



**DETERMINANTS OF EMPLOYEE JOB SATISFACTION (THE CASE OF KIRKOS
SUB-CITY OF ADDIS ABABA CITY ADMINISTRATION)**

**A thesis submitted to the graduate program of the department of management and the
college of business and economics of**

Addis Ababa University

IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE

MASTER OF BUSINESS ADMINISTRATION IN MANAGEMENT

(MBA PROGRAM)

By: Tariku Tefera Mekonin

Addis Ababa University

June 2021

Addis Ababa, Ethiopia

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Advisor: Dr. Tilahun Teklu

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Statement of Declaration

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

Declared by: Tariku Tefera

Signature: _____

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Tariku Tefera, entitled: “**Determinants of job satisfaction; in the case of kirkos sub-city of Addis Ababa city administration**” submitted in partial fulfillment of the requirements for the Degree of Master Business Administration in Management complies with the regulations of the University and meets the accepted standards concerning originality and quality.

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ACRONYMS

- ANOVA Analysis Of Variance
- SPSS Statistical Package for Social Science
- VIF Variance Inflation Factor
- GJS General Job Satisfaction
- PB Pay and Benefit
- WE Work Environment
- PO Promotion Opportunity
- RWS Relation with Supervisors
- TL Trust in leaders
- Aca. level Academic level
- W.exp Work experience
- W.pos Work position

ABSTRACT

The study of job satisfaction among public sector employees is important because there are various aspects of the job that are highly attractive and lead to satisfaction and aspects of the job that lead to dissatisfaction. It is important to identify which factors contribute to job satisfaction as well as those that may lead to job dissatisfaction. Many variables have been hypothesized to be a result of job satisfaction or dissatisfaction. It is a fact that the success of any organization depends on the satisfaction of its workforce. The purpose of this study is to investigate the determinants of employee job satisfaction in the case of kirkos sub-city of Addis Ababa city administration. This research design used in this study is an explanatory research design with a quantitative research approach. The total population of the study is 1381, which serves an estimated number of 235,441. The data is collected through structured close-ended questions for a sample of 310 employees which are randomly selected from kirkose sub-city public sectors and five randomly selected woreda administrations. Data were analyzed using inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS) version 23.0. Multiple regression and ANOVA analysis techniques were also used to explain the nature and effects between employees' job satisfaction and (Gender, Age, Academic level, Work experience, Work position, pay and benefit, working environment, promotion opportunity, relation with supervisors, trust in leadership). The reliability coefficient of 0.962 was computed using the Cronbach Alpha formula to measure the internal consistency of the questionnaire items. The result suggests that there is a significant effect with pay and benefit, working environment, Promotion opportunities, relation with supervisors, Work experience, and trust in leadership to employees' job satisfaction and regression analysis result indicated that 81.6% of the variation on the employees' job satisfaction can be explained by the composite measure the independent variables. The study recommended that for the incensement of employees' job satisfaction kirkos sub-city and the selected woreda's public sectors should effectively implement these determinants.

Keywords: Job Satisfaction, pay& benefit, promotion opportunity, work environment, relation with supervisors, Trust in leadership, Gender, Age, Academic level, Work experience, Work position, and kirkose sub-city.

Chapter One

Introduction

1.1 Background of the study

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. The result was that the emotions of employees can influence their working behaviors. Based on a comparison among a review of literature in job satisfaction, many researchers define job satisfaction. Job Satisfaction is “an affective and emotional response to various facets of one’s job” (Kreitner and Kinicki 2004), and Locke (1968) describes it as “being an emotional response that results from the employee’s perceived fulfillment of their needs and what they believe the company to have offered”. Although researchers have tried to reflect current theoretical underpinnings of job satisfaction, Robert Hoppock's (1935) definition which was one of the earliest definitions of this concept is still the most cited one. He says job satisfaction is “any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job (Hoppock, 1935).

There has been a growing concern about employee job satisfaction, especially in developing countries such as Ethiopia, since people’s living standards have improved a lot over time; in other words, their basic needs have been met to some extent. People would like to fulfill higher needs when they have their basic needs satisfied, including physiological, safety, and belonging needs (Maslow hierarchy of needs, 1943). The condition to satisfy these higher needs, which are esteem and self-actualization, should be present at work; meaning that the job itself should be meaningful and motivating. Therefore, while there are confusions and debates about whether satisfied employees are productive employees, the level of employees jobs satisfaction should be taken into considerations.

Today the issue of the public sector has been attracting several scholars because it is crucial for countries' social and economic development. In most countries mainly in developing nations like Africa government sectors have been incorporated as the largest working power. Different research on this issue mentioned that without competent public service delivery countries could not change the social and economic situation. Moreover, to win investment attracting

competition effective public human resources play a crucial role in quality service delivery, high productivity, and organization performance; this comes from employee's job satisfaction. Public sector organizations can increase their ability to improve customer satisfaction by giving more attention to the satisfaction of their workers. Without managing human resources effectively it is difficult to meet public goals and objectives that are vital to national development. Individual job satisfaction should be managed and measured to know the present status of workers in the organization. Highly satisfied and skilled public employees make it to deliver quality service and productivity. Give more attention on employee's job satisfaction results not only increase productivity and efficiency but also change workers attitude on absenteeism, turnover, and commitment. According to Vandenaabeele (2009), Job satisfaction is the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is an individual attitude towards his/her job (Hellriegel & Slocum, 2008). They also mentioned Employees have perceptions about their manager, pay, working conditions, promotions, and coworkers. Many theories are stated employee satisfaction is the result of the job holder expected from his job. Earlier studies (Herzberg, 1966, 1968) suggested that job satisfaction comprised two main dimensions termed as content satisfaction elements, also known as motivators, and context or hygiene factors. Content satisfaction elements are factors that are directly related to work and higher-order needs such as the nature of the work itself, recognition, and promotion. On the other hand, context satisfaction includes factors such as satisfaction with co-workers; operating conditions; communication; supervision; pay and rewards; and benefits. Expectancy theory, proposed by Vroom in 1964, is also known as the valence, instrumentality, and expectancy (VIE) theory. Vroom realized that an employee's satisfaction is based on individual-level factors, such as personality, skills, knowledge, experiences, and abilities. The theory suggests that, although individuals may have different sets of goals, they can be motivated if they believe that there is a positive correlation between effort and performance and that favorable performance will result in a desirable reward (Basset, 1971). Job satisfaction tends to vary between different people because of their personal inclination to enjoy what they do. The theory of individual differences assumes that job satisfaction is consistent over time and circumstance (Aamodt, 2010).

Ethiopia has a long history of developing a modern civil service system. A Western-style administrative system is thought to have been implemented during the reign of Emperor Minilk

II in 1907. Since then, the Ethiopian civil service system has undergone several reforms on various fronts. In Addis Ababa city administration public service characteristics are not different from all country public service. But to some extent, it differs from other regions because the city is Ethiopia`s capital and Africa`s diplomatic center, represents more than 130 years of historical development that contributes to its current social and economic characteristics. The city is in the center of the country has become a resident place for people from different backgrounds and geographical origins. It serves as political capital and the biggest business center in the nation and it`s located $9^{\circ} 2' N$ latitude and $38^{\circ} 45' E$ longitudes.

Addis Ababa is one of the self-governing chartered cities with the status of a particular unique autonomous city under the national federal government structure. The city is divided into 11 sub-cities called Kifle-Ketemas and 118 Woredas. Kirkos sub-city is one of them and is located in the central area of the city. It borders with the sub-cities of Arada, Lideta, Nifas Silk-Lafto, Yeka, and Bole. The population of the sub-city is 235,441 and is classified into 11 Woredas (projected report of CSA, 2019). The administration of the sub-city characterizes high employee turnover, absenteeism, and poor service delivery. The city administration as well as the sub-city under takes different reform programs which is part of a federal public service reform program to improve public service delivery and performance of employees in the sector. However, the skill and capabilities of workers in different offices in the sub-city administration are not compatible with what the public service needs. The relationship between managers and employees in the administration is not good, their work communication is bad and employee`s satisfaction is lost. This study finds out the main determinants of job satisfaction among kirkos sub-city employees.

1.2. Statement of the problem

Employee satisfaction in the present day implies employee performance in any organization. Different studies on employee`s job satisfaction show that it has an impact on employee`s job performance which is important to increase employee`s productivity at work place. If satisfied workers have existed in the organization it may create high productivity, efficiency, goals, and objectives are addressed, high profit recorded in the organization. Especially, appraisal of employee`s performance and measurement and feedback correspond to employee satisfaction, while greater levels of employee satisfaction further contribute to their higher achievements and better performance (Milica Jaksic and Milos Jaksic, 2013).

The business performance of the organization is the result of the relationship between human resource management practices and employee satisfaction. The link between job satisfaction and employee management is broad and clear in the area of human resource management and has a wide effect on every aspect of operational efficiency. It can be concluded that all human resource management practices have a significant impact on staff satisfaction. However, Managers in the organization mainly focus on improving employee`s satisfaction at work place and creating the highest effect to change organization goals and success. Dimensions of satisfaction are directly or indirectly affect the level of employee`s job satisfaction, among this equipment and resources, physical space, environment condition, relation with co-workers and leaders, performance appraisal and organizational climate can be taken as an example. In addition to this personal characteristics of age, gender, education level, work position, and work experience also affect employee`s job satisfaction. Aamodt, (2010) indicates that those individuals who feel comfortable with their coworkers and managers will be more satisfied at work. Satisfaction with supervisors and co-workers was directly linked to the commitment of the organization and the team, which, in turn, resulted in higher job performance and satisfaction, lower turnover intentions, and a greater willingness to assist. In contrast to this he states that when workers are unhappy or not loyal to the organization, they are more likely to quit their jobs than comfortable or committed employees. According to Ellickson & Logsdon's (2001) study found out that Job satisfaction among municipal public servants is significantly affected by attitudes of employee satisfaction with career development, pay, and marginal benefits. There are many empirical findings on determinants of job satisfaction in the private sector but little research has been made in the public sector. According to Ndegwa & Minja (2018) study found out that subsequently, a positive increase in working conditions increases job satisfaction. If highly satisfied workers available in the organization then their service providing would become improved. Several issues affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours, and how they respect their jobs. Many Human resource departments of companies face the problems of job satisfaction every day (Zhu1, 2014). Lack of job satisfaction brings negative consequences like job stress, poor overall morals, lack of productivity, high employee turnover, tardiness, and high absenteeism (Singh and Pandey, 2013). When the satisfaction level of employees increases, then this will result in more returns to the organization. The dissatisfaction of the employees has adverse effects on the efficiency and effectiveness of the organization. Therefore, studying the

job satisfaction of those who work in public sectors is very crucial as their activities highly affect the economy and of a given country and also as their satisfaction determines their service quality and performance.

Research on public sector employee's job satisfaction in Ethiopia has been very limited. Many kinds of research on job satisfaction in Ethiopia focus on the private sector and Government corporations, health and education sectors, banks, and universities. It is undeniable that the characteristics of the environment where the organizations operate vary from sector to sector, region to region, or country to country. In addition, the characteristics of members of those organizations vary significantly one another due to difference in cultures, norms, values, and other issues. Study in other public sectors has been limited. Different studies are used hygiene and motivational factors of employee's job satisfaction dimensions but other personal and environmental factors are not studied well in public sectors employees in Addis Ababa city administration. The main problem as viewed from the researcher's angle is that a lack of job satisfaction among these employees means that they do not conduct themselves in a productive manner. Identifying the factors that determine this will therefore go a long way in improving the quality of service provided to the sub city. Though, this study used additional factors like relation with supervisor and trust in leader. Moreover, organizational and Environmental dimensions were not studied in both private and public sectors employees in Ethiopia. Thus this research study focused on Environmental factors (working environment, pay and benefit, promotion opportunity, relation with supervisor, and Trust in leaders) and demographic variables (sex, age, education level, work position, and work experience) of job satisfaction determinants in kirkos sub-city administration.

1.3. Research questions

The following research questions guided this study.

1. Do pay and benefits affect employee's job satisfaction at kirkos sub-city?
2. Does the work environment influence employee's job satisfaction at kirkos sub-city?
3. Does promotion affect employee's job satisfaction at kirkos sub-city?
4. Does relation with supervisors affect employee's job satisfaction at kirkos sub-city?

5. Does Trust in leadership affect employee's job satisfaction in kirkos sub-city?
6. Does gender affect employee's job satisfaction at kirkos sub-city?
7. Does age affect employee's job satisfaction at kirkos sub-city?
8. Does academic level affect employee's job satisfaction at kirkos sub-city?
9. Does work experience affect employee's job satisfaction at kirkos sub-city?
10. Does work position affect employee's job satisfaction at kirkos sub-city?

1.4. Objective of the Study

1.4.1 General objective

The main purpose of this study is to assess the level of employee's job satisfaction on the dimensions of Gender, Age, Aca.level, W.exp, and W.status, pay and benefit, promotion opportunity, relation with supervisor, trust in leadership, and working environment in kirkos sub-city administration.

1.4.2 Specific objectives

This study has the following specific objectives

- To identify the influence of salary and benefits on employees' job satisfaction in kirkos sub-city administration.
- To explore the effect of work environment on employees' job satisfaction in kirkos sub-city administration.
- To examine if promotion opportunity influences employees' job satisfaction in kirkos sub-city administration.
- To identify the relationship among supervisors that affect employee's job satisfaction in kirkos sub-city administration.
- To examine whether Trust in leaders determines employee's job satisfaction in kirkos sub-city administration.
- To examine whether Gender determines employee's job satisfaction in kirkos sub-city administration.

- To examine whether Age determines employee's job satisfaction in kirkos sub-city administration.
- To examine whether Academic status/level determines employee's job satisfaction in kirkos sub-city administration.
- To examine whether Work experience determines employee's job satisfaction in kirkos sub-city administration.
- To examine whether Work position determines employee's job satisfaction in kirkos sub-city administration.

1.5. Hypothesis

H1: There is a positive and significant effect between job satisfaction of employees at kirkos sub-city.

H2: There is a positive and significant effect between working environment and employee job satisfaction at the kirkos sub-city.

H3: There is a positive and significant effect between promotion opportunity and job satisfaction at the kirkos sub-city.

H4: There is a positive and significant effect between Supervisors and employees' job satisfaction at kirkos sub-city.

H5: There is a positive and significant effect between Trust in leadership and employees' job satisfaction at kirkos sub-city.

H6: There is a positive and significant effect between gender and employees' job satisfaction at the kirkos sub-city.

H7: There is a positive and significant effect between age and employees' job satisfaction at the kirkos sub-city.

H8: There is a positive and significant effect between academic status and employee job satisfaction at the kirkos sub-city.

H9: There is a positive and significant effect between work experience and employees' job satisfaction at the kirkos sub-city.

H10: There is a positive and significant effect between work position/status and employees' job satisfaction at kirkos sub-city.

1.6. Justification of the study

This study will find out the level of different determinants of employee's job satisfaction in the public sector especially, in the kirkos sub-city of Addis Ababa city administration. Several studies have been made on the problem in the private sector organization. These studies show that how demographic factors, Pay and benefit, working environment, promotion opportunity, relation with supervisor, leadership style, and trust in leadership determines job satisfaction of employees in kirkos sub-city administration. Employee job satisfaction has become an important issue in the world whether the organization small or big. To determine the satisfaction level of employees both job and organizational characteristics are assessed very carefully in any organization. So much research has been made by different organizational science researchers on employee's related issues. The outcome of any organization is directly related to employee's job satisfaction and individual performance. Without assuring the satisfaction of employees, human resource management practices are useless to improve individual performance which is crucial to productivity, performance, and efficiency in the organization. Employee's perceptions about motivational practices in the organization such as promotion opportunities, pay, and fringe benefits have a significant influence on the job satisfaction of government employees (Ellickson and Rogsdon, 2001). According to Ndegwa and Minja (2018) work environment, work conditions, job security, and leadership style have a positive relationship with the job satisfaction of employees in the public sector. Alemu and Getenet (2017) found out that Academic staff job satisfaction was influenced by leadership behaviors of leaders. Employees' level of job satisfaction has a positive relation with remuneration and fringe benefits and leadership effectiveness (Timkete, 2018). In Ethiopia, the municipal employee's job satisfaction has not been studied very well like that of private or other public sectors such as education and Health area. Especially, in Addis Ababa city-administration public sector there is a gap to study determinants of employees' job satisfaction. This study tries to find out major demographic and organizational factors that may have an impact on employees' job satisfaction in the kirkos sub-city.

1.7. Significance of the study

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

1.8. Scope of the study

Determinants of job satisfaction of employees are a very wide issue and difficult to cover within a given period. This research will focus on the determinants of job satisfaction (pay and benefit, working environment, promotion opportunity, and relation with supervisor, Gender, Age, Aca. level, W.exp, and W.status, and Trust in leadership) at Kirkos sub-city administration. This sub-city is selected to facilitate the data collection process and to manage it with time and resources. It helps the researcher to stay focused and get quality data and to cope up with the available time and other resource limitations.

1.9. Organization of the Paper

The study is composed of five chapters. The first chapter is the introduction which includes the background of the study, statement of the problem, research questions, and objectives of the study, research hypothesis, and scope of the study, significance of the study, and organization of the paper. The second chapter devotes the review of related literature of the study. It also conveys a conceptual framework. Chapter three includes research methodology, research design and approach, target population, sampling procedure, and sample size determination, data collection, model formulation and specification, method of data processing and analysis, and ethical consideration. Chapter four covers data presentation, analysis, and interpretations. The last, chapter five deals with a summary of the finding, conclusion, and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter deals with a review of related literature on determinants of job satisfaction. This chapter contains a literature reviewed related to this research and empirical findings on determinants of job satisfaction. This chapter serves as the foundation for the development of this study.

2.2 Job satisfaction definition and concept

Employee job satisfaction is one of the most important and well-researched areas of study. For organizations to be successful they must continuously ensure the satisfaction of employees. Job satisfaction comprises the degree of an individual's feelings towards and satisfaction with current job activities, achievements, and responsibilities as well as the degree of an individual's satisfaction with all aspects that directly or indirectly related to the current job and job content (Chang, 2007). Employee job satisfaction has been a driving force on which management can boast about their organization's production. There are various determinants of employee job satisfaction but the most important ones should include the relationship between what the employee is adding in terms of value to the organization and how content that employee is at the present job performance. Employee satisfaction in competitive organizations places employees as the major differentiating success factor. The challenge facing organizations appear to be the development of developing an effective base of employees that excel in performance through employee management. Rast and Tourani (2012) suggest that organizations must motivate their employees to engage in activities that will benefit and help in attaining organizational goals. To achieve this, managers must set in motion work conditions that will help employees to achieve satisfaction.

Job satisfaction is defined as the psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about a variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, work nature, supervision, workload, and relationship with colleagues (Mosadeghard, 2003). Employees' satisfaction is considered an all-around

module of an organization's human resource strategies. According to Mosadeghrad (2003) job satisfaction relates to pay, promotion, benefits, work nature, supervision, and relationship with colleagues. Opkara (2002) also saw job satisfaction as an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers, workload, and opportunities for promotions. According to Simatwa (2011), Job satisfaction means a function that is positively related to the degree to which ones personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, sound payment structure, incentive plans, and profit-sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, the atmosphere of mutual trust respect. Job satisfaction means the pleasurable emotional state of feeling that results from the performance of work (Simatwa, 2011).

Job satisfaction is one of the most complex areas facing today's managers when it comes to managing their employees. Despite its wide usage in everyday life, there is still no general agreement regarding what job satisfaction is. Here is no final definition of what job satisfaction represents. Different authors and researchers have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction include: Spector (1997) defined job satisfaction as the degree to which people like their jobs. Armstrong (2009) states job satisfaction refers to the attitudes and feelings people have about their work. Job satisfaction can be regarded as one aspect of life satisfaction as experiences on the job influence perception of the job (Davis and Newstrom, 1989). Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Pushpakumari (2008) stated job satisfaction as an affective or emotional response toward various facets of one's job.

The concept of job satisfaction has been developed by several scholars and researcher in different ways. Most of the time the definition of job satisfaction which is widely used in different organization is given by Robbins & Judge (2013) defined job satisfaction as a positive feeling about the job that comes from the evaluation of jobs. It is also individual perception

about his /her job comes from the difference between the expected outcome and the real outcome of jobs. The term job satisfaction describes employee's sense and attitude about their jobs. The degree of satisfaction is explained into two extremes which are extreme Negative satisfaction and extreme positive satisfaction. (Armstrong, 2014) in his handbook of human resource management practice defined job satisfaction as people's feeling and attitude towards their work. He also mentioned the satisfaction of employees is the result of a positive and favorable attitude toward the job and job dissatisfaction is the consequence of a Negative and unfavorable attitude. According to Ivancevich et al (2013), the level of both intrinsic and extrinsic outcome determine individual job satisfaction and how he/she views the outcomes. They also state that each individual has a different value to the outcomes. The types of individual work value are determined by his/her education and work experience with work including intrinsic outcome. Employee satisfaction in any organization has the most important effect on its performance. When one individual likes his/or her job very much then he/her will have greater job satisfaction. This satisfaction makes employee productivity increase and the collection of individual productivity can create huge success in the workplace. So managers in any organization give greater attention to factors that make employee satisfaction increase. Therefore, organizations should facilitate a good working environment for their employees would be perceived when they are gate reward, promotion, and benefit for their success within the organization. If satisfied employees existed in any organization then they will create stability in the workplace, developing co-workers' relationships, and encouraging a working environment to be formed. Due to this organization productivity and profitability is becoming increase, good supervisor and sub ordinate relationship improve, and employee's turnover decreased and absenteeism become decrease.

2.3 Job satisfaction theoretical framework

Herzberg's two-factor model

Armstrong, (2014) mentioned the two factors model of motivation developed by Herzberg (1966) was based on an investigation into the source of job satisfaction and dissatisfaction of employees. This model established two factors that affect employee satisfaction and dissatisfaction. The motivating factors (satisfiers) related to the job itself which including the need for achievement, the interest of the work, responsibility (accountability), and chances for

advancement. These needs are caused by intrinsic motivators. Armstrong generalized these factors by the phrase called 'motivation by the work itself'. On the other way, the hygiene factors emanate from the context of the job which including pay and working condition. These factors are neither satisfied nor motivate but they serve to protect of job dissatisfaction of employees.

Maslow's hierarchy of needs

Maslow developed the most known classification of need in 1954. According to Maslow suggested that five hierarchical categories apply to people in general. The hierarchy of needs starting from physiological needs and moving to the hierarchy of safety, social, and esteem needs respectively. The previous needs of hierarchy lead to the final need of self-fulfillment. If peoples move from lower hierarchy to higher one step by step we can say that psychological development takes place but the progress of psychological needs does not always need step by step movement. If the previously satisfied need exist then the individual can return to it.

Maslow's hierarchy of needs

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

The expectancy theory of motivation

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

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

Equity theory

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

2.4. Review of Empirical studies

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

Abdulla et al (2011) study results reveal that environmental factors are most predictors of job satisfaction than demographic factors. These researchers find that salary and incentives are the most crucial determinants of job satisfaction in the United Arab Emirates. According to (Bola, 2012) study found out that organizational commitment among public University employees in Nigeria was increased by many factors which include the guaranteed tenure of employment, structured disengagement procedure, regular pay, academic freedom, and training and

development. Ellickson and Logsdon (2001) study found out that job satisfaction of municipal government employees is significantly influenced by perception of employee satisfaction with promotional opportunities, pay, and fringe benefits and they mentioned that equitable workload distribution also have significantly and positively affect employees job satisfaction. Ndegwa and Minja (2018) critically examine determinants of employee job satisfaction among county Government Enforcement officers in Kenya and their finding imply that work environment, work condition, job security, and leadership styles an all but ensuring workers are satisfied with their jobs and their research conclude that supportive, concerned, and deliberated leadership style will ensure job satisfaction among employees. Timkete,(2018) empirically investigates the top most determinants of job satisfaction among employees of Abay Bank. The study findings entail that Remuneration and fringe benefits, and the effectiveness of leaders are found to be positively related to employees` level of job satisfaction. Mehari and Premanandam's (2017) analysis on job satisfaction factors in Ethiopia selected public and private sectors in Woldia district shows that public organization workers are less satisfied in their jobs than private employees in terms of pay and promotion.

2.5. Determinants of job satisfaction

Researchers have found that several variables are related positively to job satisfaction while others are more of an indicator of job dissatisfaction. A great understanding of the dimensions of job satisfaction has led to increasing interest in improving job design. According to (Nel, 2004), determinants of job satisfaction are broadly categorized into two, personal factors and organizational/environmental factors. The following are some environmental/organizational factors;

Pay and Benefit

According to Jitendra (2013), this is the most important factor for the job satisfaction of employees. Benefits can be described as the amount of reward that a worker expects to gain from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following points may be delineated under this category, Salaries or wages, Bonus and

incentives. For retention and turnover, salary and benefits are very important tools. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention. By considering these points this research hypothesized that:

H1: pay and benefit positively affect job satisfaction of kirkos sub-city administration employees.

Working environment and job satisfaction

The world is dynamic because this organization faces several challenges in its environment. To meet employee's satisfaction in the organization businesses must create a conducive working environment. Without this practice, organizations cannot achieve success and retention in the industry or industry competitions that satisfying employees will raise efficiency, productivity, and job commitment of subordinates (workers). Employees are essential inputs for business to meet their goals and missions. To achieve the objectives of the organization employees require a working environment that enhances them to work without problems. Several studies find out that among job satisfaction factors atmosphere at work has the greatest impact on employee's job satisfaction. Additionally, the working environment has a positive effect on employee's job satisfaction (Raziq & Maulabakhsh, 2015). In the other way according to Langer et al (2019) study result shows that centralized working environment has a direct negative relationship with employee's job satisfaction and direct positive relationship with the working environment. Furthermore, working condition improvement can increase organizational performance and there is a positive correlation reveal between them but worsening working conditions result from the unfavorable condition for employees' work (Mafini & Pooe, 2013). The impact of the physical working environment on employees' job satisfaction in the public sector studied by (Meqdelawit, 2020) result shows that there is a strong relationship between the physical working environment and job satisfaction. Because employees spend so much time in their work environment, it's important for the organization to have an adequate working condition, appreciated employees for their good work done to boost their morale. And when appreciation leads to encouragement and advancement opportunity the ultimate result is reflected in the efficiency of work automatically.

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

Promotion opportunity and job satisfaction

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

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

Supervisor Relation and job satisfaction

Employee`s job satisfaction is determined by their perception of immediate supervisors in the organization. Supervisors are first-line managers they have a chance to change individual performance to ward organization mission and goals which is the final mission of any managers

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

H4: The existence of relation with Supervisors positively affects employee's job satisfaction at kirkos sub-city administration.

Trust in Leadership and job satisfaction

Leaders are an important component in any organization that coordinates work toward the organization's vision and goal. Robbins & Judge, (2013) defined a leader as the ability to influence a group to achieve a vision or set goals. He also states to meet optimal effectiveness in the organization leaders play important parts. In the dynamic world, a situation needs leaders to

change the status quo, create a vision in the future, and motivate employees to meet goals and objectives. Leaders' personal qualities and characteristics determine employee's job satisfaction and performance which is crucial for organizational success. Their characteristics and behavior express in terms of the big five traits, such as extraversion, agreeableness, emotional stability, conscientiousness, and openness. Leadership is a process of effect between superiors and followers, where the leader influences the behavior of the employees to achieve organizational objectives. Organizational accomplishing its goals and objectives relies on the leaders of the organization and their styles of leadership (Voon et al., 2011). Different studies have been made on leadership characteristics and behavior found extraversion is the most important trait of effective leaders (Robbins and Judge, 2013). Empirical investigations on leadership behavior show that leadership behaviors have a direct positive or negative impact on job satisfaction. Leadership style also affects employee's job satisfaction and performance. Leader behavior has a direct significant influence on job satisfaction (Fattah, 2017). Employees' perception about their leader's behavior is vital for quality public service delivery which is directly related to employees' performance that comes from their satisfaction. Trust is a psychological state that emerges when you decide to accept one vulnerable to another person because you have high hopes for how things will turn out (Robbins & Judge, 2013). They also state that Transformational leaders inspire greater levels of trust in their subordinates, which leads to greater levels of team performance and contribution. A trust - worthy leader will be able to encourage workers to go above and beyond to achieve visionary organizational goals. Trust has been linked to positive job attitudes, organizational justice, psychological contracts, and effectiveness in terms of communication, organizational relationships, and conflict management in leadership theories. Herminingsih's (2017) study found that Trust in leaders is greatly influenced by transformational leadership. Every worker's trust in leaders can be based on a leader's kindness, capacity or potential, and can develop a feeling of security in the organization. Generally, Employees who have faith in their leader are confident that their rights, interests will not be violated and become satisfied with their work.

H5: The existence of Trust in leadership positively affects employee's job satisfaction at kirkos sub-city administration.

The following are personal factors that are included in the study;

Gender: Although the relationship between gender and job satisfaction has been the focal point of many studies, it has not, so far, been clarified (Witt and Nye, 1992). While significant differences were found in some studies in the relation between gender and general satisfaction level Spector (1997), others have not been able to determine important and significant differences. This implies that the effects of gender on satisfaction are liable to change according to the organization being studied, the work done, and the work environment.

H6: There is a positive effect between gender and employees' job satisfaction at the kirkos sub-city.

Age: One of the regular findings in job literature is the positive relationship between age and satisfaction. Older employees are said to have a high level of organizational satisfaction compared to younger ones (Eichar *et al.*, 1991). According to the initial debates concerning age and employee satisfaction, young people have higher expectations from their jobs; however, most often they cannot find opportunities to satisfy these expectations and are, therefore, disillusioned. The natural result of this disillusion is dissatisfaction with the work environment.

H7: There is a positive effect between age and employees' job satisfaction at the kirkos sub-city.

Academic level: Since higher-level jobs tend to be more complex and have better working conditions, pay, supervision, autonomy, and responsibility, the level at which individual works within the organization might also exert some influence on the satisfaction of employees. Therefore, most researchers have found out that employee satisfaction increases as the level of the job increases within an organization hierarchy Howard and Frink (1996). However, some researchers have found negligible associations between employee satisfaction and job level and it has been reported that employee satisfaction decreases as job level increases. The academic position held could have significant effects on employee satisfaction. Since those who have become professors are less apprehensive while doing their work and can create a relatively more independent working environment for them, their satisfaction level is likely to be higher than that of the other academic staff. On the other hand, those with lower academic positions discomfort and their satisfaction level tends to be lower than that of professors. Therefore, academic position has been included in the study as an important variable.

H8: There is a positive effect between academic level and employee job satisfaction at the kirkos sub-city.

Work experience: people who are satisfied with their job tend to remain in them longer than those who are dissatisfied. The person with more experience is more satisfied with their jobs when compared to those who are less experienced Luthans, F., (2001).

H9: There is a positive effect between work experience and employees' job satisfaction at the kirkos sub-city.

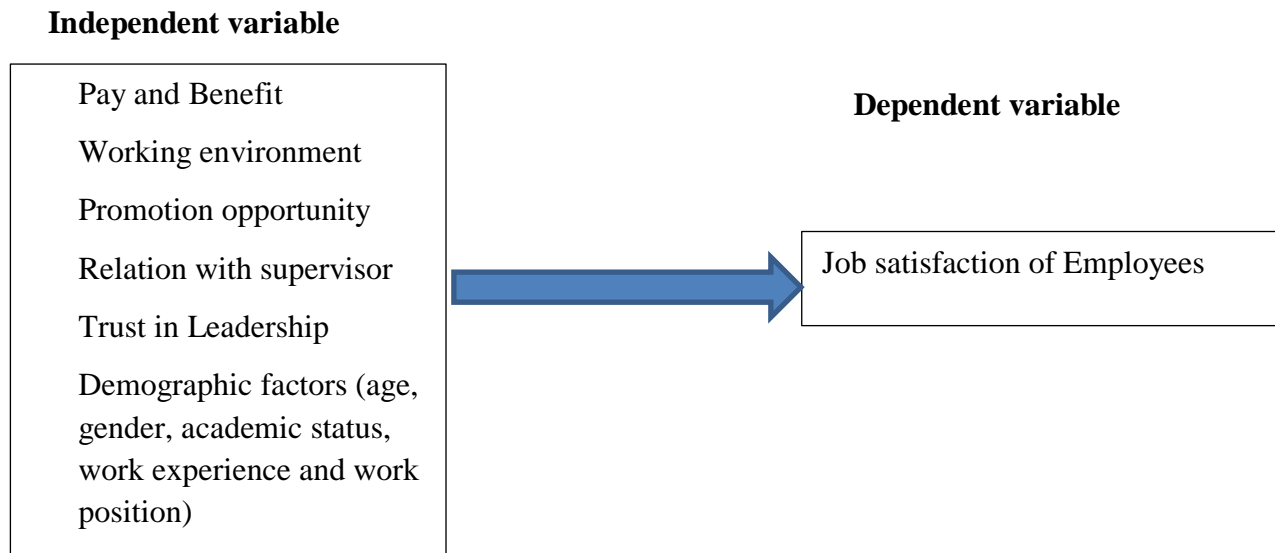
Working Position (status):-there exists a differential opportunity to satisfy various motivational needs within different levels in the organization Wae (2001). Generally, it has been found that the higher is one's position in an organization the greater is the level of satisfaction Saiyandain (1977). This could be explained by the fact that the higher the status of the employee is more enjoys both relatively better working condition and rewards than lower-level employees do. Finding out exactly what makes people feel satisfied with their work can become a multi-faceted issue. According to Arnold and Feldman (1996), there are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects, (Mullins, 2002). Job satisfaction depends on several different factors such as satisfaction with pay/compensation, promotion opportunities, relations with co-workers and supervisors, working environment, etc.

H10: There is a positive effect between work position/status and employees' job satisfaction at kirkos sub-city.

2.6. Conceptual framework

The following conceptual framework for the study has been used. The conceptual framework was formulated to show the association between the independent and dependent variables. This research framework was taken from the reviewed works of literature about determinants of job satisfaction and supports the conceptualization of objectives and research questions of this study.

Figure 2.1 Research framework



Source: Own conceptualization, (2021)

Table 2.1: Definitions of Variables Used to Measure Job Satisfaction of Employees

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

Source: Own conceptualization based on the literature review

CHAPTER THREE

RESEARCH METHODOLOGY

3. 1.Introduction

This section is concerned with the conceptual structure within which the research was conducted. This includes the research design and approach, target population, sampling technique, sample size determination, method of data collection, data analysis method, instrument validity, and reliability test, ethical consideration, and research limitations.

3.2. Research Design

The research strategy that will be undertaken depends on how the problem looks, what questions the problem leads to and what result is desirable. The research design adopted for this study is explanatory. An explanatory type of research design is employed as the main research design for this study to the realization of the intended objective. It helps to connect ideas to understand the cause and effect of something or to explain what is going on. Creswell, (2003) stated that the explanatory method of research is a technique for gathering information about the cause and its effect.

3.3. Research approach

The research design which is used for this study is Quantitative in Nature. Creswell (2005) asserted, quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Inferential and regression analyses were also conducted to explain the effects of the variables. A structured questionnaire was developed to get the opinion and understanding of the respondents regarding the issue.

3.4. Population, sampling technique, and sample size

The population is the total number of participants in the study and the sample is the subset of the total population. According to Kotari (2004), a sample design is a definite plan to get a sample from the target population, the study adopts a procedure in selecting a sample; hence, the study takes an estimation sample of the population. To select a representative sample, the researchers

used the probability-sampling technique. The reason for taking the probability-sampling technique is that the possibility of getting the representative list of the target population or exact population. Among probability sampling techniques, the study used a random sampling technique to distribute the questionnaires. To determine the sample size Ronald M weirs (2002), states that "because of the tremendous of time and money required for a complete census of the large population a sample can be more accurate than a census in conducting a real-world study". When the sample is used there also sampling error, which occurs because of using sample. This sampling error can decrease by taking a large sample size. The total population of the study was 1381 employees who are working in the selected public sectors of the sub-city and five selected wereda administrations. For selecting a sample from each public sector stratified random sampling was used. The main purpose of stratification is to reduce sampling error, to increase efficiency. It involves the division or stratification of a population by partitioning the sampling frame into non-overlapping and relatively homogeneous groups. The study population was comprised of: public service and human development office, culture and tourism office, dry waste cleaning management office, micro, and small scale enterprise office and finance office. For this study, the researcher used Yamane (1967) formula with a 95% level of confidence and 5% acceptable error to determine sample size as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = required responses (310)

e² = error limit (0.05)

N = population size (1381)

Source: Yamane (1967)

Sample from each strata

$$n_i = N_i/N * n$$

where n_i = sample size from ith strata

N_i = total population of ith strata

N = total population

n = the total sample size

The following table summarizes the total population in each sector and the corresponding Sample taken from each sector.

Table 3.1 : The sample distribution of selected public sectors

| <i>sectors</i> | <i>Population /strata</i> | <i>Percent %</i> | <i>sample</i> |
|--|---------------------------|------------------|---------------|
| <i>Five selected offices of the sub-city</i> | <i>298</i> | <i>21.6</i> | <i>67</i> |
| <i>Woreda 01</i> | <i>212</i> | <i>15.4</i> | <i>48</i> |
| <i>Woreda 04</i> | <i>247</i> | <i>17.9</i> | <i>55</i> |
| <i>Woreda 06</i> | <i>198</i> | <i>14.2</i> | <i>44</i> |
| <i>Woreda 09</i> | <i>221</i> | <i>16.0</i> | <i>50</i> |
| <i>Woreda 11</i> | <i>206</i> | <i>14.9</i> | <i>46</i> |
| <i>Total</i> | <i>1381</i> | <i>100</i> | <i>310</i> |

Source; kirkos sub-city public service office first quarter report (2013 E.C)

3.4. Method of Data collection

This study used a structured close-ended self-administered questionnaire which is designed to collect quantitative data. The essential version of the questionnaire was arranged in English. To avoid conception gaps and to have a better understanding, the questionnaire was converted to the Amharic version. Before the questionnaire was distributed, the questions were tested using a pilot test of 63 people from selected offices of kirkos sub-city and woreda administration. The structured questionnaire includes a General job satisfaction survey developed by Hackman and Oldham (1975) which is used to measure personnel affective reactions of the individual to their job and the study also used different structured questionnaires for independent variables, such as ;

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

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

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

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

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

3.5. Method of Data Analysis

The collected data were analyzed using, tables, correlation, and multiple regression, and ANOVA test analysis. To change the collected data into useful information statistical package for social science (SPSS) version 23 was used.

Model Formulation and Specification

$$Y = \beta_0 + \beta_1PB + \beta_2WE + \beta_3PO + \beta_4RWS + \beta_5TL + \beta_6Gender + \beta_7Age + \beta_8Aca.level + \beta_9W.exp + \beta_{10}W.pos + \varepsilon$$

Where

Y =job satisfaction

β_0 =Constant term

β_1 = Coefficient Variable pay and benefit

β_2 = Coefficient Variable work environment

β_3 =Coefficient Variable promotion opportunity

β_4 = Coefficient Variable Relation with supervisors

β_5 = Coefficient Variable Trust in leadership

β_6 = Coefficient Variable Gender

β_7 = Coefficient Variable Age

β_8 = Coefficient Variable Academic level

β_9 = Coefficient Variable Work experience

β_{10} = Coefficient Variable Work position

(PB = pay and benefit, WE= work environment, PO= promotion opportunity, RWS= Relation with supervisor, TL= Trust in leaders Aca.level= Academic level, W.exp= Work experience, W.pos= Work position and e is the error term).

3.6. Validity and Reliability

Validity of the study

Validity is the most critical criterion which indicates the degree to which an instrument measures what it is supposed to measure, or whether the measure reflects the phenomenon the researcher claims to be investigating, Kothari (2004). The study is an explanatory research design and uses standardized measurement which is forward after conceptual and empirical investigations. Content validity of a measuring instrument reflects the extent to which the items measure the content they were intended to measure (Cooper & Schindler, 2003). It must therefore provide adequate coverage of the questions guiding the research, the study used simple random and systematic sampling to select the sampling from which both samples are drawn it let any biases to probability. The internal consistency of the instruments of the study must be tested by a pilot study which helps to test the validity and the reliability of the research instrument and identify areas that may require adjustments (Davies & Hughes, 2014). For this study, a pilot test was carried out with 63 respondents who were not to take part in the main study and the reliability of the questionnaire was pre-tested.

Reliability of the study

To measure the reliability for a set of two or more constructs, Cronbach alpha is a commonly used method where alpha coefficient values range between 0 and 1 with higher values indicating higher reliability among the indicators (Hair et al., 2010). According to Spector (1997), “the widely accepted minimum standard for internal consistency is .70.” From the data analysis, the

Cronbach's alpha for this study is 0.962. According to the standard set by Crossman (2003), it is over the accepted limit of 0.70. For all individual factors, Cronbach's alpha is greater than 0.70 which signifies greater internal consistency between the items and the intended dimensions of the variables. As well as it indicates the acceptability of scale for further analysis.

The reliability test (Cronbach's Alpha) for this study was analyzed as follow:

Table 3.2. Result of reliability study

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .962 | 6 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| GJS | 76.9054 | 232.343 | .907 | .953 |
| PB | 76.8579 | 234.027 | .925 | .952 |
| WE | 75.8985 | 232.467 | .873 | .956 |
| PO | 76.1136 | 230.492 | .919 | .951 |
| RWS | 69.4969 | 188.088 | .870 | .971 |
| TL | 75.9040 | 228.742 | .948 | .949 |

Source: own survey, 2021

3.7. Limitation of the study

This study will not cover all aspects of the sub-cities of Addis Ababa public service offices. Rather it focuses only on employees of the kirkos sub-city. While conducting this study I encountered some limitations. Of these, the major ones are the Pandemic COVID -19 gets all of us frustrated, lack of research studies in the study area, lack of finance, lack of research experience, and limited scope.

3.8 Ethical Consideration

The study is conducted by considering ethical responsibility. This includes providing information to the respondents about the purpose of the study and the use of the information as well. Information obtained was held in strict confidentiality by the researcher. Respondents' anonymity was kept so that participants would feel free and safe to express their ideas. Issues regarding employees' data and other highly classified information that need to be kept confidential will be done utmost.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The study targeted a total of 310 questionnaires were administered to respondents from the selected sub-city and woreda administration public sectors. However, only 291 participants participated and filled correctly and returned the questionnaires. 19 participants did not fill the questionnaires correctly or did not return the questionnaires & these questionnaires were not used for analysis. This Result makes the response rate 93.9% which was sufficient for analysis and reporting

Table 4.1. Response rate

| Response | Frequency | Percentage |
|-----------|-----------|------------|
| Responded | 291 | 93.9 |

4.2 Demographic information of Respondent

The demographic factors used in this research were age, gender; academic level, work experience, and Work Position were analyzed and discussed.

Table 4.2: Frequency of Demographic information of Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------------|--------------------------|-----------|---------|---------------|--------------------|
| Gender | Male | 164 | 56.4 | 56.4 | 56.4 |
| | Female | 127 | 43.6 | 43.6 | 100.0 |
| Age | 18-29 | 72 | 24.7 | 24.7 | 24.7 |
| | 30-39 | 155 | 53.3 | 53.3 | 78.0 |
| | 40-55 | 47 | 16.2 | 16.2 | 94.2 |
| | +55 | 17 | 5.8 | 5.8 | 100.0 |
| The academic level of employees | High school complete | 15 | 5.2 | 5.2 | 5.2 |
| | TVT Certificate | 43 | 14.8 | 14.8 | 19.9 |
| | TVT or College (diploma) | 64 | 22.0 | 22.0 | 41.9 |
| | University Degree | 154 | 52.9 | 52.9 | 94.8 |
| Work experience of employee | Less than 1 year | 42 | 14.4 | 14.4 | 14.4 |
| | 1-3 years | 63 | 21.6 | 21.6 | 36.1 |
| | 4-6 years | 116 | 39.9 | 39.9 | 75.9 |
| | More than 6 years | 70 | 24.1 | 24.1 | 100.0 |
| Work position | Supervisory | 76 | 26.1 | 24.1 | 26.1 |
| | Non-supervisory | 215 | 73.9 | 26.1 | 100.0 |

Source: own survey, 2021

As shown by the above table, the gender composition of respondents described with frequency and percent. The result shows that out of 291 respondents 164 (56.4%) the respondents were male and 127 (43.6%) of the respondents were female. This shows that males and females have most the nearest levels of employment in public sectors. When we see the second age information of respondents, out of 291 sampled employee respondents 72 (24.7%) respondents were in the age category of 18-29 years, 155 (53.3%) respondents were with the age category of 30-39 years, 47 (16.2%) respondents were with the age category of 40-55 years and 17 (5.8%) respondents were with the age category of above 55 years. The analyzed data indicated that more numbers of respondents were with the age of category of 30-39 years which implies most work positions are operated by the employees who are categorized as young age class.

As result is shown in the above table Academic level of the respondents 15 (5.2%) of the respondents has High school complete, 63(21.6%) of the respondents has TVT certificate, 64(22.0) of the respondents has TVT or College (diploma), and 154(52.9%) of the respondents have University Degree. The result indicates that public sectors are mostly run by employees with University Degree holders. As shown in the table work experience of the respondents there are 42(14.4%) respondents who served Less than 1 year in the sector, 63(21.6%) respondents serve 1-3 years in the sector, 116(39.9%) respondents are served 4-6 years in the sector and 70(24.1%) respondents are served above 6 years in the sector. This indicates that the majority of the respondents have experienced in the sector and capable skill about the operation and also imperative in our study. As shown in the above table, work position of respondents 76 (26.1%) of respondents are supervisors, and also rest of respondents 215(73.9%) respondents are officers. This implies that most organizational supervisors participate in this study.

4.3 Correlation analysis between factors and Job satisfaction of employee

Table 4.3 Correlations

| | GJS | PB | WE | PO | RWS | TL | Gender | Age | Academic level | Work experience | Work position |
|--|---------------|---------------|---------------|---------------|---------------|-------|--------|----------------|----------------|-----------------|---------------|
| GJS | 1 | | | | | | | | | | |
| PB | .813** | 1 | | | | | | | | | |
| WE | .566** | .422** | 1 | | | | | | | | |
| PO | .763** | .660** | .575** | 1 | | | | | | | |
| RWS | .545** | .428** | .375** | .438** | 1 | | | | | | |
| TL | .789** | .697** | .519** | .774** | .514** | 1 | | | | | |
| Gender | -.016 | .008 | .015 | .011 | .036 | .008 | 1 | | | | |
| Age | -.091 | -.003 | -.059 | -.066 | -.137* | -.073 | -.014 | 1 | | | |
| Academic level | .111 | .023 | .151** | .001 | .204** | .034 | -.018 | -.185** | 1 | | |
| Work experience | .246** | .171** | .282** | .043 | .179** | .018 | -.031 | -.058 | .328** | 1 | |
| Work position | -.046 | -.070 | -.042 | -.025 | -.020 | -.043 | .018 | -.011 | -.009 | -.081 | 1 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | |

Source: own survey, 2021

To determine the relationship between factors of GJS (PB, WE, PO, RWS, TL, Gender, Age, Aca. level, W.exp, and W.status) and GJS Pearson correlation was computed. Correlation analysis is one of the most widely used in research; it is often used to determine a relationship between two variables. It shows how strong the association between variables is. The correlation

“r” is statistics used to measure the degree or strength of a relationship among variables (Taylor, 1990). To interpret the strength of the relationship between variables, the guideline suggested by Taylor (1990) was followed. His classification of the correlation coefficient (r) is as follows. For $r \leq 0.35$ is considered to represent low or weak correlation, for $r = 0.36-0.67$ is a modest or moderate correlation, $r = 0.63-0.89$ is a strong or high correlation and correlation with $r \geq 0.90$ is very high correlation as we know the value of r is always between 0 and 1. If the value of $r = 0$ this means that it is negatively related or no correlation whereas if the value of $r = 1$ the two variables are perfectly correlated with each other. Therefore, the result in the above table indicates that there is a positive and significant relationship between job independent variables and dependent variables. PB with GJS ($r = 0.813, p < 0.01$) .this implies the two variables influence each other positively and they have a strong relationship. There is also a positive and significant correlation between TL and GJS ($r = 0.789, p < 0.01$), PO and GJS ($r = 0.763, p < 0.01$), WE and GJS ($r = 0.566, p < 0.01$) and RWS with GJS ($r = 0.545, p < 0.01$). The correlation among the five factors indicates that there is a statistically significant and strong correlation among them. There is also a positive and significant correlation between W.exp and GJS ($r = 0.246, p < 0.01$). This implies the two variables influence each other positively and they have a strong relationship. There is also a negative and insignificant correlation between gender and GJS ($r = -0.016, p > 0.05$). This implies the two variables do not influence each other. There is also a negative and insignificant correlation between age and GJS ($r = -0.091, p > 0.05$). This implies the two variables do not influence each other. There is also a negative and insignificant correlation between W.pos and GJS ($r = -0.046, p > 0.05$). This implies the two variables do not influence each other. In addition to this, there is also a positive but insignificant correlation between Aca. Level and GJS ($r = 0.111, p > 0.05$). This implies that the two variables do not influence each other.

4.4 Effect of the Independent variables on Dependent variables

Regression analysis was used to estimate or predict the impact of independent variables on the dependent variable. Multiple regressions were conducted to determine if predictor variables (PB, WE, PO, RWS, TL, GJS, Gender, Age, Aca. level, W.exp, and W.pos) significantly predict job satisfaction. Different kinds of assumptions are used for multiple regression analysis such as normality of distribution, linear relationship, homoscedasticity (equal variance), independent of residuals, and multi co-linearity.

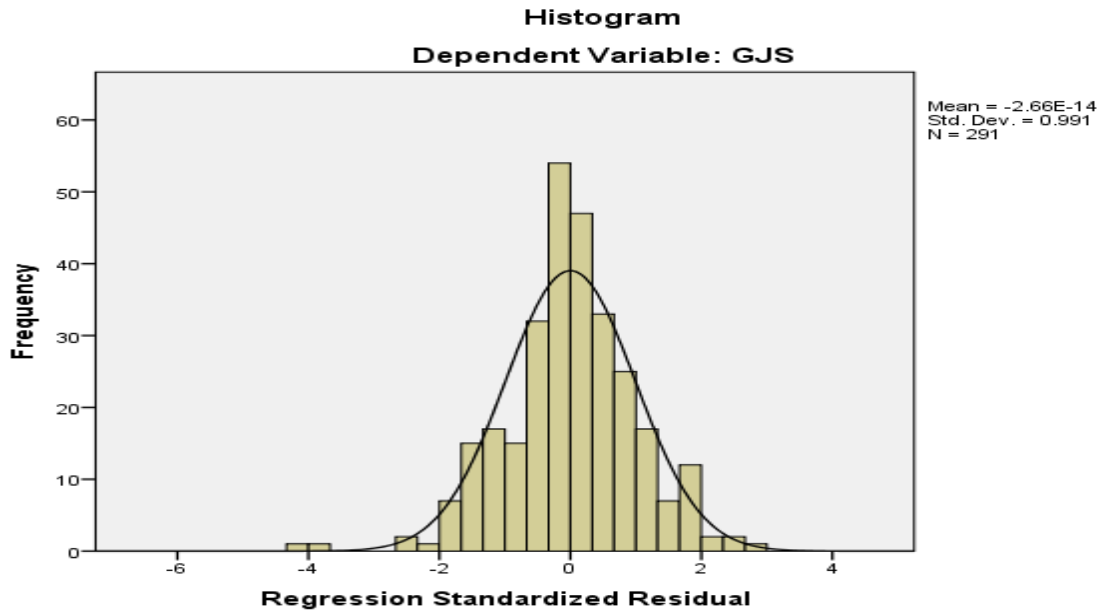
Diagnosis Tests/Assumptions

When there was more than one independent variable in the study, the researcher has to make use of multiple regression models Lind et al., (2008). Multiple linear regression analysis especially standard beta values and P-value is employed to examine the effects of PB, WE, PO, RWS, TL, Gender, Age, Aca. Level, W.exp, and W.status and GJS, and used to test the developed hypothesis.

Assumption 1: Test of Normality

Normality can be seen in the data distribution when the curve does not pass through either the left or the right (Ghozali, 2006). It shows that the data output is normally distributed. To test the normality of the data, kurtosis and skewness value was checked using SPSS 23. Skewness measures the degree to which cases are clustered towards one end of an asymmetry distribution. In general, the further the value of skewness is from zero, the more likely it is that the data are not normally distributed (Field, 2000). Kurtosis measure the level of peak in a histogram. High peaks have positive kurtosis, while flatter distribution has negative kurtosis. A histogram is simply a graph that plots a frequency distribution of data for a variable. The values of the variable go along the X-axis while the number of data points with that value (the frequency) is plotted on the Y-axis. Histograms are a great way to check whether or not your data is normally distributed. A normal distribution is a distribution of data that clusters around the mean.

Figure 4.1: Normality Tests of Residuals



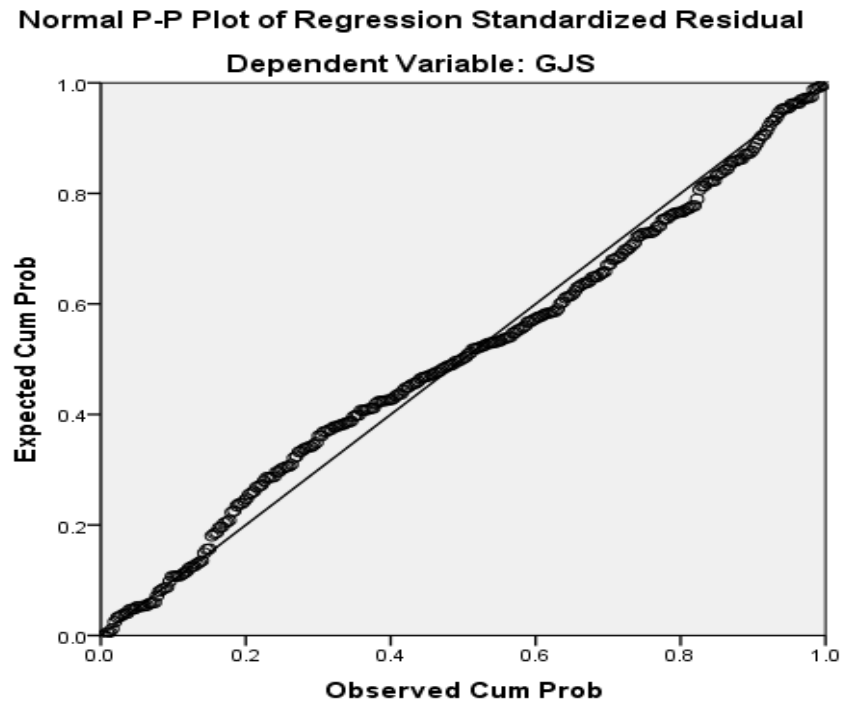
Source: own survey, 2021

According to George and Mallery (2003) cited by Rahman et al. (2017) suggested that skewness and kurtosis values for the variables should be between -3 and +3 for the acceptability as the normal distribution. Scores of PB, WE, PO, RWS, TL, Gender, Age, Aca. level, W.exp, and W.status, and GJS were normally distributed as their score was well in the range of -3 to +3. When presented on a histogram the graph has a peak and a 'bell' shaped appearance. According to our study since the residuals are normally distributed, the histogram chart above is bell-shaped and the mean is zero it fulfills the assumption of normality. Therefore in the population, the data on the dependent variable is normally distributed for each of the possible combinations of the level of the independent variables; each of the variables is normally distributed.

Assumption 2: Test of Linearity

In the normal probability plot, the points lied in a reasonably straight diagonal line from bottom left to top right. Therefore, it shows linearity. An underlying assumption of regression analysis is that the relationship between the variables is linear, meaning that the points in the diagonal line plot must form a pattern that can be approximated with a straight line.

Figure 4.2: Test of linearity



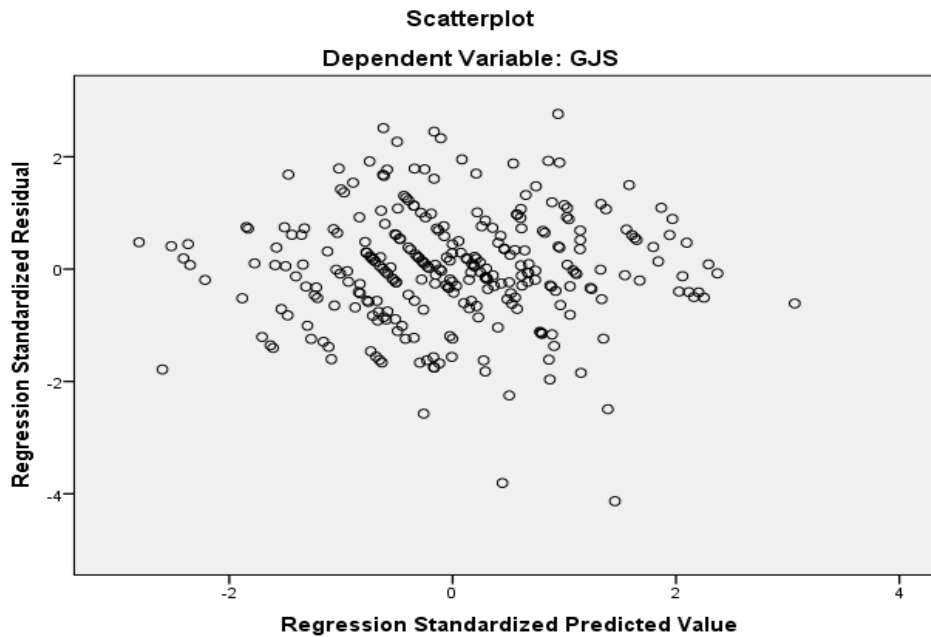
Source: own survey, 2021

The plots in the above figure show strong linear relationships.

Assumption3. Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances (Field 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the fitness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plot the standardized residuals, or errors (ZRESID) on the Y-axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X-axis and the result is presented as follows.

Figure 4.3: Scatter plot for testing homoscedasticity



Source: own survey, 2021

Assumption 4: Multicollinearity Test

According to Hair, (2006) no multi-co linearity test analysis through SPSS model VIF value, if the VIF value lies between 1-10; there is no Multi-co linearity problem, and if the VIF value <1 or >10 there is a Multi-co linearity problem. Multi co-linearity of the regression analysis refers to how strongly interrelated the independent variables in a model are. Therefore, in this study, the table below shows that the Variance Inflation Factors (VIF) and tolerance fall within the acceptance range (VIF = 1 - 10, tolerance = 0.1 – 1.0). Therefore, there is no multi-co linearity problem in the regression model used for this study. According to Hair et al. (2010) cited by Ramesh Tharu, (2019) the tolerance values should be higher than 0.1 and the VIF should be lower than 4.0 to avoid multi-co linearity. As it can be seen from the table below, the co-linearity statistics indicate that all tolerance values are greater than the benchmark indicated in the literature, showing that the five independent variables are not influenced by each other and ensuring the appropriateness of executing the regression analysis. Consequently, the multicollinearity of the regression model is also examined by Variance Inflation Factor (VIF) with the rule of thumb lower than 4.0.

Table 4.3; Coefficients^a

| Model | Colinearity Statistics | |
|-----------------|------------------------|-------|
| | Tolerance | VIF |
| 1 (Constant) | | |
| PB | .445 | 2.245 |
| WE | .580 | 1.725 |
| PO | .330 | 3.028 |
| RWS | .670 | 1.492 |
| TIL | .304 | 3.294 |
| Gender | .996 | 1.004 |
| Age | .947 | 1.056 |
| Academic level | .833 | 1.200 |
| Work experience | .763 | 1.310 |
| Work position | .988 | 1.012 |

Source: own survey, 2021

Assumption 5: Independence of residual (Autocorrelations)

The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Babatunde, 2014). In this study, Durbin-Watson is 1.600 and this is within the acceptable range. The result indicates that the variable fulfills the independence of residuals.

Table 4.4: Autocorrelations**Model Summary^b**

| Model | R | R Square | Adjusted R Square | Std. An error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|-------------------------------|---------------|
| 1 | .903 ^a | .816 | .810 | 1.15386 | 1.600 |

a. Predictors: (Constant), PO, RWS, WE, PB, TL, Gender, Age, Aca.level, W.exp, and W.status.

b. Dependent Variable: GJS

Table 4.5 Regression Analysis

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .903 ^a | .816 | .810 | 1.15386 |

a. Predictors: (Constant), Work position, Academic level of employees, PO, RWS, WE, PB, TL, Gender, Age, Aca.level, W.exp, and W.status.

Linear regression analysis includes a regression model to test the variables. All the extracted dimensions of the study were taken as independent variables against the job satisfaction of employees as the dependent variable in a multiple regression model. For all the variables of the study above test, the sample was used at a 95% confidence interval. The coefficient of determination is a measure of how well a statistical model is likely to predict future outcomes. The value of R^2 is 0.816 indicates that a strong relationship between job satisfaction of employees and its determinants. The results indicate that all independent variables contribute about 81.6% to the job satisfaction of employees while 18.4% of job satisfaction of employees is explained by other variables. This indicates that there are other variables which contribute to the job satisfaction of employee are which are not considered in this study. According to Hair et al. (2010) cited by Ramesh Tharu (2019), the value of adjusted R square is higher than the benchmark of 0.5 which is sufficiently explainable enough for the regression model.

Table 4.6: ANOVA Results

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 1656.457 | 10 | 165.646 | 124.416 | .000 ^b |
| | Residual | 372.788 | 280 | 1.331 | | |
| | Total | 2029.245 | 290 | | | |

a. Dependent Variable: GJS

b. Predictors: (Constant), PO, RWS, WE, PB, TL, Gender, Age, Aca.level, W.exp, and W.status.

The above ANOVA table demonstrates the overall model significance, and this board helps us to make sure the above model is a statistically significant predictor of the outcome i.e. job satisfaction of employees and it is evidenced that the model is a statistical predictor of job satisfaction of employees ‘for the reason that the p-value is less than .05 therefore, a significant amount of job satisfaction of employees is influenced by PB, WE, PO, RWS, Gender, Age, Aca. Level, W.exp, and W.status and TL. Furthermore, it can be concluded as, the overall regression model is significant, $F= 124.416$, $p < .05$, $R^2= 0. 816$ (i.e., the regression model is a good fit of the data).

Table 4.7; Regression Coefficient table

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1.695 | .643 | | -2.634 | .009 |
| | PB | .451 | .042 | .409 | 10.665 | .000 |
| | WE | .060 | .029 | .069 | 2.053 | .041 |
| | PO | .212 | .045 | .209 | 4.681 | .000 |
| | RWS | .062 | .021 | .093 | 2.963 | .003 |
| | TL | .273 | .050 | .255 | 5.478 | .000 |
| | Gender of employees | -.132 | .137 | -.025 | -.963 | .336 |
| | Age of employee | -.101 | .088 | -.030 | -1.145 | .253 |
| | Academic level of employees | .049 | .072 | .019 | .677 | .499 |
| | Work experience of employee | .319 | .079 | .119 | 4.043 | .000 |
| | Work position | .082 | .155 | .014 | .532 | .595 |

a. Dependent Variable: GJS

The above table shows the individual beta values of each independent variable. The beta value shows the effect of each independent variable on the dependent variable. The beta value of Pay & Benefit is ($\beta = 0.451$) which shows that by keeping other factors constant, 1 unit change in Pay & benefit will lead to an increase in job satisfaction of employees by 45.1%. And it was statistically significant at $p < 0.01$. The beta value of the Work environment is ($\beta = 0.060$) which shows that by keeping other factors constant, 1 unit change in payment will cause to 6.0% positive change in job satisfaction of the employee. And it is statistically significant at $p < 0.05$. The beta value of promotion opportunity is ($\beta = 0.212$) and it is statistically significant at $p < 0.01$, which shows that by keeping other factors constant, 1 unit change in promotion opportunity will cause to 21.2% positive change in job satisfaction of the employee. The beta value of

Relation with the supervisor is ($\beta = 0.062$) and it is statistically significant at $p < 0.05$, which shows that by keeping other factors constant, 1 unit change in Relation with the supervisor will cause a 6.2% positive change in employee satisfaction. The beta value of TL is ($\beta = 0.273$) and it is statistically significant at $p < 0.01$, which shows that by keeping other factors constant, 1 unit change in trust in leadership will lead to a 27.3% change in job satisfaction of the employee.

Employee gender and age has a negative insignificant value with $\beta=-.132$ and $\beta=-.101$ at $p>0.05$.while the other two demographic variables academic level and work position has a positive and insignificant value of $\beta=0.082$ and $\beta=0.049$ at $p>0.05$. All of them (H6, H7, H8, and H10 are not accepted.)

Depending on table the following regression model was stated as follows:

$$Y = \beta_0 + \beta_1PB + \beta_2WE + \beta_3PO + \beta_4RWS + \beta_5TL + \beta_6Gender + \beta_7Age + \beta_8Aca.level + \beta_9W.exp + \beta_{10}W.pos + \varepsilon$$

$$Y = -1.695 + 0.451PB + 0.060WE + 0.212PO + 0.062RWS + 0.273TL - 0.132Gender - 0.101 Age - 0.049Aca.level + 0.319W.exp + 0.082W.pos + \varepsilon$$

Where Y= job satisfaction

β_0 =Constant term

β_1 =Coefficient Variable of Pay & Benefit

β_2 =Coefficient Variable of Work environment

β_3 =Coefficient Variable of promotion opportunity

β_4 =Coefficient Variable of Relation with supervisor

β_5 =Coefficient Variable of trust in leadership

β_6 = Coefficient Variable of Gender

β_7 = Coefficient Variable of Age

β_8 = Coefficient Variable of Academic level

β_9 = Coefficient Variable of Work Experience

β_{10} = Coefficient Variable of Work position

Discussion of the Results

This section presents the results indicted by regression analysis and discusses the contribution of independent variables.

Effect of Pay &benefit on job satisfaction

The results of multiple regressions, as presented in the above table, revealed that pay & benefit had a significant effect on job satisfaction with values ($\beta = 0.451$, $t = 10.665$, $p < 0.01$). The findings support the theory/concepts of the development of employee satisfaction, and that a meta-analytic study carried out by Judge et al. (2010) showed that the most important influences on a person's job satisfaction experience emanate from payments. In addition, it is consistent with Luthans (1995) notes that "wages and salaries are recognized to be a significant, but complex, multidimensional predictor of job satisfaction. Also a study by Mosammod Mahamuda and M. MNurul (2011) shows good salary and good compensations are key factors in satisfying the employee. Similarly Nezaam Luddy's (2005) results indicate that the strongest correlation was obtained between satisfaction and pay. Hence, H1 is accepted.

Effect of working environment on job satisfaction

The results of multiple regressions, as presented in Table above, revealed that the working environment had a positive and significant effect on employees' job satisfaction with values ($\beta= 0.101$, $t = 2.053$, $p < 0 .05$). The result is consistent with Mafini and Dlodo (2014) who conducted a similar study in public health institutions, and it shows a strong and positive association between working environment and employee satisfaction with correlation ($r = 0.569$, $\beta = 0.064$). Likewise, the finding of Tharu, (2019) conducted the study in cooperative organization working environment had a positive and significant effect on employees job satisfaction with value $\beta = 0.158$, t value = 2.699 with ($P < 0.05$). Hence, H2 is accepted.

Effect of Promotion opportunity on job satisfaction

The results of multiple regressions, as presented in Table 4.8 above, revealed that Promotion opportunity had a significant effect on job satisfaction with values ($\beta = 0.212$, $t = 4.681$, $p < 0.01$). The value of beta showed 1 unit changes in Promotion opportunity will bring 21.2% unit changes in job satisfaction. The result consistent with research by Islam et al. (2011) confirmed that employees, in general, will be satisfied when the organization provides the opportunity for growth and promotion. This shows that promotion had a positive impact on job satisfaction as stated earlier by (Locke, 1976), advocates that the aspiration to be promoted emanates from the desire for social status psychological growth, the desire for justice. The finding also fits the to the idea that Armstrong (2014) mentioned in the literature review when he explain about Herzberg's two factor theory, the needs for achievement and the chance for advancement protects employee job dissatisfaction. Thus management should remember that promotion furnishes a positive motivating tool in certifying that the employee conquers goals at a higher level. Hence, H3 is accepted.

Effect of Relation with supervisor on job satisfaction

The results of multiple regressions, as presented in Table above, revealed that Supervision had a significant effect on job satisfaction with values ($\beta = 0.062$, $t = 2.963$, $p < 0.05$). The value of beta showed 1 unit change in supervision will bring 6.2 % changes in job satisfaction. This showed that Supervisor had a positive impact on job satisfaction as indicated by Luthans, (1992) the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction. Apart from that employees such as technical teams would expect technical supervision of their work; continuous basis technical supervision and support could generate satisfaction especially among knowledge workers in different types of organizations. Hence, H4 is accepted.

Effect of Trust in leadership on job satisfaction

The results of multiple regressions, as presented in the above table, revealed that Trust in leadership had a significant effect on job satisfaction with values ($\beta = .273$, $t = 5.478$, $p < 0.01$). which revealed that Trust in leadership has a positive significant effect on job satisfaction. The value of beta showed 1 unit changes in Trust in leadership will bring 27.3% unit changes in job

satisfaction. The empirical findings from Dilina, (2018) indicate that employees at the public health institution in the Western Cape, where the research was conducted, are most satisfied with their co-workers, followed by the trust in leaders themselves and the relation with supervisors they receive. Hence, H5 is accepted.

Effect of work experience on job satisfaction

The results of multiple regressions, as presented in the above table, revealed that work experience had a significant effect on job satisfaction with values ($\beta = \beta = 0.060$, $t = 4.043$, $p < 0.01$). which revealed that work experience has a positive significant effect on job satisfaction. The value of beta showed 1 unit changes in work experience will bring 6.0% unit changes in job satisfaction. The finding was consistent with Luthans. F. (2001), Person with more experience is more satisfied with their jobs when compared to those who are less experienced. It also coincide with Vrooms Expectancy theory which explains as employee job satisfaction is based on an individual level factor like experience, and again it is also consistent with Aamodt (2010) conclusion from the assumption of Theory of individual difference that states satisfaction is consistent with time and circumstances. Hence, H9 accepted.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter discusses the prominent findings of the study and refers to relevant research to support the findings of the current study. It includes a conclusion and recommendation. It also contains information about results obtained from the inferential statistics factors of job satisfaction, correlations between the factors of job satisfaction, multiple regression analysis, and significant statistical differences between dependent and independent variables. Conclusions are drawn based on the obtained results and recommendations are set for future research.

5.1. Summary of the Major Findings

- ❖ The major objective of this study was to evaluate the influence of determinants on the employees' job satisfaction in kirkose sub-city selected public sectors and five different woredas. The study depends on a 291 sample size for analyzing the data. To test the hypotheses, an explanatory research design with a quantitative approach was used. For data analysis, inferential statistics were used. In the statistics table frequencies and percentages were used to analyze the background information such as; sex, age, level of education, working experience, and work position of the respondents.
- ❖ From the analysis done, it is evident that the factors namely Work experience, pay and benefit, working environment, promotion opportunities, Relation with supervisor, and Trust in leadership have a positive and significant effect on job satisfaction. This implies that these factors are important to judge employees whether they are satisfied or not. Gender, Age, Academic level, and Work status are insignificant in this study.
- ❖ It has been observed that pay and benefit have a high standardized beta coefficient with the job satisfaction with 40.9% compared to the other factors. Next to that Trust in leadership beta coefficient of 25.5%. Promotion Opportunity and work experience have the following value 20.9%, 11.9%, respectively. This implies that the above factors can affect employee's job satisfaction.
- ❖ Based on previous theories and researches regarding determinants of employee's job satisfaction, this study shows that from the independent variables i.e. pay and benefit, working environment, promotion opportunities, Relation with supervisors, trust in leadership, and work experience has a significant impact on employee job satisfaction.

- ❖ The results of the study indicated that employee satisfaction and the determining variables have a positive correlation. Among all the variables pay and benefit and trust in leadership have the major effect on the satisfaction of employees.
- ❖ The regression analysis result indicated that 81.4% of the variation on the employees' job satisfaction can be explained by the composite measure of pay and benefit, working environment, promotion opportunities, Relation with supervision, and Trust in leadership. The remaining 18.6% were explained by other variables that are not included in this study.

5.2 Conclusion

Employees are more committed to their job when they are satisfied than dissatisfied one. This is because a person with a high level of job satisfaction holds a positive attitude towards the job, while a person who is dissatisfied with his or her job holds a negative attitude about the job (Robins, 2003). This paper focuses on determinants of job satisfaction in selected kirkos sub-city public service sectors perspective. It offers key contributions in the human resource management of kirkos sub-city public sectors as well to the city administration public sector by suggesting the key considering factors to attain job satisfaction of the sub city's public sectors employees. To attain the job satisfaction of the employees, the human resource management department of kirkose sub city's public service administration should concentrate on pay and benefit, working environment, promotion opportunities, Relation with supervisor, work experience, and trust in leadership.

To be more specific, this paper emphasizes the most on pay and benefit, Trust in leadership, promotion opportunity and work experience as the key determining factor for attaining employees job satisfaction in kirkose sub city's public sectors. The public sectors of the sub-city should always try to attain job satisfaction of their employees to improve their productivity and attain the desired result by focusing on these determinants of employees' job satisfaction.

Concerning the objective of the study each determinant variable of job satisfaction before it may be deduced from the R Square value of 0.816 that 81.6% of the variance in employee's job satisfaction can be accounted for by these independent variables. It should be noted that the variance accounted for by these variables is relatively large, with the remaining 18.4% of the variance being explained by factors other than those considered. From this, it can be concluded

that pay and benefit, working environment, promotion opportunities, Relation with supervisor, work experience, and trust in leadership statistical significance at the 0.01 level.

5.3. Recommendation

The following recommendations were made from the findings and conclusion of the study: Based on this the management of the selected sub-city administration public sectors, including the Addis Ababa city administration, are recommended to improve their working atmosphere for the satisfaction of their employees. This will make them equally satisfied with those who work under normal working conditions and in return overall performance will increase.

- ❖ Management of public sectors (including policy planners) should consider pay and benefit, working environment, promotion opportunities, Relation with supervision, work experience, and trust in leadership as an important factor while designing the job.
- ❖ . Top management of those public sectors needs to design fair and equitable pay and benefits as an important factor while designing the job system
- ❖ Generally, it is recommended that management of the public sector should effectively implement the determinants of employees' job satisfaction such as pay and benefit, working environment, promotion opportunities, Relation with supervisor, work experience, and trust in leadership for incremental of employees' job satisfaction.

5.4. Suggestions for further research

The study suggests further studies to be conducted on the same topic in other sub-cities to ascertain the results found. Especially, in Addis Ababa, public service organization determinants of job satisfaction employees need special attention to minimize turnover and transfer of employees from one public organization to another one. There are many determinant factors of job satisfaction, so researchers should give attention to variables without pay and benefit, working environment, promotion opportunity, relation with supervisor, Trust in leaders. However, variables like different racial groups, leadership style, organizational climate, organizational culture, and other determinant factors should be studied by other researchers. And also employee`s commitment to organizational goals and other job characteristic dimensions effect should be examined further.

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Appendix

Research Project survey questionnaire

Addis Ababa University College of Business & Economics

Department of Management

MBA Program

Dear Respondent

This questionnaire has been designed to solicit information for the purely academic purpose which is to collect data on the title of **Determinants of employee job satisfaction in the case of kirkos sub-city** in partial fulfillment of the requirement for the master thesis of Business Administration (MBA) in Management. Your willingness to take part and honest response in this research are therefore deeply appreciated. Since this research is approved by the University for academic purposes, be sure that the information you provide will be confidential.

NB. All information given would be treated with the utmost confidentiality and no need to write your name. For any clarification needed please contact me at 0961183086/0911705043. **Tariku Tefera**

Thank you in Advance

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

1. **What is your gender?**

Male Female

2. **please indicate your age group**

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

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

High school complete

- TVT Certificate
- TVT or College (diploma)
- University (Graduate) Degree
- University (Postgraduate) MA/MSC
- Others (Specify) _____

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

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

5. Your work position in this organization

- Supervisor
- non-supervisor

Part two. General Job satisfaction questionnaire

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

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

| | Job Satisfaction | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|----------|----------|----------|----------|----------|----------|----------|
| 1 | Generally , I am satisfied with this job | | | | | | | |
| 2 | I am satisfied with the kind of work I do in this job | | | | | | | |
| 3 | I frequently think of quitting this job | | | | | | | |
| 4 | Most people on this job are satisfied with the job | | | | | | | |
| 5 | People on this job often think of quitting it | | | | | | | |

Part three. Determinants of job satisfaction questionnaire

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

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

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

| | Working Environment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----|--|----------|----------|----------|----------|----------|----------|----------|
| 6 | I am able to personalized by work space | | | | | | | |
| 7 | My work area has many visual destructions | | | | | | | |
| 8 | My work station is large | | | | | | | |
| 9 | I can determine the organization’s appearance of my work area | | | | | | | |
| 10 | My workplace provides an undisturbed environment | | | | | | | |
| | Promotion opportunity | | | | | | | |
| 11 | Promotion opportunities are not limited and are fairly adequate in this organization | | | | | | | |
| 12 | My organization has a clear and fair promotion policy and strategy that takes efficiency Performance and experience into account | | | | | | | |
| 13 | My organization puts the right person in the right position | | | | | | | |
| 14 | My organization gives proper attention to staff complaints and grievances | | | | | | | |
| 15 | Regarding promotion, I feel that I am treated fairly | | | | | | | |

| | | | | | | | | | |
|----|---|--|--|--|--|--|--|--|--|
| | compared with colleagues in my organization who have similar qualifications and who have served a similar number of years | | | | | | | | |
| | Supervisor/management | | | | | | | | |
| | Supervisor/ management style | | | | | | | | |
| 16 | My supervisor is available when needed | | | | | | | | |
| 17 | My supervisor shows consideration for subordinates' feelings | | | | | | | | |
| 18 | My supervisor allows me to participate in important decision making | | | | | | | | |
| 19 | I receive regular feedback about my performance | | | | | | | | |
| | Supervisor feedback | | | | | | | | |
| 20 | The feedback I receive from my supervisor is useful | | | | | | | | |
| 21 | The form my supervisor uses accurately evaluates my performance | | | | | | | | |
| 22 | My performance appraisal is conducted on time each year | | | | | | | | |
| | Trust in leaders | | | | | | | | |
| | Affective trust in supervisor | | | | | | | | |
| 23 | I'm confident that my supervisor will always care about my personal needs at work. | | | | | | | | |
| 24 | If I share my problems with my supervisor, I know he/she would respond to them with care. | | | | | | | | |
| 25 | I'm confident that I could share my work difficulties with my supervisor. | | | | | | | | |
| 26 | I'm sure I could openly communicate my feelings to my supervisor. | | | | | | | | |
| 27 | I feel secure with my supervisor because of his/her sincerity | | | | | | | | |

Thank you!

በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ፋክሊቲ

ቢዝነስ አስተዳደር የትምህርት ክፍል

ውድ ተሳታፊዎችን

የዚህ መጠይቅ ዓላማ በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ፋክሊቲ በቢዝነስ አድሚኒስትሬሽን የሁለተኛ ዲግሪ መመሪያ ፀሁፍ ማሟያ በቁርቆስ ክ/ከተማ የሠራተኞችን የስራ አርካታ የሚወሰኑ ምክንያቶች ያላቸውን ተጽእኖ ለማወቅ የተዘጋጀ ነው። ይህ ጥናት ለሁለተኛ ዲግሪ መመሪያ ጽሁፍ ማሟያ ሰነድ ውጭ ለሌላ ዓላማ የሚደረግ አለመሆኑን ጥናቱን ለሚሞሉት ተሳታፊዎች ለማረጋገጥ እወድለሁ። ይህንን መጠየቅ ለመሙላት ውድ ጊዜዎን በመስጠትዎ ያለኝን ምስጋናና አክብሮት እየገለጽኩ መጠይቁን በተመለከተ ለሚያቀርቡት የግልጽነት ጥያቄዎችና አስተያየቶች ከዚህ በታች በተቀመጠው የጥናቱ ባለቤት የስልክ አድራሻ ማገኛትና ማቅረብ ይችላሉ። 0961183086/09117050

አመሰግናለሁ!

ክፍል አንድ. አጠቃላይ መረጃ

እባክዎን ለእርስዎ ተስማሚ ምርጫ (✓) ምልክት በሳጥኑ ውስጥ ያስቀምጡ።

1. የእርስዎ ያታ ምንድነው?

ወንድ ሴት

2. እባክዎን በየትኛው የዕድሜ ክልል እደሚገኙ ያመለክቱ

18-29 30-39 40-55 >56

የእርስዎን ከፍተኛ የትምህርት ደረጃ ያመለክቱ?

12ኛ እና ከዚህ በታች የዩኒቨርሲቲ የመጀመሪያ ዲግሪ

የቴክኒክና ሞያ ስርተፊኬት የዩኒቨርሲቲ ሁለተኛ ዲግሪ

የቴክኒክና ሞያ/ኮሌጅ ዲፕሎማ ሌላ ካለ ይገለጽ _____

3. በዚህ ድርጅት ውስጥ ያሳለፉት የአገልግሎት ጊዜ?

ከ 1 ዓመት በታች 1-3 ዓመት

ከ 4-6 ዓመት ከ 6 ዓመት በላይ

5. አሁን ያሉት የስራ መደብ

ስራ አስተባባሪ ፈ.ዓሚ.

ክፍል ሁለት: የሥራ እርካታ መጠይቅ

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

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

7. ሙሉ በሙሉ እረክቻለሁ

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

ክፍል ሦስት፡- በሥራ እርካታ ላይ ተጽእኖ ለሚያመጡ ምክንያቶች የተዘጋጀ መጠይቅ በሚከተሉት የስራ እርካታ ልኬቶች ላይ በምን ያህል ደረጃ ተስማምተዋል? ከዚህ በታች ከተቀመጡት አማራጮች የሚመርጡትን ምርጫ የሚያመለክተውን ቁጥር በሳጥኑ ካለው ቁጠር ጋር በማስተያየት የ (√) ምልክት ያስቀምጡ።

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

| | ክፍያና ጥቅማጥቅም በተመለከተ (Pay and Benefit) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| 1 | የሚከፈለኝ ደሞዝ የኑሮ ወጪዬን ለመሸፈን የሚያስችል ነው | | | | | | | |
| 2 | በደሞዝ ጭማሪ መካከል ያለው ጊዜ ምክንያታዊ ነው | | | | | | | |
| 3 | ስለሚከፈለኝ ክፍያ ሳስብ ለድርጅቱ ምስጋና ይገባዋል | | | | | | | |
| 4 | መሥሪያ ቤቱ ተገቢ የሆነ የደሞዝ አከፋፈል ስኬል አለው | | | | | | | |
| | ጥቅማጥቅም በተመለከተ (Fringe Benefits) | | | | | | | |
| 5 | መሥሪያ ቤቱ ሁሉንም አስፈላጊ ጥቅማጥቅሞች አካቷል (የጤና መድሃኒት፣ አበል እና የላብ መተኪያ ወዘተ....) | | | | | | | |

| | የሥራ አካባቢን በተመለከተ (Working Environment) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----|--|---|---|---|---|---|---|---|
| 6 | በመሥሪያ ቤቱ ውስጥ የራሴ የሆነ የመሥሪያ ቦታ አለኝ | | | | | | | |
| 7 | የሥራ ቦታዬ በርካታ በአይን የሚታዩ ችግሮች ያሉበት ነው | | | | | | | |
| 8 | የሥራ ቦታዬ በቂና ሰፊ ነው | | | | | | | |
| 9 | የሥራ ቦታዬን አደረጃጀት ምን መምሰል እንዳለበት መወሰን እችላለሁ | | | | | | | |
| 10 | የምሠራበት የሥራ ቦታ የማይረብሽና ምቹ የሚሰጥ ነው | | | | | | | |
| | የእውቅና እና ራስን የመለወጥ ዕድል ከማግኘት አንጻር (Promotion opportunity) | | | | | | | |

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| 11 | በመሥሪያ ቤቱ ያሉት የእውቅና ዕድሎች በቂ ናቸው | | | | | | | |
| 12 | መሥሪያ ቤቱ ውጤታማ አፈፃፀምን እና ልምድን ከግምት ውስጥ ያስገባ ግልጽ እና ፍትሃዊ የሆነ የእውቅና ፖሊሲና ስትራቴጂ አለው | | | | | | | |
| 13 | መስሪያ ቤቱ ትክክለኛውን ሰው በትክክለኛው የሥራ በታ ያስቀምጣል | | | | | | | |
| 14 | መስሪያ ቤቱ በእውቅና አሰጣጥ ላይ በሠራተኞች ለሚቀርቡ ቅሬታዎችና ተቃውሞዎች ተገቢውን ትኩረት ሰጥቶ ይፈታል | | | | | | | |
| 15 | በመሥሪያ ቤቱ እውቅናንና ደረጃ ዕድገትን በተመለከተ ተመሳሳይ ብቃት ካላቸውና ተመሳሳይ ዓመት ካገለገሉ ሰራተኞች እኩል በማወዳደር በፍትሃዊነት እንደታየሁ ይሰማኛል | | | | | | | |
| | የቅርብ ኃላፊን በተመለከተ (Supervisor style) | | | | | | | |
| 16 | የቅርብ ኃላፊዬ በተፈለገበት ሰዓት ሁሉ ይገኛል | | | | | | | |
| 17 | የቅርብ ኃላፊዬ በስሩ ለሚገኙ ሠራተኞች ሀላፊነት ይሰማዋል | | | | | | | |
| 18 | የቅርብ ኃላፊዬ አስፈላጊ በሆኑ ጉዳዮች ውሳኔ ላይ እንድሳተፍ ዕድል ይሰጠኛል | | | | | | | |
| 19 | ከቅርብ ኃላፊዬ ተከታታይ የሆነ የሥራ አፈፃፀም ግብረ-መልስ አገኛለሁ | | | | | | | |
| | ግብረመልስ (Supervisor feedback) | | | | | | | |
| 20 | ከቅርብ ኃላፊዬ የማገኘው የሥራ አፈፃፀም ግብረ-መልስ ጠቃሚ ነው | | | | | | | |
| 21 | የቅርብ ኃላፊዬ የስራ አፈፃፀሜን በትክክል ይገመግማል | | | | | | | |
| 22 | የሥራ አፈፃፀም ምዘናዬ ሁልጊዜ በሰዓቱ ይከናወናል | | | | | | | |
| | በአመራሩ ላይ ያለ እምነት (Trust in leadership) | | | | | | | |
| 23 | የቅርብ ኃላፊዬ ሁልጊዜ በሥራ ላይ ስላሉ ክፍተቶች | | | | | | | |

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| | እንደሚጨነቅ እርግጠኛ ነኝ | | | | | | | | |
| 24 | ያሉብኝን ችግሮች ለቅርብ ኃላፊዬ ካጋራው በአግባቡ እንደሚመለስልኝ አውቃለሁ | | | | | | | | |
| 25 | ያሉብኝን የሥራ ላይ ችግሮች ለቅርብ ኃላፊዬ እንደሚጋራ እርግጠኛ ነኝ | | | | | | | | |
| 26 | የሚሰማኝን ስሜት ለቅርብ ኃላፊዬ በግልጽ ማሳወቅ እንደቻልኩ እርግጠኛ ነኝ | | | | | | | | |
| 27 | የቅርብ ኃላፊዬ መልካም ሰው በመሆኑ በእርሱ ደህንነት ይሰማኛል | | | | | | | | |

አመሰግናለሁ!