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SCHOOL OF JOURNALISM AND COMMUNICATION

A Comparative Study of State and Private FM Radio Journalists'

Job satisfaction: A case of FM Addis 97.1 and Fana FM 98.1

By: Sisay Berihu

A thesis submitted to the school of journalism and communication of Addis Ababa University in partial fulfillment of the requirements for the degree Master of Arts in journalism and communication.

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Thesis advisor:
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Approved by the Examining Board

Chairperson, Department Graduate Committee

Signature

Advisor

Signature

Examiner

Signature

AAU

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Abstract

This study aims to investigate the level of journalists' job satisfaction working in both state and private FM radio stations. FM Addis 97.1 and Fana FM 98.1 were taken as samples from state and Private FM stations respectively.

A total of 43 journalists participated in the survey. The required data was collected using questionnaires and Focus Group Discussion (FGD). A job satisfaction questionnaire consisting open and close-ended items was employed. Seven job satisfaction subscales and journalists' demography was included in the questionnaire. Two groups of journalists, with 10 individuals each; participated in FGD in two sessions.

The results are analyzed and interpreted using SPSS software version 15. The scores are interpreted quantitatively. FGD comments and open-ended suggestions are interpreted qualitatively.

The study indicates that the job satisfaction level of state and private FM stations' journalists were found moderately dissatisfied and satisfied respectively. Thus, the job satisfaction level is higher in private stations. The overall mean of journalists' job satisfaction level is 3.5 at a scale of 5.00. In isolation, journalists from state station scored 3.68 and those from private station lower by 1.13 (i.e. 2.5). This indicates private FM journalists are better in job satisfaction level. 66.7% of private journalists are satisfied in their job while 52% of state owned FM journalists are dissatisfied.

In addition, the study found that there is a weak relationship between journalists' job satisfaction and their demographic variables. The strength of the correlation between the variables is found significantly weak. The results suggest the need of various corrective measures in both stations (more in state owned) to enhance journalists' job satisfaction.

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List of Acronyms

1. ERTA-Ethiopian Radio and Television Agency
2. FBC- Fana Broadcasting Corporate
3. FGD- Focus Group Discussion
4. SPEAK- Support Providing Employees' Association of Kentucky
5. SPSS- Statistical Package for the Social Sciences

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CHAPTER ONE

1. INTRODUCTION

1.1 Background Study

Job satisfaction is essentially a multi-disciplinary concept. Green (2010) pointed out that historically, the concept has been developed theoretically and empirically through the work of sociologists and psychologists. But, recently several studies have looked at this issue to determine common factors that contribute to employee's job satisfaction level among professionals.

Many studies (Moyes et al (2008), Amanuel (2005), Robbins (1995)) indicated major factors that could affect job satisfaction level of employees. Level of compensation and benefits, the use of equitable promotion system, the overall working conditions, the style of management and the type of position itself including the tasks involved and the challenges of the position generates are among others. On the other hand, Herzberg and associates (1959) cited on Lacy (1993) assumes that satisfaction and dissatisfaction are not ends of the same continua. Dissatisfaction is affected by hygiene factors, such as salary, security, and interpersonal relations. However, satisfaction is affected by needs motivators, such as recognition, achievement, and responsibility.

Others (e.g. Beam, 2006) assumed that research has been based on humanistic concerns. Studies have been looked at the influence of job satisfaction on an individual's life or sense of well being.

Research conducted on job satisfaction will enhance the understanding of which specific factors that may influence satisfaction on the job (Moyes et. al, 2008: 65). To make the best use of employees as valuable resources of the organization attention must be given to the relationship between staff and the nature and content of the jobs. There is a need for organizations to satisfy their employees to achieve organizational objectives. “The manager need to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance” (Nimalathasan and Brabete, 2010) Thus, employee job satisfaction is an important attribute which must be regularly measured by companies (Moyes et al, 2008: 65). Beam added that job satisfaction can be influence job commitment, turnover, productivity, and other factors that the successful operation of an organization.

Mean while, studies show that job satisfaction factors are not universal in conditions i.e. their influences differ from organizations to organizations. Karl and Sutton (1998) say that an association was found between the type of organization and employee’s motivation for work. Further, they put that people working in public organizations were motivated more by factors such as providing a service or product that helps other people or self development/self fulfillment than private sector employees. Those in private organizations were motivated more by extrinsic factors such as money in order to obtain an enjoyable and pleasurable life. Government employees, on the other hand, were more intrinsically oriented than all other occupational groups. The lower rating of government employees’ work experience, according to Karl and Sutton, related to the lack of fulfilling intrinsic factors in their work situations. And, they recommend that there is a

need for well planned and coordinated organizational development programs in government departments.

1.2 Statement of the Problem

Media plays a vital role in the overall development of a country. Media organizations have the responsibility of helping developmental activities. The contribution of media workers, especially the contribution of journalists is substantially high. To achieve their national and organizational objectives, media organizations need to satisfy their employees. In connection to this Nimalathasan and Brabete (2010) says that employees, who are satisfied with their jobs, may exert high effort to organizational wish to satisfy their employees which in turn helps to get more work done.

Having this in mind, evaluating job satisfaction of journalists is an increasingly important area of concern for employers be it private or state media. This strives to recruit and retain quality employees and to improve their competitive positions since now a day's competition is very high at this time. "There is a need to provide employee the kind of environment where he/she can perform effectively" (Mengistu, 2005: 5).

To understand employees' job satisfaction level, media organizations need to assess their employees' position i.e. their satisfaction level and factors that could affect journalists' work satisfaction.

1.3 Research Questions

It is also believed that journalists working in an organization experience different level of job satisfaction since job satisfaction caused by several job related factors. Considering these factors and realities, the study attempts to answer the following basic questions:

1. What is the extent of journalists' job satisfaction level currently existing in both private and state FM stations?
2. Is there any difference in level of job satisfaction between private and state FM journalists?
3. What factors are contributing to the level of FM journalists' job satisfaction?
4. What should be done to tackle problems related to journalists' job satisfaction?

1.4 Objectives

1.4.1 General Objectives

The purpose of this study is to investigate and show the general job satisfaction level of journalists working in both private and state owned broadcasting media.

1.4.2 Specific Objectives

This study is intended to achieve the following four specific objectives

1. To examine the journalists' job satisfaction level at both private and state FM stations.
2. To see difference in degree of satisfaction between private or state FM radio journalists.

3. To identify factors that affect journalists' job satisfaction based on their job satisfaction level.
4. To suggest some corrective measures in order to improve journalists' work satisfaction.

1.5 Significance of the Study

Specter (1997) in Amanuel (2005) argued that job satisfaction is an issue that has drawn considerable multi disciplinary attention and its importance is demonstrated by the fact that despite 12,000 studies into it, it continues to attract scholarly and management interest as an important labor and life issue.

It is believed that job satisfaction affects worker motivation, work productivity, rate of absenteeism, turnover intensions, and other related work conditions. For this reason, this study has the following significances. It:

- A. identifies the major factors that have influences on journalists' job satisfaction
- B. indicates the difference in level of job satisfaction between private and government FM station journalists' job satisfaction and help to scale up one's good management practices to one another.
- C. helps to show concerned bodies a clue about what measures should be taken to recognize and solve journalists' problems that may affect their work motivation.

D. may fill in the gap in the area and helps to be a source of additional information for further researches to be done in the context.

1.6 Delimitation of the Study

The scope of this study is delimited to only two FM stations found in Addis Ababa city. These FM stations are selected for two reasons. First, doing the research in Addis Ababa helps the student researcher minimize cost and saves time. Second, FM stations in regional states out of Addis Ababa are established recently and served for few years. On the other hand, there are FM stations in Addis Ababa established before 4 years. So, incorporating these stations in this study has the advantage to include well experienced journalists who may have much work satisfaction/dissatisfaction perspective of working experience.

From the total seven FM stations in the city, four are state owned and three private owned. FM Addis 97.1 (established in 1992 E.C under ERTA) from state owned and Fana FM 98.1 (established in 1998 E.C under FBC) from private media are taken for this study.

1.7 Limitations of the Study

The student researcher identified some basic limitations. The first thing is that since the questionnaire was distributed at the time Ethiopian government announces employees' salary increment on December. This may have a contamination effect on state owned journalists' job satisfaction since ERTA in general and FM Addis 97.1 in particular

wasn't willing to increase journalists' salary at that time. There was high salary increment expectation among journalists of the state media.

The second limitation of the study is the sample size of female respondents. The number of female journalists in both stations (FM 97.1 and FM 98.1) is very few. This may affect the gender-satisfaction correlation finding.

The deficiency of money is also another limitation that shouldn't be left unsaid. The student researcher found it hard to cover the cost of the research from the beginning to the end.

1.8 Operational Definition of Terms

The following terms are defined operationally for this research purpose only.

Journalist- a person who is engaged as an editor, prod

1. Journalist-a person who engaged as a program editor, producer, and /or reporter in FM radio stations.
2. Job satisfaction –“ It is the extent to which people like (satisfaction) or dislike (dissatisfied) their job” (Spector,1997)
3. State owned- enrolled under government.
4. Private owned- managed/owned by individuals or another body rather than government.
5. Overall satisfaction- journalists' general attitudes towards their job and different aspects of their jobs.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Scholars agreed on that job satisfaction is a very important attribute which is frequently measured by organizations. Employee's satisfaction and dissatisfaction is an issue among managers and different organizations for years. Since the issue is a multi-disciplinary concept, it has several manifestations. Many are still debating about how to measure job satisfaction. There is no common understanding among scholars of the area about what job satisfaction at all is.

In this chapter, basic research topics of the area will be covered. Conceptual framework, measuring job satisfaction, contributing factors and consequences are among others. Journalists' job satisfaction, like other employee's job satisfaction, will also be a topic of discussion.

2.1 Conceptual Framework of Job Satisfaction

Job satisfaction is a multi-disciplinary concept. It has been defined in several ways. Beam (2006) noted that across time, studies of job satisfaction have suffered from a lack of commonly accepted conceptual definition.

It is true that different scholars define job satisfaction differently. According to Robbins (1995), for example, job satisfaction refers to an individual's general attitude towards his/her job. For Specter (1997) cited in Beam (2006) job satisfaction is how people feel about their jobs and different aspects of their jobs. In other words, it is the extent to

which people like (satisfaction) or dislike (dissatisfaction) their job. Similarly, Moyes et al (2008) define the term as a description of how pleased an employee is with his/her position of employment.

Most definitions of the concept focus mainly on the feelings of employees about their jobs. Beam (2006) says “job satisfaction may seem to be an intuitive concept that is easily understood, but the diversity of recent research on job satisfaction still raises conceptual and methodological debates.” This debate is evident in the disagreement of scholars about whether job satisfaction and dissatisfaction are separate constructs or simply different sides of the same conceptual coin.

For instance, Ewen, Hulin and Smith cited in Beam (2006) proposed that “if the presence of a variable in the work situation leads to satisfaction, then its absence will lead to job dissatisfaction.” This statement implies that job satisfaction and dissatisfaction are different concepts. Still other theorists (e.g. Herzberg (1968)) argued that job satisfaction and dissatisfaction are different points of the same continuum. On the other way round, some other scholars (e.g. Herzberg, 1968) argued that job satisfaction and dissatisfaction are different concepts. Still other theorists (e.g. Rose, 2001) have view job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions.

Although scholars of the area are still debating, there are known models of job satisfaction which help to create clear understanding of the concept. The following are dominant models listed by Manjari et al (2010) and Amanuel (2005).

A. Affect Theory (Expectancy Theory)

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations aren't met. This means when a person value a particular facet of job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations aren't met), compared to one who doesn't value that facet.

B. Two-Factor Theory (Motivator –Hygiene Theory)

Fredrick Hertzberg's two factor theory attempts to explain satisfaction and motivation in work place. This theory states that satisfaction and dissatisfaction are driven by different factors - motivator and hygiene factors – respectively. “The two-factor theory rejects the assumption that satisfaction and dissatisfaction are ends of the same continuum” (Lacy, 1993). According to Hertzberg dissatisfaction is affected by hygiene factors, such as salary, security, and interpersonal relations. But satisfaction is affected by needs and motivators, such as recognition, achievement, and responsibility.

C. Dispositional Theory

Another well-known job satisfaction theory is the dispositional theory that suggests people have dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach becomes a notable explanation of job satisfaction in alight of evidence that job satisfaction tends to be stable over time and

across careers and jobs. Research also indicates that identical twins have similar level of job satisfaction.

A significant model that narrowed the scope of the dispositional theory was the core self-evaluation model, proposed by Timothy A. Judge in 1998. Judge argued that there are four core self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value of one place on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over his/her life, as opposed to outside forces having control) lead to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

D. Job Characteristics Model

Hackman and Oldham in Manjari et al (2010)) proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact on job outcomes. This model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility, for outcomes, and knowledge of the actual results), which in turn influence work outcomes (job satisfaction, absenteeism, and work motivation etc)

E. Equity Theory

“Adam’s Equity Theory postulates that workers seek a balance between worker inputs and rewards for workers” (Amanuel, 2005). The theory predicts that workers form a sense of what is fair and reasonable by relating their circumstances with other ‘ referents’ which include workers in other settings, work mates, friends as well as their own composite evaluation of their situation. Further, the theory suggests the influence of the inter-personal work environment in determining satisfaction with work.

2.2 Measuring job satisfaction

Job satisfaction is measured in many ways. The most common method for collecting data regarding job satisfaction is the Likert scale. Yes/No questions, True/False questions, and checklist method are another ways of data collection.

There is no consensus among s researchers about the best or standardized way to measure job satisfaction. However, there are two widely used measurement approaches; a single global rating and summative score made up of a number of job facets. Robbins (1995) describe a single global rating method as “nothing more than asking individuals to respond to one question, such as ‘all thing considered, how satisfied are you with your job?’ Respondents then reply by circling a number between one and five that corresponds with answers from highly satisfied to highly dissatisfy”. The other approach-a summative score-is more sophisticated. “It identifies”, according to Robbins, “Key elements in a job and asks for the employee’s feelings about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and

relations with co-workers. These factors are rated on a standard scale and then added up to create an overall job satisfaction score”.

Steers (1991) pointed out that the most common means of assessing satisfaction is the rating scale. Several job satisfaction scales exist. “The Job Descriptive Index (JDI), created by Smith, Kendall, and Hulin (1969) is a specific questionnaire of job satisfaction that has been widely used and measures one’s satisfaction in five facets; pay, promotion, coworkers, supervision, and the work itself” Manjari et al (2010).

The job in general is another scale which is an overall measurement of job satisfaction. “It is an improvement of Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general” Manjari et al (2010).

Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the faces scale are other popular job satisfaction questionnaires among others. The MSQ measures job satisfaction in 20 facets and have a long form with 100 questions and 20 short form with 20 questions. The JSS is a 36 item questionnaire that measures nine job satisfaction facets. And, the face scale of job satisfaction measured overall job satisfaction with just one item which participants respond to by choosing a face.

2.3 Determinants of Job Satisfaction Level

Researchers are examining many factors influencing job satisfaction and dissatisfaction of employees. Many scholars (Nimalathasan and Brabete, 2010), Moyes et al, (2008), Amanuel (2005), Robbins (1995)) agreed that fair promotion, reasonable pay,

appropriate work, good working condition, and style of management are the most determinant factors which affect job satisfaction.

Meanwhile, all these factors are not equally important for all researches. For example, Green (2010) focus on the effect of pay on work satisfaction. He put that “job satisfaction is positively affected by pay, and negatively affected by the pay norm”. A study on female sport journalists by Smucker (2003) also found that high payment is related with high satisfaction. However, recently conducted research revealed that age, sex, firm size, education, relation with co-workers, family status and supervision are also factors that could affect job satisfaction.

Below the main and dominant factors which affect job satisfaction are discussed.

2.3.1 Pay

Literature found that amount of pay received the perceived equity of the pay and the method of payment has its own influence on employee’s job satisfaction. “Job satisfaction is positively affected by pay and negatively affected by the pay norm” (Green, 2001). A study conducted on female sport journalists by Smucker (2003) also found that high payment is related with high satisfaction.

2.3.2 Promotion

The availability of realistic opportunity for advancement is a source of satisfaction for many employees’ according to several research findings. Amanuel (2005) says promotion is an objective for many workers, and its attainment apparently is a source of satisfaction. Smucker (2003) also found that satisfaction difference among employees (journalists) exists because of promotion especially when level of education, age and

length of employment were considered. "...People come to organizations with the expectation that they will contribute knowledge, skills, and abilities in exchange for fair and adequate compensation and opportunities for advancement or promotion" (Mengistu, 2005). Graham and Bennett (1990) cited in Mengistu (2005) recommended the following promotional opportunity criteria.

- The criteria for promotion must be fair usually a combination of ability, relevant experiences, and length of services;
- The method must be fair;
- The selection for promotion must be based on fair appraisals;
- Unsuccessful candidates must be sympathetically treated; and
- There must be no discrimination.

2.3.3 Co-Workers Relation

Research revealed that the extent to which co-workers are friendly, technically competent and supportive has its own effect on their job satisfaction. Further, "job satisfaction is significantly affected by the quality of the relationship of employee with co-workers in the work environment who might act as role models" (Mengistu, 2005). Carell et al (1992) cited in Mengistu (2005) concluded that the quality of relationships with in the work group is very important to employee, especially to the extent that the individual is accepted as part of the work unit and the friendliness and support of his/her fellow employees.

The relationship among co-workers is important determinant factor of job satisfaction for the reason that workers spend much of their work time together. Amanuel (2005) believed that the inter worker communication has consequences for satisfaction. Further explained that inter staff conflict or harmony is too important to ignore as they also impinge on productively and turnover.

2.3.4 Supervision

One of the most dominant dimensions of job satisfaction is employee supervisory relation. “Supervision is the technical and managerial abilities of supervisors, the extent to which supervisors demonstrate considerations for an interest in employees” (Steers, 1991). Many (Mitchell and Lagson, 1987) Carell et.al, 1992-cited in Mengistu, 2005) noted the importance of this issue on job satisfaction. They come for conclusion that considerable managerial and/or supervisor behavior is positively related to satisfaction of employees. Moreover, job satisfaction is considerably improved when managers and supervisors are perceived to be fair, helpful, competent, and effective. This includes the supervisor’s /Manager’s skill as a problem solver, coach or trainer, listener and as the timely source of key job related information for employees.

Similarly, Bruce and Blackbugh (1992) in Mengistu explained that one of the most important factors to foster job satisfaction among employees’ good managerial relations. Those managers supervisors who act to maintain good relations with their employees exhibit the following behaviors, help with job related problems, awareness of employee difficulties, good communication and regular fed back about performance so that employees always know where they stand.

“It is also highly commented” noted Mengistu (2005) “that line supervisors are in a better position to give consistent, timely, and ongoing feedback, because regular feedback is believed to be a key to good communications. On the other hand, poor relationship like and unerring managers supervisors are reported to have the most negative effect on employee job satisfaction.” This is manifested, according to Carell et al, (1992) cited in Mengistu (2005), by unfair or biased treatment by supervisors/ managers, failure of supervisors/ managers to liter and respond to employees’ problems or concerns and problems with management communication credibility.

2.3.5 The Work It Self

Several studies revealed that the work itself is the most important factor of satisfaction and dissatisfaction. They argued that the kind of work, the extent to which tasks performed by employees are interesting and provide opportunities for learning, the challenge etc must be considered. The reason behind such an outcome is, according to Mengistu (2005) that people seem to be more satisfied with their job when it demands something from them. Additionally, “people tend to be more committed to the job and are more involved with their work when they are challenged by what they do. A number of factors positively related to job satisfaction under job challenges may include things as variety on the job, creativity, difficulty of goals, and the use of one’s Skills” (Mitchell and Larson, 1987 Carell et at, 1992 cited in Mengistu 2005).

Job clarity also has its own effect on employees’ job satisfaction. Clarity is the extent to which job is clear and unambiguous. Research also show that people like clear, unambiguous work responsibilities. As a result, when job responsibilities are fairly clear,

job satisfaction likely to be higher than when they are ambiguous. Hence, giving accurate and frequent feedback can play a vital role towards this end (Mengistu, 2005, Mitchell and Larson, 1987 cited in Mengistu, 2005).

2.3.6 Demographic Traits

Job satisfaction can be influenced by a variety of factors as mentioned earlier, e.g. the quality of one's relationship with their supervisors, the quality of physical environment in which they work, inter works or workmate smooth relationship, etc. But numerous research results show that demographic traits (age, education, gender, marital status, year in service, authority etc) significantly affect their job satisfaction.

Age is one the demographic factors affecting job satisfaction. Studies conducted in different times prove that age is correlated with job satisfaction.

There are different views about the age job satisfaction correlation. In some research, results point to all increase in job satisfaction and age, others indicate the opposite. There are also some cases in which there is no clear connection between job satisfaction and age (European foundation for the improvement of living and working conditions, 2007).

Clark et al (1996) quoted by Demonte (2001) cited in Amanuel (2005) validate the view that job satisfaction is high in the initial years, and then decreased before it finally rises again. Ellickson sand Longson (2001), however, supports the assumption that work satisfaction rises as age increases. The idea that older is more satisfied has a considerable appeal since older workers are more likely to be better placed, experienced, confident, worldly wiser, and in control of their personal situation Amanuel (2005). There is no

relationship between age and satisfaction or just a weak relationship (Demonte, 2001, cited in Amanuel, 2005).

Another important factor which has an influence job satisfaction is gender. Several studies revealed that gender has been correlated with satisfaction. The gender job satisfaction paradox (Kaiser, 2002) or the paradox of the contented female workers (Bender et al, 2005) refers to the fact that women report higher job satisfaction than men despite a clearly disadvantaged position in the labor market in terms of earnings, recruitment dismissals; promotions and career prospects (European Foundation for the improvement of living and working conditions, 2007).

Conversely, Amanuel (2005) quoting Smith et al (1969) says gender has been a correlate of satisfaction in some older studies, with females obtaining lower satisfaction scores than males. Pitts (2004) cited in Amanuel reported that female media workers in Serbia and Montenegro has lower global satisfaction than their male counter parts.

Some other studies reported that gender difference in work satisfaction doesn't exist. Store (2000) in Amanuel (2005) mentioned that satisfaction of work between men and women in media was similar.

Educational level of employees is also related to job satisfaction. Many studies revealed the higher an individual's educational level, the more its job satisfaction level will be. There are also studies showing results of job satisfaction levels are higher among better educated people.

Research conducted by European foundation for the improvement of living and working condition in 2007 show that job satisfaction and educational level are positively correlated. It says while satisfaction with professional fulfillment and work perspectives increases as the educational level rises, the satisfaction with internal relations with superiors and colleagues tend to be decrease. Furthermore, educational levels strongly increased as age decrease, due to the availability of better educational opportunities in recent times; consequently, young well-educated workers are more satisfied in their work than their older counterparts.

Amanuel (2005) added up that on the job training helps older workers to cope with information explosion, thereby helping bridge the knowledge and skills gained at school years back with new knowledge and skills available in the changing work place.

Family matters are one of the demographic traits which are hypothesized to affect job satisfaction. It includes marital status, number of children and parenting system of individuals. Research results regarding marital status shows that single people are more satisfied with their jobs. Some results, however, reveal the reverse. Married employees are more satisfied. Interestingly a study done by European foundation for the improvement of living and working condition (2007) mentioned that in Italy, those who are divorced and separated are the most satisfied with their job; and in the Netherlands those who never married and those who are divorced are less satisfied than other groups.

Bersoff and Crosby (1984) cited in Moyes et al (2008) pointed that more than gender or job level, family status was the single best predictor of job satisfaction among working

women. When compared with married parents and married childless couples, single women were more dissatisfied with their jobs.

Above, research results about demographic traits are reviewed. In addition to demographic traits there is one important issue which is necessary to mention under factors which influence job satisfaction. This issue is job autonomy. According to Nguyen, Taylor and Brandley (2003) cited in research conducted by European foundation for the improvement of living and working conditions, one of the variables that may be expected to influence job satisfaction is “the degree of perceived autonomy that workers enjoy in the way they do their job”. The expected relationship is that more autonomy is associated with greater job satisfaction

2.4 Consequences of Job Satisfaction

There are many studies done to assess the effect of job satisfaction. Below are the relationship between satisfaction and productivity, absenteeism and turnover.

A. Satisfaction and Productivity

Robbins (1995) says the early views on the satisfaction performance relationship can be essentially summarized in the statement “a happy worker is a productive worker”. Satisfaction performance relationship is a source of debate among researchers. Some claimed that there is a strong relationship between satisfaction and performance. But there is no consensus on the cause and effect of both concepts. Some say satisfaction lead

to more productivity. Others, however, argued that productivity leads to satisfaction rather than the other way round (Robbins, 1995).

Other group of scholars also claimed that there is no direct relationship between satisfaction and productivity or performance. The relationship is, however, through another motivating factor... the reward system. An individual may be rewarded for his productivity since organizations reward productive employees. These rewards, in turn, increase employees' level of satisfaction with their job (Robbins, 1995; Mengistu, 2005).

B. Satisfaction and Absenteeism

It is assumed that job satisfaction is negatively related with absenteeism. This means the more satisfied an employee in his/her work, the better he/she is going to attend in work or the lesser his absenteeism from work. Different studies support this idea. For example, Robbins (1995), say there is a consistent negative relationship between satisfaction and absenteeism, but the correlation is not high. Further, it states that it certainly make sense that dissatisfied employees are more likely to miss work.

Carell et al (1992) in Mengistu (2005) mentioned that absenteeism can be resulted when an employee doesn't want to work due to factors like; too boring job, too stressful job, dislike of coworkers or supervisors, and no rewards for attendance.

The lower an individual's satisfaction with his/her job, the more likely is that person to be absent from work. A worker who finds job satisfaction in his work environment is less likely to be absent than a worker who fears his supervisor or dislikes his work (Baron,

1983) Davar, 1995 cited in Mengistu, 2005). Whatever the case is, excessive employee absenteeism can significantly drain productivity and create immense problems for supervisors and the employees who work regularly (Mengistu, 2005).

C. Satisfaction and Turnover

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism (Robbing, 1995). The degree of negative relationship between two (satisfaction and turnover) is not the same for different authorities. Baron (1983) cited in Mengistu, for example, considered that the relationship between the two is moderate. The argument behind this idea is that turnover can be affected by many different variables of which job satisfaction is a part.

Despite the slight difference in the satisfaction and turnover relationship level i.e. moderate or strong, the basic thing is the existing relationship. Studies concluded that the lower an individual's level of satisfaction with his/her job, the more likely this person is to resign and seek other opportunities. In other words, the higher an employee's satisfaction the less likely resignation will occur (Mengistu, 2005).

Carell et al (1992) cited in Mengistu (2005) pointed out some of the major expenses in any organization resulted by excessive turnover of employees. These are

- Increased recruitment, selection, and placement cost,
- Increased training and development costs;
- Lower productivity and quality problems as new employees learn their jobs;
- Disruption in programs and projects as employees leave in excessive numbers.

2.5 Journalists' Job Satisfaction

Literature on journalists' job satisfaction shows that their level of job satisfaction affected by different factors. In surveys of journalists, Johnstone, Slawski, Bowman, and Weaver and Wilhoit cited in Beam (2006) found a variety of factors that affected or were associated with job satisfaction. Among individual-level predictors were age and gender-being older and male related positively to job satisfaction. Various characteristics of the work environment also were important. These included perceived level of autonomy, amount of communication with a supervisor, and the journalist's rating of the news organization's success in informing the public. All were related positively to job satisfaction, as was salary (Beam, 2006).

Stamm and Underwood (1993) in Eribo and Tanjorg (2002) say that "journalists are happier when they are about the business of journalism than the business of business." By extension, journalists are more interested in their jobs than in their salaries. Herbert (2001) quoting Johnson et al (1976) reported that although factors such as income, job status, and reputation a new organization all contribute positively to job satisfaction, professional autonomy consistently pops out as a significant predictor of high job satisfaction. In addition to this, Weaver and Wilhot (1996) in Herbert (2001) noted that dissatisfied journalists' reasons include management policy, salary, and promotion opportunities.

Some researchers relate job satisfaction with once country's development. Marron (1995) cited in Eribo and Tanjong (2002) mentioned that the level of journalistic professionalism and job satisfaction commitment can be related to a countries development and education, training and age of journalists.

Recent articles and reviews suggest that journalists' job satisfaction and morale have been declining (Beam, 2006). Boudreau (2009) added that journalists at smaller organizations are less satisfied than those at larger ones, which could contribute to higher turnover and less stability.

However, Amanuel (2005) reported that the generality of journalists seem to be satisfied in their jobs. Pitts (2004) in Amanuel discussed that job satisfaction among radio and television employees in Serbia and Montenegro was very high. 75% of media workers were either 'satisfied' or 'very satisfied'. Similarly, three fourths of their media subjects who covers TV. Radio, magazine, and newspapers were satisfied with their work (Stone, 2000; Weaver and Wilhot, 2005 cited in Herbert, 2001).

In general, Beam (2006) noted that journalists were more satisfied with their jobs if they had more autonomy, authority, and control over their work.

CHAPTER THREE

METHODOLOGY OF THE STUDY

This section deals with the methods and instruments employed to collect data from sources.

3.1 Subjects

The entire population of this study is 48 journalists, 28 from FM Addis 97.1 and 20 from Fana FM 98.1. Out of the 28 journalists of FM Addis, 23 are males and only 5 are females. During the administration of questionnaires, two females were absent. One was in her maternal leave and the other one was in annual rest. In Fana FM 98.1, males are 13 and females are 7. 46 questionnaires were distributed for the available respondents and 43 were filled out and returned. Only three Questionnaires (2 distributed in Fana FM and 1 in FM Addis) left unreturned. About 93.47 % of the questionnaires were returned and this value is high enough to make analysis of the results found. Two groups (one group from each FM station) were also engaged in the focus group discussion (FGD) session. Each group had 10 individual representatives which actively participate in each session. The FGD sessions were held in their agencies compound separately.

3.2 Sampling Technique and Procedure

The study was conducted in Addis Ababa city. There are seven FM stations in the city, four are private and the rest are state owned stations. In this study, only two stations, one from each, were selected to save time and costs.

FM Addis 97.1 and Fana FM 98.1 stations were selected purposely assuming experienced journalists may avail. Availability sampling technique was used to select respondents from both stations. Respondents participated in FGD were selected using purposive sampling technique. The rationale behind using this method has been justified as participants should be representative of age group, gender, working experience and position. Hence, they were selected from reporters, producers and editors proportionally.

3.3 Data Collection Tool

The aim of this study is to investigate the general job satisfaction level of both private and state owned electronic media journalists, with reference to FM radio stations. To achieve this objective, descriptive survey method was employed to gather the required data. Hence, two sets of questionnaires were distributed. The data was collected mainly using close ended questionnaire. Few open ended items were also included to provide participants an opportunity to write additional information about their jobs. The close ended and open ended items were interpreted quantitatively and qualitatively respectively. Few leading FGD questions were also forwarded for participants selected purposefully and the data was interpreted qualitatively.

Adopted job satisfaction Questionnaire was used as data collection instrument. The questionnaire has 29 close-ended questions which help to assess seven job satisfaction facets with four questions for each and one general question which determines overall job satisfaction of journalists. DSP job satisfaction Questionnaire is one of the commonly used job satisfaction questionnaires which is prepared by an American organization

called Support Providing Employee's Association of Kentucky (SPEAK) and freely available for all interested researchers in the area.

Respondents were asked simply to indicate their agreement with the items on a scale ranging from "strongly agree to strongly disagree." To simplify the scoring system, the student researcher modified the scale slightly from a 6-point scale to a 5-point scale. In addition to the 29 close-ended questions, few open-ended questions and FGD questions prepared by the student researcher were also included. This may help the respondents to write and respond their additional views and feelings about their jobs.

3.4 Data Analysis Method

Raw data collected through the questionnaire was analyzed using statistical methods. Different statistical computations such as percentages, frequencies, mean, and correlation were applied during analysis phase.

The raw data was interpreted based on the statistical values of the scores and findings. Information obtained from the open-ended questions and FGD comments were interpreted in narrative. So, both qualitative and quantitative methods of data analysis were employed to interpret the whole data collected from sources. The qualitative data was analyzed with the help of the Statistical Package for the Social Sciences (SPSS) version 15.

3.5 Pilot Test

A pilot test was conducted before the actual distribution of questionnaires to the sample respondents. This was believed to help the student researcher to recognize some ambiguous or unclear and redundant questions existed. Based on the feedback collected from the pilot test, the researcher improved the questions and tried to avoid or at least to minimize the ambiguity and/or poor clarity of the questions.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section deals with the presentation, analysis and interpretation of the responses found from the sample respondents.

4.1 Demographic Characteristics

A total of 46 questionnaires were distributed to respondents and 43(93.4 %) were filled and returned back. Out of these, 25 (58.1%, 22 males and 3 females) were from FM Addis 97.1 and 18 (41.9%, 6 females and 12 males) were from Fana FM 98.1 (See Appendix A, B & C).

When we see the age composition, most of the respondents (74.4 % or 32 in number) were below 30 years age. Eleven respondents fall in the age group 31-40. No participant was older than 41 years of age. This indicates almost all of the subjects were young journalists.

Regarding participants' educational qualification, majority (95.3%) are BA/BSc degree holders. Only two respondents, one from each, are college diploma and masters degree holders.

Most of the respondents working experience were below 5 years. 32.6% of the subjects had from 6 to 10 years experience. 97.7% of the total population worked less than ten years.

With regard to marital status, all respondents were in the group of either single or married. Singles and married account 27 (62.8%) and 16 (37.1), respectively.

4.2 Findings of Job Satisfaction Subscales

Statistical description and interpretation of the findings are shown in appendices A, B, C, D, and E. (See at the back)

A Questionnaire developed by SPEAK (Support Providing Employees Association of Kentucky) was adopted with some modification and employed to assess the total job satisfaction attitude of journalists. The questionnaire was including 7 subscale job satisfaction facets with four questions each. A single question focusing on general job satisfaction was also part of the close-ended questions. From the 29 close-ended questions forwarded to the sample respondents, the following result was found.

For the questions concerning professionalization and advancement opportunities of journalists, 72.2 % of FM Addis 97.1 and 56% of Fana FM 98.1 agreed that other people view their job as a valuable profession. Moreover, 56 % of FM Addis 97.1 respondents believe that their work position is professional. In Fana FM 98.1, 22.2 % strongly agreed

and 72.2 % agreed that their position is a professional position. This holds 99.4 % of Fana FM 98.1 respondents and it shows that majority of Fana FM journalists think that they have better professional position than FM Addis.

77.8 % of Fana FM 98.1 journalists believe that they have ample opportunities for advancement in their positions. No disagreement was seen in the issue from Fana FM respondents in this case. In contrary, only 28% of FM Addis journalists show their agreement on the existing advancement opportunity they have in their position. 24 % and 16 % of the sample respondents from FM Addis disagree and strongly disagree, respectively, about the advancement opportunity they have. This means 40% of the total respondents from FM Addis assumed that they don't have ample opportunity for advancement. The result shows that Fana FM journalists imagine that they have more advancement opportunities in their position than FM Addis journalists.

With respect to their work orientation journalists received during their work, 72 % and 88.9 % of the total population from FM Addis 97.1 and Fana FM 98.1 respectively, believe that they have a good idea of what their role was before they assume their position. In addition, most (88.9 %) of the Fana FM 98.1 journalists think that the orientation they received prepared them well for their work.

However, only 44% of FM Addis 97.1 participants disagree with the idea that the orientation they received was enough to prepare them for work. 28% of the sample respondents from FM Addis were neutral about the effectiveness of the orientation they

receive in preparing them for work. This indicates that most Fana FM journalists think they began their job having good idea of what they have to work but FM Addis 97.1 journalists had very little preparation at the beginning of their job.

The finding also shows that only 24% of FM Addis journalists are satisfied with their income. 32% disagreed and the same percent strongly disagreed by the idea that they are satisfied by their income. A total of 64 % respondents in FM Addis said that they aren't satisfied by the income they earn. In the case of respondents from Fana FM 98.1, half (50%) have agreed that they were satisfied by their income. Only 16.7% disagreed with the idea that they are satisfied with their income. This reveals FM Addis 97.1 journalists are less satisfied with their income when compared to Fana FM journalists.

Respondents from Fana FM and FM Addis who believe that the pay they receive is enough for the work they were do encompass 44.4% and 20% respectively. Majority (72%) of the participants of FM Addis aren't in favor of the sufficiency of the pay they earn for the work they do. Half (50%) of participants from Fana FM 98.1 and only 4% of FM Addis 97.1 said that they make pretty good money compared to others in their field. 28% and 48% of FM Addis respondents strongly agreed and agreed respectively about this issue. In total, 76% of FM Addis participants are dissatisfied by their income when they compare themselves with others in the same field. This implies that respondents from Fana FM imagine they receive pretty good compared to the respondents from FM Addis. They are more satisfied by their income comparing with respondents of FM

Addis. This means Fana FM journalists assume that they are high paid journalists compared to other journalists working in the same business in other agencies.

Most FM Addis journalists are dissatisfied with benefits offered to them in their job. 76% (60% disagreed and 16% strongly disagreed) consider that they aren't satisfied by the benefits offered to them. Conversely, 61.1% of Fana FM journalists said they are satisfied with benefits offered to them. No respondent has disagreed with this item from Fana FM 98.1 journalists. This shows that ERTA offered less benefits to its' employees than FBC.

About 60% and 77.8% of the respondents from FM Addis 97.1 and Fana FM 98.1, respectively, said that they agree with the statement "my work activities are personally meaningful to me". 16% of respondents from FM Addis and 22% from Fana FM 98.1 strongly agreed with this item. Most journalists in both stations believe that their work is meaningful to them.

In the same way, most respondents assumed that the work they are involved is interesting. The finding shows that 27.8% strongly agreed and 72.8% agreed with the case from Fana FM 98.1. Parallel to it, 36% and 32% participants of FM Addis 97.1 strongly agreed and agreed (in that order) about the interestingness of their work.

The reported level of general satisfaction in the kind of work journalists remain at is comparatively higher in Fana FM 98.1 journalists, with 11.1% strongly agreed and 88.9%

agreed journalists compared to 40% FM Addis 97.1 agreed journalists. 28% and 8% of participants from FM Addis disagreed and strongly disagreed in this matter respectively. In FM Addis 97.1, 72% respondents reported that they work in stressful situation while the number was lower in Fana FM with 50% of the respondents. Out of the total population, 12% strongly agreed and 60% agreed FM Addis respondents assumed that they feel overwhelmed by their responsibilities at work. However, 5.6% journalists of Fana FM 98.1 strongly agreed and 44.4% agreed in the same subject.

72.2% of Fana FM 98.1 and 96% of FM Addis 97.1 journalists believe that their job demands too much physical, emotional and mental activity. This may be the reason for the overwhelming feeling journalists mentioned in both FM stations. Correspondingly, 33.3% from Fana FM participants and 52% from FM Addis said that their job adds significant pressure and anxiety to their life. About 77.8% in Fana FM and 72% in FM Addis think/worry regularly about work issues even when they are at home. This shows that many journalists are forced to be anxious on their life because of their job.

The results show that journalists' satisfactions on the way their agencies are managed are extremes. 77.8% (11.1% strongly agreed and 66.7% agreed) of Fana FM journalists were satisfied with the way their agency is managed while only 6% show their agreement. On the contrary, 64% (32% strongly disagreed and equal number disagreed) are unhappy by the existing management.

Only 40% of FM Addis journalists feel that they are esteemed by their agency while 88.9% (38.9% strongly agreed and 50% agreed) of Fana FM journalists feel that they are esteemed by their agency. This indicates that Fana FM journalists are better valued and treated by their agency than FM Addis journalists.

Concerning to supervision, the results are analogous to the results found in the journalists' value given by their agency. Participants in both stations were asked to respond if they believe that their supervisors are friendly to them and for their colleagues. The result is found interestingly opposite. Only 4% of FM Addis have agreed that their supervisors show them deep care. However, about 72.2% (5.6% strongly agreed and 66.7% agreed) journalists from Fana FM assume that they get deeply care by their supervisors.

The majority (77.8) of respondents from Fana FM and few (12%) from FM Addis feel they receive adequate supervision. 60% of the respondents from FM Addis said there is no enough supervision. This indicates that there is weak supervisor-worker interaction in FM Addis: however, it seems there is smooth worker and supervisor relationship in Fana FM.

The finding also revealed that majority of Fana FM journalists believe they receive adequate training related to their work. On the other hand, FM Addis journalists assume that they receive little training. To support this with statistical figures, 77.8% and 32% of respondents from Fana FM and FM Addis respectively believed that they receive enough

training to do their job willingly well. This indicates that FM Addis journalists need extra training.

Respondents were also asked about their belief regarding the readiness of their agency to organize for them training opportunities if needed. 56% of FM Addis and 61.1% of Fana FM journalists mentioned that extra training would be made available would be made available if they urge for it.

With respect to the journalists' competence in their work, 44% of FM Addis and 66.7% of Fana FM respondents indicate that they have mastered the skills necessary to perform their work. Parallel with this, respondents were asked about their confidence in their abilities to succeed at their work. 88.9% of Fana FM respondents said they are confident enough about their capabilities to perform their work. While all surveyed FM Addis journalists assured that they are confident by their abilities to be successful in their job. This shows both groups of journalists are confident about their abilities.

Another basic question forwarded to the survey respondents was journalists' belief about their overall satisfaction. The question includes all the different components of work life, payment rate, relation to coworkers and supervisors, and individualistic responsibilities. In the survey, 44% of FM Addis journalists found to be dissatisfied, 8% very dissatisfied and 28% moderately satisfied.

Comparatively, Fana FM journalists were found better in the overall satisfaction. 66.7% and 33.3% was found satisfied and moderately satisfied. No one was found dissatisfied in Fana FM.

The average level of job satisfaction was also assessed. The average score of all respondents is 3.5 out of the scale 5. In this study, a score below average (<3.5 mean value) means high level of satisfaction and above average (>3.5 mean value) means the job satisfaction level is low. Thus, the average satisfaction of FM Addis is found 3.68 which means moderately dissatisfied. Fana FM 98.1 journalists are found satisfied having a mean of 2.5 satisfactions.

4.3 Correlation between demographic variables and job satisfaction

Appendix D, E and F show the correlation between overall journalists' job satisfaction and demographic variables (age, gender, marital status, working experience, and salary). Pearson correlation was calculated taking job satisfaction as dependent variable and demography as independent. The results revealed that age, gender, marital status, working experience and salary of journalists have weak correlation with job satisfaction. Their relationship is found significantly unrelated.

The correlation between age and job satisfaction, for example, is 0.047. This means the relationship between age and job satisfaction is very weak. Relationship between general job satisfaction and gender is also found significantly weak. The correlation coefficient is 0.181 and this shows the existing relation between the two variables is very weak. This

indicates journalists' job satisfaction and their gender aren't related. Being female or male is nothing for job satisfaction in one's career in journalism.

The correlation between journalists' job satisfaction and working experience as well as salary is similar to age and gender. The correlation coefficient of both salary and work experience is weak i.e. 0.014 and -0.422 for salary and working experience, respectively.

The above results depict that the relationship between general job satisfaction and demographic variables is very weak. Below are explanations of each station's (FM Addis 97.1 and Fana FM 98.1) correlation between demographic variables and job satisfaction of journalists.

In both stations, the strength of the relationship is found weak. For example, the correlation between age and job satisfaction are -0.316 and -0.045 in Fana FM 98.1 and FM Addis 97.1, respectively. The correlation is significantly weak and negative. This means though the relationship between variables is very weak, the existing relation is inverse. As age increases, job satisfaction decreases or vice versa.

The relationship between gender and job satisfaction is not different from the correlation age and job satisfaction. Both scores are weak but the relationship is positive in FM Addis. The correlation coefficient is 0.124 and -0.250 in FM Addis 97.1 and Fana FM 98.1 respectively.

In FM Addis 97.1, the correlation coefficients of marital status, working experience and salary with general job satisfaction are 0.345, -0.230 and -0.54, respectively. The strength of the relationship between job satisfaction and salary seems significantly strong at alpha 0.01 in FM Addis. But the variables are negatively correlated. This indicates highly paid journalists are more dissatisfied than low paid ones in FM Addis.

Similarly, in Fana FM 98.1 the relationships between variables like marital status, work experience, and salary with the job satisfaction as dependent variable are found significantly weak. The correlation coefficients are -0.250, -0.175 and 0.00 for marital status, work experience and salary respectively. There is no relationship found between salary and general job satisfaction of journalists in Fana FM 98.1.

In general terms, the strength of the relationship between demographic variables and overall job satisfaction of journalists in both FM stations is found significantly weak.

4.4 Open-ended and FGD Comments

This study gave respondents a chance to forward their feelings about their work satisfaction in an open-ended comments section at the end of the questionnaire and in terms of FGD. The respondents provided their view on positive and negative factors affecting journalists' job satisfaction. Those comments reveal some of the satisfying and dissatisfying factors that develop and help to triangulate the findings found from close-ended questions. This helps the student researcher to see how journalists feel about their work in a broader sense. The factors mentioned by the participants are summarized as follows.

4.4.1 Factors mentioned by FM Addis 97.1 Journalists

A. Satisfying Factors

It can be said that almost nothing was mentioned as satisfying and motivating factors except:

- Smooth coworker relation particularly among reporters
- The beginning of new technology transformation from analog to digital

B. Dissatisfying Factors

- Improper working environment
- Lack of successive professional training
- Unfair treatment by managers among workers and departments
- Low pay and lack salary increment with many burden
- Lack of positional advancement and lack of intermittent promotion.
- Lack of proper communication between workers and higher managers
- Shortage of working equipments
- Improper placing and assigning of professionals based on interest and qualification
- No encouragements for best performances\

4.4.2 Factors mentioned by Fana FM 98.1 Journalists

A. Satisfying Factors

- ✓ Good working atmosphere
- ✓ Good coworker rapport with colleagues, editors and managers.
- ✓ High recognition and positive response for good performance

- ✓ Delivery of incentives and rewards
- ✓ Free from imposition and overruling

B. Dissatisfying Factors

- ✓ Insufficient working materials and equipments
- ✓ Lack of successive training
- ✓ Lack of transportation services
- ✓ Insufficient pay rate and benefits offered although it is better than other media in comparison

In general, significant difference found between FM Addis and Fana FM journalists' responses to the open-ended questions responses and FGD comments. Many satisfying and motivating factors were mentioned by Fana FM 98.1 journalists. Most conditions negatively affecting journalists' job satisfaction, however, were listed by FM Addis 97.1 journalists.

A reporter from Fana FM pointed out, "the positive response forwarded towards my idea and program by either my coworkers or editors makes me happy and satisfied in my career." Journalists from FM Addis 97.1, on the other hand, said "I am not satisfied in my job because I am not doing what I want." In addition to this, "there is no harmonized rapport between workers and managers. Rather the relationship is only 'Do this' and 'don't do that' type of command" said another reporter.

Many of the respondents from FM Addis 97.1 agreed in FGD that no effort was made at the agency to develop proper relationship between the higher management and the staff. They assume that there is a one-way communication i.e. top-down. They call it as “a closed door policy system”. While Fana FM 98.1 journalists view their communication system in reverse to this. They assume that the relationship is smooth and there exists proper communication among staff and managers.

In sum, those comments show that FM Addis 97.1 journalists were dissatisfied in many institutional cases and Fana FM 98.1 journalists were more satisfied since they had good working atmosphere than FM Addis 97.1.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The student researcher organizes the summary of major findings of the study, drawn conclusions based on the findings and possible recommendations which may help to indicate ways to overcome obstacles.

5.1 Summary

This study was designed to see job satisfaction level of private and state owned FM radio journalists. Three basic questions were raised at the beginning of the study and were fully addressed by the actual study. To come up with this end, required data were collected through open and close ended items and FGD. The data are analyzed and interpreted using statistical calculations like average, percentages, frequencies, and correlations. Data found from FGD is also interpreted qualitatively. Based on this, major findings are organized and summarized below.

5.1.1 Participants Demography

- ❖ A total of 43 journalists participated in this study. 25 (3 females and 22 males) were from FM Addis 97.1 and 18(6 females and 12 males) were from Fana FM 98.1

- ❖ All participants were below 40 years of age. 74.4% of the respondents were below 30 and 25.6% are in the age group 31-40 years. This indicates that all of the subjects were young journalists.
- ❖ Concerning to marital status of the respondents, 62.8% are single and 37.2% are married.
- ❖ Regarding participants' educational qualification, majority (95.3%) are BA/BSc degree holders. Only two respondents, one from each, are college diploma and masters degree holders.
- ❖ Most of the respondents working experience were below 5 years. 32.6% of the subjects had from 6 to 10 years experience. 97.7% of the total population worked less than ten years.
- ❖ With respect to the participants' salary, 32.8% earn 3501Birr and above.27.9% of the population earns between 2501 to 3500 Birr.

5.1.2 Job Satisfaction Subscales

- The study result revealed 99.4% of Fana FM 98.1 and 56% of FM Addis 97.1 journalists agreed that they have professional position in their job.
- Fana FM journalists were found better than FM Addis in their belief about their opportunity for advancement in their position. The results show that 77.8% of Fana FM and only 28% of FM Addis assume they have ample opportunity for advancement. This indicates that Fana FM journalists have better advancement opportunities than FM Addis 97.1.

- With respect to the work orientation journalists received during the initial stage of their work, 72% and 88.9% of the total population from FM Addis and Fana FM, respectively, believe that they had a good idea of what their role were before they began.
- The finding shows that most FM Addis journalists are dissatisfied by their income. Only 24% are satisfied by the income they earn. Half of Fana FM journalists indicate that they are satisfied with their income. This implies FM Addis journalists are less satisfied with their income than Fana FM journalists.
- 50% of Fana FM and only 4% of FM Addis participants reported that they made pretty good money compared to others in their field. In total, majority (76%) of FM Addis journalists are dissatisfied by their income compared to others in the same field.
- Most respondents from FM Addis are dissatisfied with benefits offered to them in their job. 76% said that they aren't satisfied by the benefits receive, however, 61.1% of Fana FM journalists reported that they are satisfied with the benefits offered to them. This shows that ERTA (FM Addis) offers less benefit to workers than FBC (Fana FM).
- The reported level of general satisfaction in the kind of work journalists do remain comparatively higher in Fana FM journalists, with 11.1% strongly agreed and 88.9% agreed participants, compared to only 40% FM Addis agreed journalists.

- It was also found that majority of FM Addis journalists work in stressful situation. While the situation seems favorable in Fana FM 98.1. Out of the total population, 725 of FM Addis and 50 % of Fana FM respondents reported that they feel overwhelmed by their responsibilities at work.
- Most journalists in both stations believe that their job demands too much physical, emotional, and mental activity. Good number of participants from both stations reported they worry/think regularly about work issues even when they are at home. Besides, 33.3% and 52% of Fana FM and FM Addis journalists, respectively, said that their job adds significant pressure and anxiety to their life.
- The study revealed two extreme feelings about journalists' satisfaction in the way their agency is managed. Most (77.8%) of Fana FM journalists are satisfied with the way their agency is managed. While 64% of FM Addis journalists are found dissatisfied.
- Majority of FM Addis journalists revealed that they weren't valued by their agency whereas most of Fana Fm participants feel that they are esteemed.
- Respondents were also asked to respond if they believe that their supervisors care deeply for them and their clients. The result is interestingly opposite in both stations. Only 4% respondents of FM Addis and 72.2% of Fana FM assumed that they get a deep care from their supervisors.

- It is found in the study that there is no supervisor-worker interaction in FM Addis; however, strong interaction between workers and supervisors in Fana FM.
- The findings showed that majority (77.8%) of Fana FM journalists believed that they receive adequate training related to their work. On the other hand, most FM Addis journalists assumed they have received little training.
- The level of overall satisfaction of journalists is evaluated. The finding shows FM Addis journalists are found moderately dissatisfied with average score of 3.68 while Fana FM journalists' level of satisfaction is found satisfied having average score of 2.5.
- A correlation between job satisfaction and participants' demographic variables is also computed. The finding revealed that demographic variables and general job satisfaction has weak correlation. The strength of the relationship between the variables was found to be significantly weak.

5.2 Conclusions

This study presents a comparison of journalists' job satisfaction working in two FM stations, private and state owned. Based on the major findings, the following conclusions are drawn.

- The results show that there is a difference in job satisfaction level between private and state owned FM radio journalists. The level of job satisfaction among private FM journalists is found high i.e. private journalists are satisfied in their career.

Whereas the level of job satisfaction of state owned FM station journalists is found low. Their satisfaction level is moderately dissatisfied.

- The study came up with basic differences between private and state owned FM stations in most job satisfaction subscales.
- Conducive working environment is good for workers to exert their potential in their career. Journalists, too, need such favorable working atmosphere. However, the results show that there is good working condition in private FM stations while it isn't encouraging in state owned media. Therefore, state owned FM stations need to overcome obstacles that may cause journalists' job satisfaction and hinder journalists to perform their duty efficiently.
- Coworkers' rapport is found different in both stations. Private station journalists are more cooperative one another than their state owned counterparts. The relationship between supervisors and journalists is smooth in private and weak in state owned. Government media agencies need to examine their supervision system and coworker relations.
- Work encouragements, rewards and benefits offered to journalists are found better in private sector than state owned stations. It should be part of the day to day work practice in all organizations since rewards, motivation; benefits etc could enhance workers/journalists performance.
- It can be concluded that private stations are better in journalists' fair promotion, good positional advancement opportunities and fair treatments.
- Media managers and journalists' communication need to be two-way approach. A one-way communication approach exists in state owned stations. In private media,

the communication is found two-way. Managers in state owned FM radios have low relationship with journalists. This is one obstacle that should be overcome to develop a good rapport and to build up a two-way communication i.e. bottom-up and up-bottom communication. This helps to eliminate misunderstandings and work barriers.

- The study indicates state owned stations providing little successive trainings. It doesn't mean that the training given in private stations is enough. The importance of training for journalists in particular and workers in general is unquestionable. Therefore, it needs both FM stations to recognize the necessity of arranging successive professional trainings for their journalists.
- The issue of salary is hot in every organization. In this study, state owned station journalists salary rate is significantly below the rate of their private station counterparts. State owned stations need to revise their pay rates.
- Journalists are also doing in stressful situations. Many are forced to do with overwhelming feelings. But the condition seems harsh in state media than private.
- In general terms, journalists working in private stations are better in their job satisfaction than state owned FM radio stations. In the overall job satisfaction subscales, private FM radio journalists have scored higher than state owned counterparts.

5.3 Recommendations

For an organization to be successful, they need to satisfy their employees' since highly satisfied workers exert maximum effort to their organizations' success. It is also necessary to improve employees' performance through job satisfaction. The student researcher forwards the following suggestions that may help to improve workers satisfaction by solving problems existing in media organizations.

1. Media agencies should develop good working atmosphere. This empowers journalists' motivation to do their job efficiently.
2. Smooth coworker relation helps to enhance job satisfaction and employees' performance. So, media agencies should develop good relationship among journalists.
3. The organizations should increase journalists' job satisfaction and performance by providing rewards, motivations, encouragements, benefits etc.
4. Journalists need successive trainings. This helps to adopt new technologies and develop their skills to perform their career well.
5. It is necessary to provide unbiased promotion. Promotion should be provided based on the qualification of employees and/or experiences. Transparent system of promotion is encouraged.
6. Organizations should implement equal advancement opportunities. Journalists shouldn't discriminate in any case (by their age, gender, political view etc). Clear advancement criteria are necessary.
7. It is good to have working procedure including working hours, overtime payments, bonus etc.

8. Providing adequate working facilities are also necessary. It enables journalists to carry out their duties in time.
9. The manager-worker relationship and supervision should be good. Bottom-up and top-bottom communication approach should implement to address problems easily.

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Appendix A: Frequency Table for FM Addis 97.1 Respondents

1. Demographic Traits

Your gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid female	3	12.0	12.0	12.0
male	22	88.0	88.0	100.0
Total	25	100.0	100.0	

Your age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 30	17	68.0	68.0	68.0
31-40	8	32.0	32.0	100.0
Total	25	100.0	100.0	

Your marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	15	60.0	60.0	60.0
married	10	40.0	40.0	100.0
Total	25	100.0	100.0	

Your current educational qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Master degree	1	4.0	4.0	4.0
College diploma	23	92.0	92.0	96.0
Total	25	100.0	100.0	100.0

Your work experience as a journalist in years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5 or below	15	60.0	60.0	60.0
5-10	9	36.0	36.0	96.0
11-15	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Your Present Salary in Birr

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1501-2000	5	20.0	20.0	20.0
2001-2500	6	24.0	24.0	44.0
2501-3500	7	28.0	28.0	72.0
3501 or Above	7	28.0	28.0	100.0
Total	25	100.0	100.0	

2. Job Satisfaction Subscales

I had a good idea of what my position involved before I began

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	6	24.0	24.0	24.0
Agree	12	48.0	48.0	72.0
Neutral	4	16.0	16.0	88.0
Disagree	2	8.0	8.0	96.0
Strongly Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

I feel that I am valued by this agency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	4.0	4.0	4.0
Agree	9	36.0	36.0	40.0
Neutral	6	24.0	24.0	64.0
Disagree	8	32.0	32.0	96.0
Strongly Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

I receive adequate training to do my job well

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	4	16.0	16.0	16.0
Neutral	4	16.0	16.0	32.0
Disagree	13	52.0	52.0	84.0
Strongly Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

I feel overwhelmed by my responsibilities at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	12.0	12.0	12.0
Agree	15	60.0	60.0	72.0
Neutral	6	24.0	24.0	96.0
Strongly Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

My work activities are personally meaningful to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	16.0	16.0	16.0
Agree	15	60.0	60.0	76.0
Neutral	3	12.0	12.0	88.0
Disagree	3	12.0	12.0	100.0
Total	25	100.0	100.0	

Other people view my job as a valuable profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	16.0	16.0	16.0
Agree	14	56.0	56.0	72.0
Neutral	6	24.0	24.0	96.0
Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

The orientation I received prepared me well for this work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	4.0	4.0	4.0
Agree	10	40.0	40.0	44.0
Neutral	7	28.0	28.0	72.0
Disagree	7	28.0	28.0	100.0
Total	25	100.0	100.0	

I am satisfied with the way that this agency is managed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	2	8.0	8.0	8.0
Neutral	7	28.0	28.0	36.0
Disagree	8	32.0	32.0	68.0
Strongly Disagree	8	32.0	32.0	100.0
Total	25	100.0	100.0	

I am confident of my abilities to succeed at my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	32.0	32.0	32.0
Agree	17	68.0	68.0	100.0
Total	25	100.0	100.0	

I regularly think/worry about work issues when I am at home.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	16.0	16.0	16.0
Agree	14	56.0	56.0	72.0
Neutral	1	4.0	4.0	76.0
Disagree	5	20.0	20.0	96.0
Strongly Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

I believe that my position at work is a professional position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	20.0	20.0	20.0
Agree	9	36.0	36.0	56.0
Neutral	5	20.0	20.0	76.0
Disagree	4	16.0	16.0	92.0
Strongly Disagree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

I am satisfied with my income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	6	24.0	24.0	24.0
Neutral	3	12.0	12.0	36.0
Disagree	8	32.0	32.0	68.0
Strongly Disagree	8	32.0	32.0	100.0
Total	25	100.0	100.0	

I have mastered the skills necessary to perform my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	8.0	8.0	8.0
Agree	9	36.0	36.0	44.0
Neutral	8	32.0	32.0	76.0
Disagree	6	24.0	24.0	100.0
Total	25	100.0	100.0	

For the work I do, the pay is good

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	5	20.0	20.0	20.0
Neutral	2	8.0	8.0	28.0
Disagree	10	40.0	40.0	68.0
Strongly Disagree	8	32.0	32.0	100.0
Total	25	100.0	100.0	

Prior to accepting this position, I understood my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	8.0	8.0	8.0
Agree	15	60.0	60.0	68.0
Neutral	8	32.0	32.0	100.0
Total	25	100.0	100.0	

I make a difference in the lives of other people

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	5	20.0	20.0	20.0
Neutral	12	48.0	48.0	68.0
Disagree	6	24.0	24.0	92.0
Strongly Disagree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

I have ample opportunities for advancement in this profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	4.0	4.0	4.0
Agree	6	24.0	24.0	28.0
Neutral	8	32.0	32.0	60.0
Disagree	6	24.0	24.0	84.0
Strongly Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

This job demands too much (physically, emotionally, mentally)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	52.0	52.0	52.0
Agree	11	44.0	44.0	96.0
Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

I am fully able to use my skills in this position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	12.0	12.0	12.0
Agree	13	52.0	52.0	64.0
Neutral	5	20.0	20.0	84.0
Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

I make pretty good money compared to others in this field

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	1	4.0	4.0	4.0
Neutral	5	20.0	20.0	24.0
Disagree	12	48.0	48.0	72.0
Strongly Disagree	7	28.0	28.0	100.0
Total	25	100.0	100.0	

If I felt that I needed extra training, it would be made available for me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	16.0	16.0	16.0
Agree	6	24.0	24.0	40.0
Neutral	3	12.0	12.0	52.0
Disagree	8	32.0	32.0	84.0
Strongly Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

I believe that my supervisors care deeply for me and for our clients

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	1	4.0	4.0	4.0
Neutral	8	32.0	32.0	36.0
Disagree	10	40.0	40.0	76.0
Strongly Disagree	6	24.0	24.0	100.0
Total	25	100.0	100.0	

The work I do is interesting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	36.0	36.0	36.0
Agree	8	32.0	32.0	68.0
Neutral	4	16.0	16.0	84.0
Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

This job adds significant pressure and anxiety to my life

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	4.0	4.0	4.0
Agree	12	48.0	48.0	52.0
Neutral	9	36.0	36.0	88.0
Disagree	3	12.0	12.0	100.0
Total	25	100.0	100.0	

I am satisfied with the benefits offered to me through this job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	4	16.0	16.0	16.0
Neutral	2	8.0	8.0	24.0
Disagree	15	60.0	60.0	84.0
Strongly Disagree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

I am generally satisfied with the kind of work i do in this job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	10	40.0	40.0	40.0
Neutral	6	24.0	24.0	64.0
Disagree	7	28.0	28.0	92.0
Strongly Disagree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

I understood very little about my current position prior to being hired

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	4.0	4.0	4.0
Agree	6	24.0	24.0	28.0
Neutral	8	32.0	32.0	60.0
Disagree	9	36.0	36.0	96.0
Strongly Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

I receive adequate support from my supervisors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	3	12.0	12.0	12.0
Neutral	7	28.0	28.0	40.0
Disagree	10	40.0	40.0	80.0
Strongly Disagree	5	20.0	20.0	100.0
Total	25	100.0	100.0	

Overall satisfaction of the journalist

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	3	12.0	12.0	12.0
Neutral	7	28.0	28.0	40.0
Disagree	2	8.0	8.0	48.0
Strongly Disagree	11	44.0	44.0	92.0
6	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Mean= 3.68

Appendix B: Frequency Table for Fana FM 98.1 respondents

1. Demographic Variables

Your age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	15	83.3	83.3	83.3
	31-40	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	6	33.3	33.3	33.3
	male	12	66.7	66.7	100.0
	Total	18	100.0	100.0	

Your marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	12	66.7	66.7	66.7
	married	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

Your current educational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	degree	18	100.0	100.0	100.0

Your work experience as a journalist in years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or below	13	72.2	72.2	72.2
	5-10	5	27.8	27.8	100.0
	Total	18	100.0	100.0	

Your present Salary in Birr

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1501-2000	1	5.6	5.6	5.6
	2001-2500	5	27.8	27.8	33.3
	2501-3500	5	27.8	27.8	61.1
	3501 or Above	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

2. Job Satisfaction Subscales

I had a good idea of what my position involved before i began

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	27.8	27.8	27.8
Agree	11	61.1	61.1	88.9
Disagree	1	5.6	5.6	94.4
Strongly Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

I feel that I am valued by this agency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	38.9	38.9	38.9
Agree	9	50.0	50.0	88.9
Neutral	2	11.1	11.1	100.0
Total	18	100.0	100.0	

I receive adequate training to do my job well

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	11.1	11.1	11.1
Agree	12	66.7	66.7	77.8
Neutral	4	22.2	22.2	100.0
Total	18	100.0	100.0	

I feel overwhelmed by my responsibilities at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	5.6	5.6	5.6
Agree	8	44.4	44.4	50.0
Neutral	5	27.8	27.8	77.8
Disagree	3	16.7	16.7	94.4
Strongly Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

My work activities are personally meaningful to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	22.2	22.2	22.2
Agree	14	77.8	77.8	100.0
Total	18	100.0	100.0	

Other people view my job as a valuable profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	11.1	11.1	11.1
Agree	13	72.2	72.2	83.3
Neutral	2	11.1	11.1	94.4
Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

The orientation I received prepared me well for this work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	11.1	11.1	11.1
Agree	14	77.8	77.8	88.9
Neutral	2	11.1	11.1	100.0
Total	18	100.0	100.0	

I am satisfied with the way that this agency is managed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	11.1	11.1	11.1
Agree	10	55.6	55.6	66.7
Neutral	5	27.8	27.8	94.4
Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

I am confident of my abilities to succeed at my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	38.9	38.9	38.9
Agree	9	50.0	50.0	88.9
Neutral	2	11.1	11.1	100.0
Total	18	100.0	100.0	

I regularly think/worry about work issues when I am at home.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	38.9	38.9	38.9
Agree	7	38.9	38.9	77.8
Neutral	3	16.7	16.7	94.4
Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

I believe that my position at work is a professional position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	22.2	22.2	22.2
	Agree	13	72.2	72.2	94.4
	Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

I am satisfied with my income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	9	50.0	50.0	50.0
	Neutral	6	33.3	33.3	83.3
	Disagree	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

I have mastered the skills necessary to perform my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	66.7	66.7	66.7
	Neutral	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

For the work I do, the pay is good

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	5.6	5.6	5.6
	Agree	7	38.9	38.9	44.4
	Neutral	7	38.9	38.9	83.3
	Disagree	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Prior to accepting this position, i understood my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	11.1	11.1	11.1
	Agree	15	83.3	83.3	94.4
	Neutral	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

I make a difference in the lives of other people

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	16.7	16.7	16.7
Agree	8	44.4	44.4	61.1
Neutral	7	38.9	38.9	100.0
Total	18	100.0	100.0	

I have ample opportunities for advancement in this profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	16.7	16.7	16.7
Agree	11	61.1	61.1	77.8
Neutral	4	22.2	22.2	100.0
Total	18	100.0	100.0	

This job demands too much (physically, emotionally, mentally)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	6	33.3	33.3	33.3
Agree	7	38.9	38.9	72.2
Neutral	2	11.1	11.1	83.3
Disagree	3	16.7	16.7	100.0
Total	18	100.0	100.0	

I am fully able to use my skills in this position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	38.9	38.9	38.9
Agree	9	50.0	50.0	88.9
Neutral	2	11.1	11.1	100.0
Total	18	100.0	100.0	

I make pretty good money compared to others in this field

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	9	50.0	50.0	50.0
Neutral	6	33.3	33.3	83.3
Disagree	3	16.7	16.7	100.0
Total	18	100.0	100.0	

If I felt that I needed extra training, it would be made available for me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	16.7	16.7	16.7
Agree	8	44.4	44.4	61.1
Neutral	3	16.7	16.7	77.8
Disagree	4	22.2	22.2	100.0
Total	18	100.0	100.0	

I believe that my supervisors care deeply for me and for our clients

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	5.6	5.6	5.6
Agree	12	66.7	66.7	72.2
Neutral	4	22.2	22.2	94.4
Disagree	1	5.6	5.6	100.0
Total	18	100.0	100.0	

The work I do is interesting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	27.8	27.8	27.8
Agree	13	72.2	72.2	100.0
Total	18	100.0	100.0	

This job adds significant pressure and anxiety to my life

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	11.1	11.1	11.1
Agree	4	22.2	22.2	33.3
Neutral	7	38.9	38.9	72.2
Disagree	5	27.8	27.8	100.0
Total	18	100.0	100.0	

I am satisfied with the benefits offered to me through this job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	11	61.1	61.1	61.1
Neutral	7	38.9	38.9	100.0
Total	18	100.0	100.0	

I am generally satisfied with the kind of work I do in this job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	11.1	11.1	11.1
	Agree	16	88.9	88.9	100.0
	Total	18	100.0	100.0	

I understood very little about my current position prior to being hired

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	8	44.4	44.4	44.4
	Neutral	1	5.6	5.6	50.0
	Disagree	9	50.0	50.0	100.0
	Total	18	100.0	100.0	

I receive adequate support from my supervisors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	22.2	22.2	22.2
	Agree	10	55.6	55.6	77.8
	Neutral	3	16.7	16.7	94.4
	Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Overall satisfaction of the journalist

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	66.7	66.7	66.7
	Neutral	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

Mean=2.5

Appendix C: General Frequency Table

I had a good idea of what my position involved before I began

		I had a good idea of what my position involved before i began					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree
Name of agency	ERTA(FM Addis 97.1)	6	12	4	2	1	25
where you work	FBC(Fana FM 98.1)	5	11	0	1	1	18
Total		11	23	4	3	2	43

I feel that I am valued by this agency

		I feel that i am valued by this agency					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Name of agency	ERTA(FM Addis 97.1)	1	9	6	8	1	25
where you work	FBC(Fana FM 98.1)	7	9	2	0	0	18
Total		8	18	8	8	1	43

I receive adequate training to do my job well

		I receive adequate training to do my job well					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Name of agency	ERTA(FM Addis 97.1)	0	4	4	13	4	25
where you work	FBC(Fana FM 98.1)	2	12	4	0	0	18
Total		2	16	8	13	4	43

I feel overwhelmed by my responsibilities at work

		I feel overwhelmed by my responsibilities at work					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Name of agency	ERTA(FM Addis 97.1)	3	15	6	0	1	25
where you work	FBC(Fana FM 98.1)	1	8	5	3	1	18
Total		4	23	11	3	2	43

My work activities are personally meaningful to me

		My work activities are personally meaningful to me				Total
		Strongly Agree	Agree	Neutral	Disagree	Total
Name of agency	ERTA(FM Addis 97.1)	4	15	3	3	25
where you work	FBC(Fana FM 98.1)	4	14	0	0	18
Total		8	29	3	3	43

Other people view my job as a valuable profession

		Other people view my job as a valuable profession				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	4	14	6	1	25
where you work	FBC(Fana FM 98.1)	2	13	2	1	18
Total		6	27	8	2	43

The orientation I received prepared me well for this work

		The orientation I received prepared me well for this work				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	1	10	7	7	25
where you work	FBC(Fana FM 98.1)	2	14	2	0	18
Total		3	24	9	7	43

I am satisfied with the way that this agency is managed

		I am satisfied with the way that this agency is managed					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	2	7	8	8	25
where you work	FBC(Fana FM 98.1)	2	10	5	1	0	18
Total		2	12	12	9	8	43

I am confident of my abilities to succeed at my work

		I am confident of my abilities to succeed at my work			Total
		Strongly Agree	Agree	Neutral	
Name of agency	ERTA(FM Addis 97.1)	8	17	0	25
where you work	FBC(Fana FM 98.1)	7	9	2	18
Total		15	26	2	43

I regularly think/worry about work issues when I am at home

		I regularly think/worry about work issues when I am at home.					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	4	14	1	5	1	25
where you work	FBC(Fana FM 98.1)	7	7	3	1	0	18
Total		11	21	4	6	1	43

I believe that my position at work is a professional position

		I believe that my position at work is a professional position					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	5	9	5	4	2	25
where you work	FBC(Fana FM 98.1)	4	13	0	1	0	18
Total		9	22	5	5	2	43

I am satisfied with my income

		I am satisfied with my income				Total
		Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	6	3	8	8	25
where you work	FBC(Fana FM 98.1)	9	6	3	0	18
Total		15	9	11	8	43

I have mastered the skills necessary to perform my work

		I have mastered the skills necessary to perform my work				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	2	9	8	6	25
where you work	FBC(Fana FM 98.1)	0	12	6	0	18
Total		2	21	14	6	43

For the work I do, the pay is good

		For the work i do, the pay is good					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	5	2	10	8	25
where you work	FBC(Fana FM 98.1)	1	7	7	3	0	18
Total		1	12	9	13	8	43

Prior to accepting this position, I understood my job

		Prior to accepting this position, i understood my job			Total
		Strongly Agree	Agree	Neutral	
Name of agency	ERTA(FM Addis 97.1)	2	15	8	25
where you work	FBC(Fana FM 98.1)	2	15	1	18
Total		4	30	9	43

I make a difference in the lives of other people

		I make a difference in the lives of other people					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	5	12	6	2	25
where you work	FBC(Fana FM 98.1)	3	8	7	0	0	18
Total		3	13	19	6	2	43

I have ample opportunities for advancement in this profession

		I have ample opportunities for advancement in this profession					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	1	6	8	6	4	25
where you work	FBC(Fana FM 98.1)	3	11	4	0	0	18
Total		4	17	12	6	4	43

This job demands too much (physically, emotionally, mentally)

		This job demands too much(physically, emotionally, mentally)				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	13	11	0	1	25
where you work	FBC(Fana FM 98.1)	6	7	2	3	18
Total		19	18	2	4	43

I am fully able to use my skills in this position

		I am fully able to use my skills in this position				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	3	13	5	4	25
where you work	FBC(Fana FM 98.1)	7	9	2	0	18
Total		10	22	7	4	43

I make pretty good money compared to others in this field

		I make pretty good money compared to others in this field				Total
		Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	1	5	12	7	25
where you work	FBC(Fana FM 98.1)	9	6	3	0	18
Total		10	11	15	7	43

I felt that I needed extra training; it would be made available for me

		If I felt that I needed extra training, it would be made available for me					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	4	6	3	8	4	25
where you work	FBC(Fana FM 98.1)	3	8	3	4	0	18
Total		7	14	6	12	4	43

I believe that my supervisors care deeply for me and for our clients

		I believe that my supervisors care deeply for me and for our clients					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	1	8	10	6	25
where you work	FBC(Fana FM 98.1)	1	12	4	1	0	18
Total		1	13	12	11	6	43

The work I do is interesting

		The work i do is interesting				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	9	8	4	4	25
where you work	FBC(Fana FM 98.1)	5	13	0	0	18
Total		14	21	4	4	43

This job adds significant pressure and anxiety to my life

		This job adds significant pressure and anxiety to my life				Total
		Strongly Agree	Agree	Neutral	Disagree	
Name of agency	ERTA(FM Addis 97.1)	1	12	9	3	25
where you work	FBC(Fana FM 98.1)	2	4	7	5	18
Total		3	16	16	8	43

I am satisfied with the benefits offered to me through this job

		I am satisfied with the benefits offered to me through this job				Total
		Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	4	2	15	4	25
where you work	FBC(Fana FM 98.1)	11	7	0	0	18
Total		15	9	15	4	43

I am generally satisfied with the kind of work I do in this job

		I am generally satisfied with the kind of work i do in this job					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	10	6	7	2	25
where you work	FBC(Fana FM 98.1)	2	16	0	0	0	18
Total		2	26	6	7	2	43

I understood very little about my current position prior to being hired

		I understood very little about my current position prior to being hired					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	1	6	8	9	1	25
where you work	FBC(Fana FM 98.1)	0	8	1	9	0	18
Total		1	14	9	18	1	43

I receive adequate support from my supervisors

		I receive adequate support from my supervisors					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Name of agency	ERTA(FM Addis 97.1)	0	3	7	10	5	25
where you work	FBC(Fana FM 98.1)	4	10	3	1	0	18
Total		4	13	10	11	5	43

Appendix D: Total correlation between job satisfaction and demographic variables

		Your age	Your gender	Your marital status	Your work experience	Your present salary
Overall satisfaction of the journalist	Pearson correlation	0.047	0.181	0.199	0.014	-0.422(**)
	Sig.(2-tailed)	0.763	0.346	0.201	0.929	.005
	N	43	43	43	43	43

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

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

Appendix E: correlation between job satisfaction and demographic variables in FM

Addis 97.1

		Your age	Your gender	Your marital status	Your work experience	your present salary
Overall satisfaction of the journalist	Pearson correlation	-0.045	.124	.345	-0.230	-0.545
	Sig.(2-tailed)	.832	.555	.091	0.690	0.05
	N	25	25	25	25	25

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

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

Appendix F: correlation between job satisfaction and demographic variables in

Fana FM 98.1

		Your age	Your gender	Your marital status	Your work experience	your present salary
Overall satisfaction of the journalist	Pearson correlation	-0.316	-0.250	-0.250	-0.175	0.000
	Sig.(2-tailed)	0.201	0.317	0.317	0.486	1.000
	N	18	18	18	18	18

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

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

Appendix G:

ADDIS ABABA UNIVERSITY

GRADUATE STUDIES

SCHOOL OF JOURNALISM AND COMMUNICATIONS

Dear respondent! You are filling this questionnaire because you are selected randomly from your co-workers. The information you are expected to give is essential to assess your and your colleague journalists' general work satisfaction. I believe that your genuine response contributes a lot in the research I am doing. Therefore, you are kindly requested to attempt all questions and to answer responsibly. *I would like to thank your willingness and cooperation in advance.*

Part one: Personal Information

1. Name of Agency where you work: _____.
2. Your Age _____
 - A. Below 30
 - B. 31-40
 - C. 41-50
 - D. 51 or Above
3. Your Gender
 - A. Female
 - B. Male
4. Your Marital Status
 - A. Single
 - B. Married
 - C. Divorced
 - D. Separated
 - E. Widowed
5. Your Current Educational Qualification
 - A. Masters
 - B. Degree
 - C. College Diploma
 - D. Certificate
 - E. Other (specify) _____
6. Your Work Experience as a Journalist (in years)
 - A. 5 or Below
 - B. 5-10
 - C. 11-15
 - D. 16-20
 - E. 21 or Above
7. Your Present Monthly Salary in Ethiopian Birr
 - A. 1000-1500
 - B. 1501-2000
 - C. 2001-2500
 - D. 2501-3500
 - E. 3501 or Above

For the following Questions, please circle the answer that best describes your views:

8. I had a good idea of what this position involved before I began.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

10. I feel that I am valued by this agency.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

11. I receive adequate training to do my job well.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

12. I feel overwhelmed by my responsibilities at work.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

13. My work activities are personally meaningful to me.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

14. Other people view my job as a valuable profession.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

15 The orientation I received prepared me well for this work.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

16. I am satisfied with the way that this agency is managed.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

17. I am confident of my abilities to succeed at my work.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

18. I regularly think/worry about work issues when I am at home.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

19. I believe that my position at work is a professional position.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

20. I am satisfied with my income.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

21. I have mastered the skills necessary to perform my work.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

22. For the work I do, the pay is good.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

23. Prior to accepting this position, I understood my job.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

24. I make a difference in the lives of other people.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

25. I have ample opportunities for advancement in this profession.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

26. This job demands too much (physically, emotionally, mentally).

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

27. I am fully able to use my skills in this position.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

28. I make pretty good money compared to others in this field.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

29. If I felt that I needed extra training, it would be made available for me.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

30. I believe that my supervisors care deeply for me and for our clients.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

31. The work I do is interesting.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

32. This job adds significant pressure and anxiety to my life.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

33. I am satisfied with the benefits offered to me through this job.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

34. I am generally satisfied with the kind of work I do in this job.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

35. I understood very little about my current position prior to being hired.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

36. I receive adequate support from my supervisors.

Agree	Strongly Agree	Neutral	Disagree	Disagree Strongly
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

37. Lastly, think about your overall satisfaction with your job. This includes all the different components of your work life, from your pay rate and benefits, to your management and the organization of your agency, to relationships with coworkers and supervisors, to your particular responsibilities. Circle the letter from A-F where it best represents your overall degree of job satisfaction.

- | | |
|-------------------------|----------------------------|
| A. Very Satisfied | D. Moderately Dissatisfied |
| B. Satisfied | E. Dissatisfied |
| C. Moderately Satisfied | F. Very Dissatisfied |

38. Mention some reasons that may affect your job satisfaction negatively as a journalist in your organization_____

39. Mention some situations that may motivate you to be satisfied in your job currently

40. Any Additional Comments? (Feel free to explain the reasons behind your answers to these questions and/or tell me what specific things could be done to enhance your job satisfaction). If you need more space, feel free to use the back of this page. -

THANK YOU

YOURS

Appendix H: FGD leading Question

1. Are you satisfied in your job? Why?
2. What major factors motivate you in your job?
3. What major factors may dissatisfy you in your agency?
4. How do you evaluate your and coworkers relationship?
5. Are you satisfied by your salary?
6. Do you have smooth communication with your managers/leaders?
7. Is your work interesting?
8. Do you have fair promotion, periodic advancement opportunities in your agency?
9. What do you suggest to improve existing problems in your organization?

Thank you very much

