6. I have little opportunity to use my abilities in this organization.					

STATEMENT	STRONGLY YAGREE	AGREE	UN- DECIDED	DISAGREE	STRONGLY DISAGREE
7. The people I work with get along well together.					
8. The people who get promotion around here usually deserve them.					
9. I am satisfied with the way employee benefits are handled here.					
10. My job is usually interesting enough to keep me from getting bored.					
11. A few of the people I work with think they run the place.					
12. I am really doing something worthwhile in my job.					
13. My supervisor lets me know exactly what is expected of me.					
14. Management encourages us to make suggestions for improvements here.					
15. I have no chance to try my own methods of doing the job.					
16. I don't have a chance to do things for other people.					
17. I have an opportunity to get ahead.					
18. The corporation's employee benefits program is ok!					
19. I am often bored with my job.					
20. I don't really feel part of this corporation.					
21. I am not satisfied with the recognition I get for good ideas or good work.					

STATEMENT	STRONGLY YAGREE	AGREE	UN- DECIDED	DISAGREE	STRONGLY DISAGREE
22. Management fails to give clear cut orders and instructions.					
23. I have plenty of freedom on the job to use my own judgement.					
24. I have a chance to do something that makes use of my abilities.					
25. I am eager to contact fellow workers outside working hours.					
26. The corporation doesn't give advancement for good work.					
27. The effort I expend doesn't determine the benefits I deserve.					
28. I am satisfied with my job for the time being.					
29. Management here has a very good personnel policy.					
30. My supervisor knows very little about his job.					
31. I can say what I think around here.					
32. I can be imaginative and think up new ways of doing things.					
33. The promotion possibility is somewhat limited.					
34. The respect I receive from the people I work with isn't appreciated.					
35. I feel that my job is no more interesting than others I could get.					
36. Management really knows its job.					

STATEMENT	STRONGLY YAGREE	AGREE	UN- DECIDED	DISAGREE	STRONGLY DISAGREE
37. Even small matters have to be referred to someone higher-up for a final decision.					
38. I can find new ways to do things.					
39. There are some conditions concerning my job that could be improved upon.					
40. I have to ask my supervisor before I do almost anything.					

Part II:- Rank the following factors according to the importance you give them to be satisfied with your job (i.e., wright 1 for the factor you choose best, 2 for the second choice, 3 for the third choice, and so on up to 13 for the last choice to the right-side of each factor).

FACTORS	RANK ORDER
1. Responsibility	
2. Recognition	
3. Freedom to make decisions	
4. Opportunity to use one's own special skill	
5. Promotion policy	
6. Working conditions	
7. Immediate supervision	
8. Pay (salary, raise, incentive, etc.,)	
9. Coworkers	
10. Insurance	
11. Transport facility	
12. Medical facility	
13. Further education and training	

Part III:-

A) Please circle the letter which pertains to you.

1. Age

- a) under 25 years old
- b) 25-34 " "
- c) 35-44 " "
- d) 45-54 " "
- e) 55-64 " "
- f) over 65 " "

2. Sex a) female b) male

3. Level of education

- a) less than high school
- b) some high school
- c) high school graduate
- d) some college
- e) college graduate
- f) post graduate
- g) ph.D.

4. Number of years in the corporation

- a) less than 5 years
- b) 5-10 "
- c) 11-16 "
- d) 17-22 "
- e) above 23 "

5. Level of income / monthly salary/

- a) less than 100 Birr
- b) 100-300 "
- c) 301-500 "
- d) 501-700 "
- e) 701-900 "
- f) 901-1100 "
- g) 1101 and above "

6. Number of dependents

- a) 0-2 b) 3-5 c) 6-8 d) 9 and above

7. Marital status a) single b) married

APPENDIX III

Results of Factor Analysis for Selected Items of the Pilot Study

Factors	Item	Factor loading	Communalities	Eigenvalues	per cent of variance	Cumulative per cent
Job satisfaction	1	.78303	.67407	4.94258	21.5	21.5
	10	.80459	.73362	2.66785	11.6	33.1
	19	.83600	.77233	1.20313	5.2	38.3
	28	-.8335	.71833	.91491	4.0	42.3
	35	.81231	.72202	.84559	3.7	46.0
	39	.83685	.74369	.65799	2.9	48.9
Responsibility	2	.77699	.72101	1.72281	8.2	8.2
	11	.85817	.76189	1.37839	6.6	14.8
	20	.76676	.67695	.93947	4.5	19.3
	29	.78154	.69742	.75434	3.6	22.9
	36	.85088	.78876	.66825	2.9	25.8
Recognition	3	.70474	.58658	1.43830	18.0	18.0
	12	.72660	.56106	.90457	11.3	29.3
	21	.78165	.62130	.70390	8.8	38.1
Supervision	4	.76093	.68689	1.11197	6.7	6.2
	13	.77798	.66253	.92953	5.2	11.4
	22	.78952	.69926	.89270	5.0	16.4
	30	.74569	.60448	.57854	3.2	19.6
Decision	5	.75511	.65601	3.43041	19.1	19.1
	14	.79806	.69165	2.61835	14.5	33.6
	23	.79588	.67723	1.20467	6.7	40.3
	31	.76796	.63905	.96387	5.4	45.7
	37	.80781	.66049	.57263	3.2	47.9
	40	.76203	.59942	.51991	2.9	50.8

Factors	Item	Factor loading	Communalities	Eigenvalues	per cent of variance	Cumulative per cent
Skill	6	.85524	.76224	3.84813	32.1	32.1
	15	.80686	.70524	1.70418	14.2	46.3
	24	.80570	.66489	.96080	8.0	54.3
	32	.84798	.72364	.41377	3.4	57.7
	38	.83151	.69406	.33092	2.8	60.5
Coworkers	7	.76047	.74009	1.37618	10.6	10.6
	16	.79985	.73933	.87173	6.7	17.3
	25	.75794	.58308	.51753	4.0	21.3
	34	.78143	.71788	.32618	2.5	23.8
Promotion	8	.78289	.65776	1.36391	10.5	10.5
	17	.76933	.66353	1.05263	8.1	18.6
	26	.79193	.66765	.94328	7.3	25.9
	33	.86664	.77371	.41952	3.2	29.1
Benefits	9	.89354	.81766	.94153	13.5	13.5
	18	.83687	.71443	.64578	9.2	22.7
	27	.82292	.68577	.21988	3.1	25.8

APPENDIX IV

The Mean, Standard Deviation, Alpha, and r_{it} of the Factors(N = 118)

Factors	row score range	number of items	mean	Sd	alpha	r_{it}
Job satisfaction	6-30	6	20.11	3.24	0.2372	0.4503
Responsibility	5-25	5	17.33	3.54	0.6357	0.6795
recognition	3-15	3	11.65	2.05	0.4969	0.5864
supervision	4-20	4	13.08	2.46	0.3900	0.4157
decision	6-30	6	19.33	3.68	0.5220	0.6224
skill	5-25	5	15.95	2.8	0.4031	0.5569
co-worker	4-20	4	14.19	2.25	0.4429	0.3389
promotion	4-20	4	12.38	2.69	0.5029	0.5824
benefits	3-15	3	9.51	2.50	0.6638	0.5860
Total		40	133.53	13.08	0.7498	1.0000

* the values of r_{it} are all significant at $p < .001$. The standardized alpha coefficient is .8482.

APPENDIX V

THE NUMBER OF EMPLOYEES FOR THE LAST FIVE YEARS

YEAR	ON DUTY		LEAVE		DIFFERENCE	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
1983	852	519	-	-	-	-
1984	809	495	-	-	43	24
1985	796	482	-	-	13	13
1986	697	469	80	14	99	13
1987	702	478	36	23	-5	-9
TOTAL	3856	2443	116	37	150	41

SOURCE:- Planning and Market Research Department of Ethiopian Insurance Corporation.

APPENDIX VI

RESIDUAL STATISTICS OF THE FIVE SELECTED FACTORS AND THEIR PLOTS

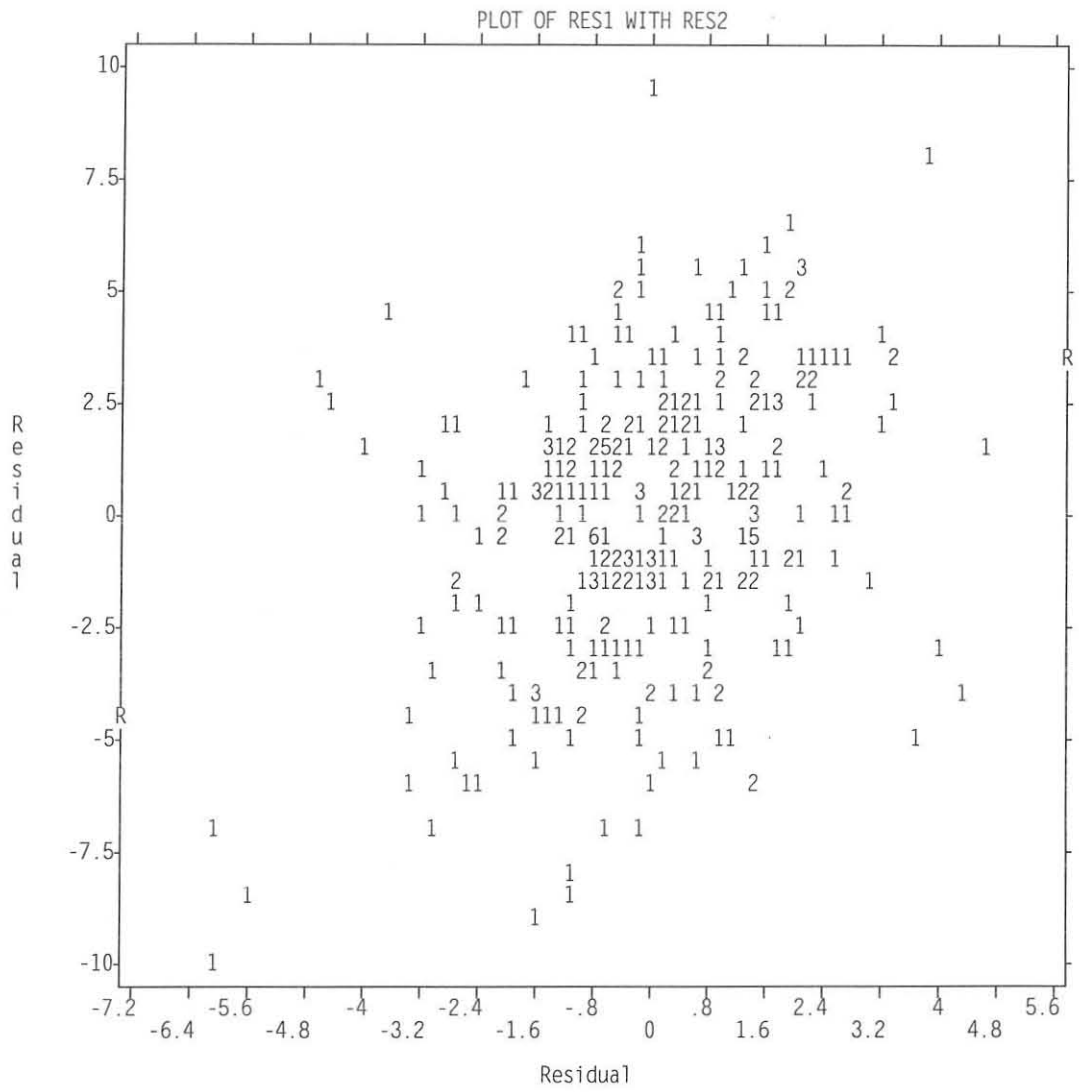
Residuals Statistics:I

	Min	Max	Mean	Std Dev	N
*PRED	5.1497	14.5868	10.6163	1.2986	331
*RESID	-6.1577	4.5683	.0000	1.6567	331
*ZPRED	-4.2095	3.0574	.0000	1.0000	331
*ZRESID	-3.6371	2.6983	.0000	.9786	331

Total Cases = 331

From Equation 2: 1 new variables have been created.
Name Contents

RES2 Residual



331 cases plotted. Regression statistics of RES1 on RES2:
Correlation .33132 R Squared .10977 S.E. of Est 2.93136 2-tailed Sig. .0000
Intercept(S.E.) .00000(.16112) Slope(S.E.) .62038(.09740)

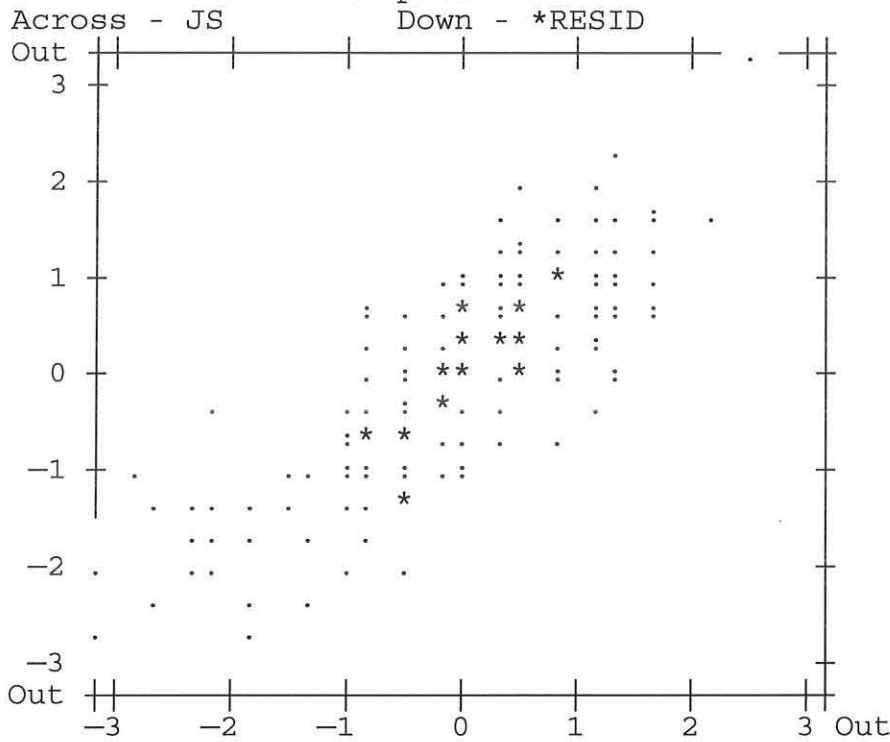
/SCATTERPLOT= (*RESID, JS) .

residuals Statistics:II

	Min	Max	Mean	Std Dev	N
*PRED	11.8433	25.3498	19.8761	2.2635	331
*RESID	-8.0717	10.1252	.0000	2.9793	331
*ZPRED	-3.5489	2.4183	.0000	1.0000	331
*ZRESID	-2.6845	3.3674	.0000	.9909	331

Total Cases = 331

Standardized Scatterplot

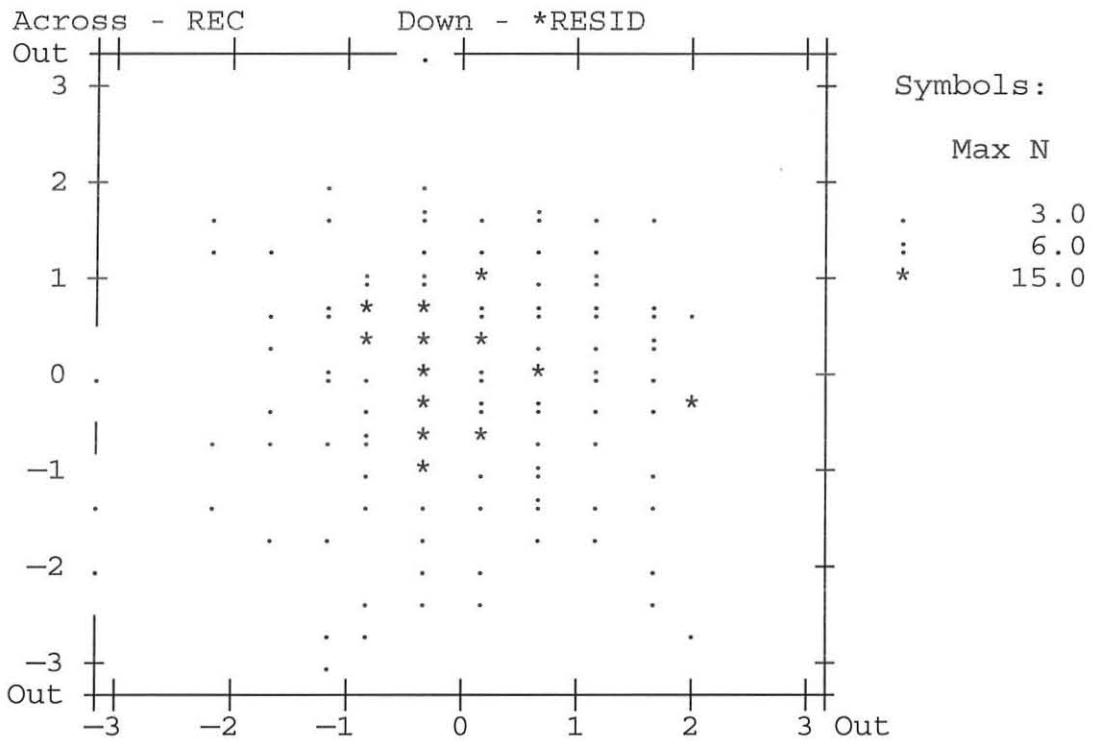


Residuals Statistics:III

	Min	Max	Mean	Std Dev	N
*PRED	12.0323	26.2606	19.8761	2.2541	331
*RESID	-8.7242	9.7003	.0000	2.9865	331
*ZPRED	-3.4798	2.8324	.0000	1.0000	331
*ZRESID	-2.8990	3.2234	.0000	.9924	331

Total Cases = 331

Standardized Scatterplot

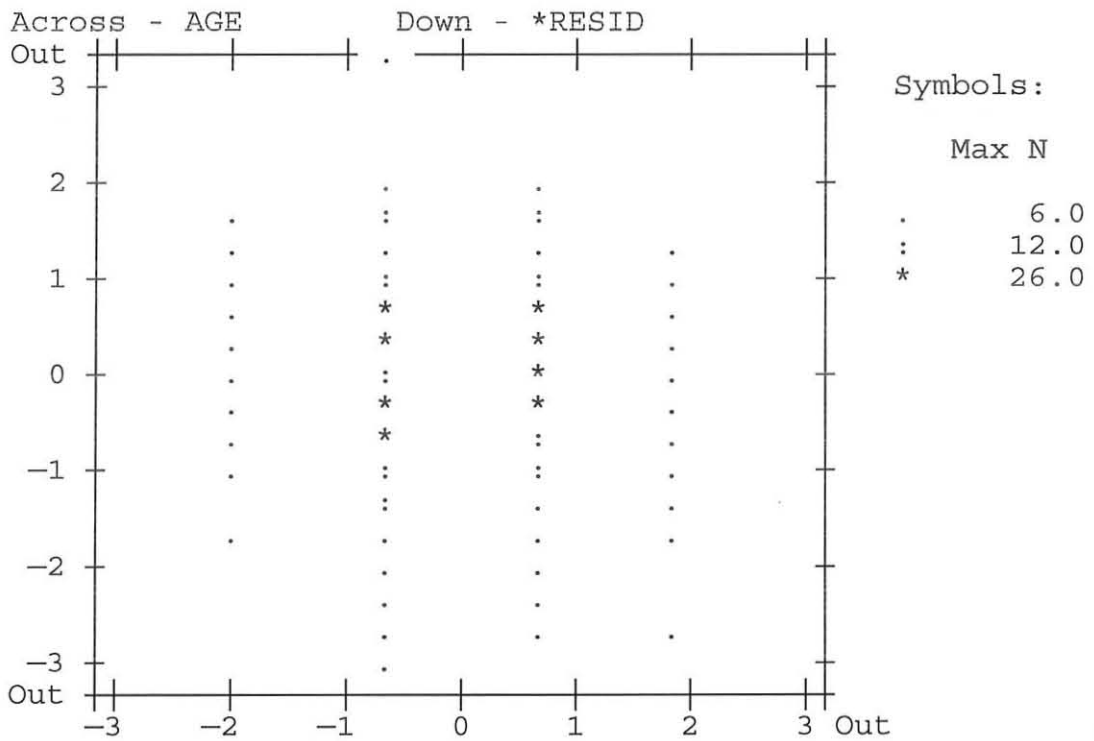


Residuals Statistics:IV

	Min	Max	Mean	Std Dev	N
*PRED	12.0323	26.2606	19.8761	2.2541	331
*RESID	-8.7242	9.7003	.0000	2.9865	331
*ZPRED	-3.4798	2.8324	.0000	1.0000	331
*ZRESID	-2.8990	3.2234	.0000	.9924	331

Total Cases = 331

Standardized Scatterplot

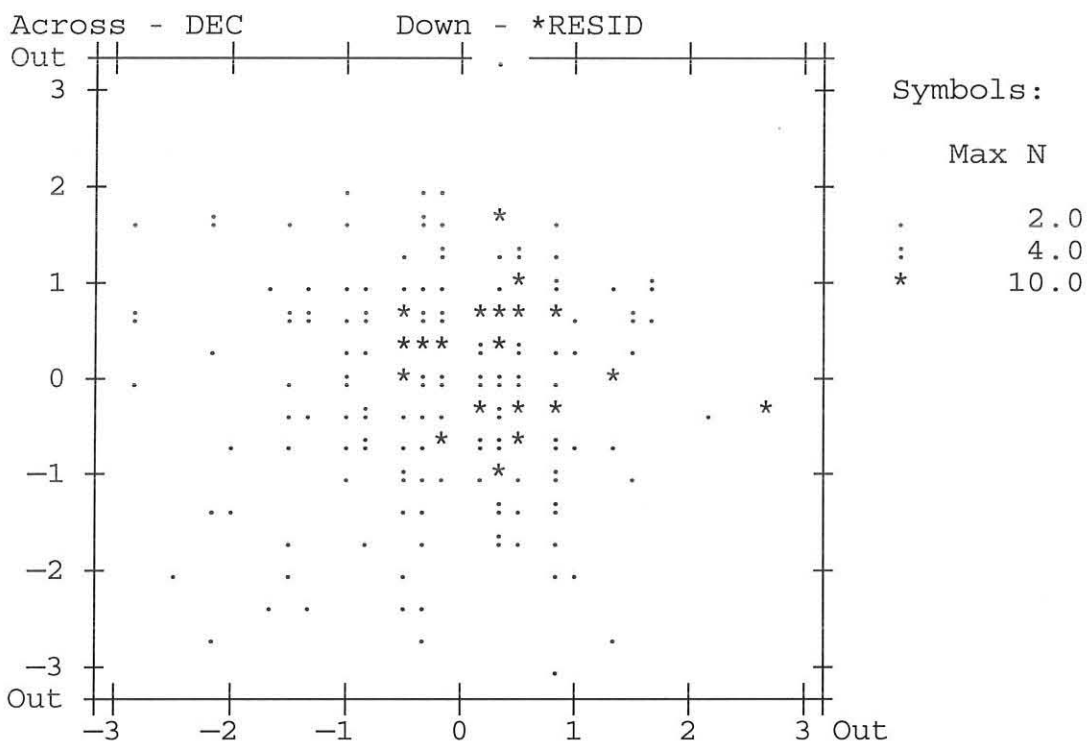


Residuals Statistics:V

	Min	Max	Mean	Std Dev	N
*PRED	12.0323	26.2606	19.8761	2.2541	331
*RESID	-8.7242	9.7003	.0000	2.9865	331
*ZPRED	-3.4798	2.8324	.0000	1.0000	331
*ZRESID	-2.8990	3.2234	.0000	.9924	331

Total Cases = 331

Standardized Scatterplot

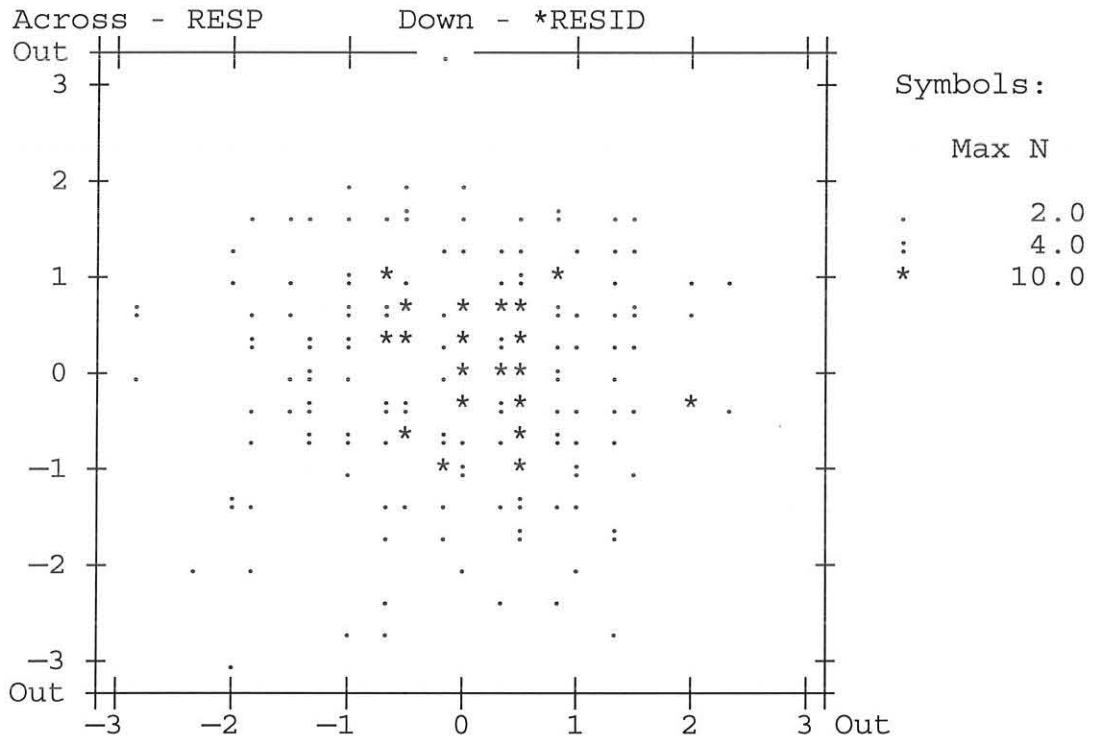


Residuals Statistics:VI

	Min	Max	Mean	Std Dev	N
*PRED	12.0323	26.2606	19.8761	2.2541	331
*RESID	-8.7242	9.7003	.0000	2.9865	331
*ZPRED	-3.4798	2.8324	.0000	1.0000	331
*ZRESID	-2.8990	3.2234	.0000	.9924	331

Total Cases = 331

Standardized Scatterplot

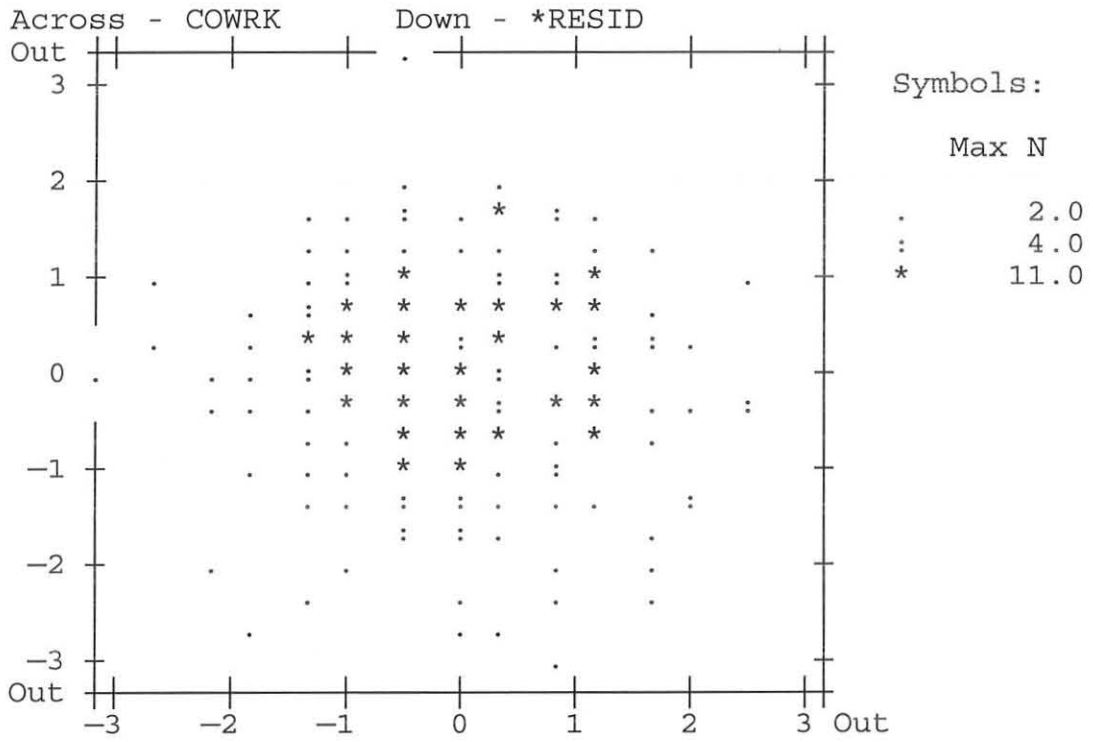


Residuals Statistics:VII

	Min	Max	Mean	Std Dev	N
*PRED	12.0323	26.2606	19.8761	2.2541	331
*RESID	-8.7242	9.7003	.0000	2.9865	331
*ZPRED	-3.4798	2.8324	.0000	1.0000	331
*ZRESID	-2.8990	3.2234	.0000	.9924	331

Total Cases = 331

Standardized Scatterplot



APPENDIX VII

Intercorrelation Matrices

	Js	age	sex	Edu	Srv	slr	Ndp	Ms	Resp	Rec	Sup	Dec	Skill	Cowr	promo	Benft
Js	1	0.21	0.05	0.00	0.17	0.21	0.12	-0.22	0.42	0.51	0.28	0.43	0.26	0.07	0.37	0.11
Age	0.21	1	-0.02	-0.19	0.7	0.49	0.28	-0.41	0.02	0.09	0.10	0.04	0.0155	0.0248	-0.0779	0.0015
Sex	0.045 9	-0.022 8	1	-0.2695 **	0.0694	-0.166 6*	0.1086	-0.0701	0.1398 *	0.006 9	0.0269	0.0021	0.0121	-0.1038	0.0745	0.0943
Edu	0.001 9	-0.187 4**	-0.269 5**	1	-0.2473 **	0.327 8**	-0.2**	0.0714	-0.0298	0.124	0.0125	0.0696	-0.0121	0.2542 **	-0.0825	-0.056 7
Srv	0.172 8*	0.697 6**	0.069 4	-0.2473 **	1	0.433 1**	0.2378 **	-0.3686 **	-0.0241	0.047 8	0.1028	-0.0152	-0.1174	-0.0009	-0.0766	0.0263
Slr	0.209 7*	0.488 3**	-0.166 6*	0.3278 **	0.4331 **	1	0.1476 *	-0.319* *	0.0115	0.168 9*	0.1388 *	0.1491 *	0.088	0.1981 **	-0.003	-0.047 8
Ndp	0.123 7	0.281 1**	0.108 6	-0.2**	0.2378 **	0.147 6*	1	-0.4341 **	0.0784	0.018 5	0.0574	-0.01	-0.0303	-0.028	-0.0115	0.0119
Ms	-0.219 **	-0.405 4**	-0.070 1	0.0714	-0.3686 **	-0.319 **	-0.4341 **	1	-0.0911	-0.162 5*	-0.0968	-0.1265	-0.1363 *	-0.0755	0.063	0.1052
Resp	0.423 2**	0.016 3	0.139 8*	-0.0298	-0.0241	0.011 5	0.0784	-0.0911	1	0.446 7**	0.3943 **	0.6075 **	0.4201 **	0.1786 **	0.5565 **	0.3828 **
Rec	0.505 3**	0.088 9	0.006 9	0.124	0.0478	0.168 9*	0.0185	-0.1625 *	0.4467 **	1	0.3433 **	0.4107 **	0.333* *	0.3196 **	0.4381 **	0.2627 **
Sup	0.283 1**	0.103 5	0.026 9	0.0125	0.1028	0.138 8*	0.0574	-0.0968	0.3943 **	0.343 3**	1	0.3714 **	0.3499 **	0.1774 **	0.2351 **	0.1741 **
Dec	0.426 4**	0.037 2	0.002 1	0.0696	-0.0152	0.149 1*	-0.01	-0.1265	0.6075 **	0.410 7**	0.3714 **	1	0.5498 **	0.0837	0.5066 **	0.1863 **
Skil	0.261 3**	0.015 5	0.012 1	-0.0121	-0.1174	0.088	-0.0303	-0.1363 *	0.4201 **	0.333 **	0.3499 **	0.5498 **	1	0.1731 **	0.3382 **	0.1725 **

	Js	age	sex	Edu	Srv	slr	Ndp	Ms	Resp	Rec	Sup	Dec	Skill	Cowr	promo	Benft
Cowr	0.073	0.024 8	-0.103 8	0.2542 **	-0.0009	0.198 1**	-0.028	-0.0755	0.1786 **	0.319 6**	0.1774 **	0.0837	0.1731 **	1	0.0815	0.1126
Promo	0.373 9**	-0.077 9	0.074 5	-0.0825	-0.0766	-0.003	-0.0115	0.063	0.5565 **	0.438 1**	0.2351 **	0.5066 **	0.3382 **	0.0815	1	0.355* *
Benft	0.106 6	0.001 5	0.094 3	-0.0567	0.0263	-0.047 8	0.0119	0.1052	0.3828 **	0.262 7**	0.1741 **	0.1863 **	0.1725 **	0.1126	0.355*	1

N of cases: 331 1-tailed signif: * -.01 **-.001

APPENDIX VIII
Summary of Stepwise Regression

Step	MultR	Rsq	AdjRsq	F(Eqn)	SigF	RsqCh	FCh	SigCh	Variable	BetaIn	Correl	
1	.5053	.2553	.2530	112.786	.000	.2553	112.786	.000	In: REC	.5053	.5053	recognition
2	.5594	.3129	.3088	74.699	.000	.0576	27.520	.000	In: DEC	.2633	.4264	decision
3	.5840	.3410	.3350	56.412	.000	.0281	13.943	.000	In: AGE	.1683	.2120	age
4	.5957	.3549	.3470	44.832	.000	.0138	6.991	.009	In: RESP	.1540	.4232	responsibility
5	.6024	.3629	.3531	37.028	.000	.0080	4.106	.044	In: COWRK	-.0952	.0730	co-worker

----- Variables in the Equation -----						----- not in -----		
Variable	B	SE B	Beta	T	Sig T	Variable	F	Sig F
REC	.667846	.093886	.375728	7.113	.0000	SEX	.106	.7449
DEC	.150603	.049342	.174222	3.052	.0025	EDU	.012	.9142
AGE	.816587	.211296	.171870	3.865	.0001	SRV	1.721	.1905
RESP	.154924	.055025	.163737	2.816	.0052	SLRY	2.093	.1489
COWRK	-.152172	.075095	-.095157	-2.026	.0435	NDP	1.685	.1952
(Constant)	7.478221	1.277414		5.854	.0000	MS	2.153	.1432
						SUP	.375	.5406
						SKILL	.161	.6884
						PROMOT	2.226	.1367
						BENFTS	3.628	.0577

DECLARATION

I, the undersigned, declare that this thesis is my original work and that all sources of material used for the thesis have been duly acknowledged.

Name: KASSAHUN WASSIHUN

Place: Department of Educational Psychology

Faculty of Education

Signature:  _____

Date of submission: June, 1996