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Addis Ababa University
College of Business and Economics
Department of Public Administration and Development Management

The Effect of Job Satisfaction on the Performance of Administrative Staffs in
Addis Ababa University

By

Leyu Abebe Haile

June, 2019

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Leyu Abebe Haile

Advisor

Dr. Gemechu Ararssa

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Addis Ababa, Ethiopia

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This is to certify that the thesis prepared by Leyu Abebe entitled “The effect of job satisfaction on the performance of administrative staffs in Addis Ababa university”, which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

The purpose of the study was to assess the effect of job satisfaction on performance of administrative staffs in Addis Ababa University. The study made use of both primary and secondary data sources. The required data was collected through the administration of questionnaire and in-depth interview. Questionnaires were administered for 407 administrative staffs from which 380 responded. In-depth interviews for management staff were conducted to elicit their responses on job satisfaction and its effect on performance. Descriptive statistics such as frequencies, percentages, mean and standard deviation were used. The study indicated extrinsic and intrinsic job satisfaction factors influence the level of employees' job satisfaction in the university. The study concludes that job satisfaction and determinants of job satisfaction highly influenced employees' work performance. The study recommends the management of AAU should make improvement on job satisfaction and job satisfaction factors in order to increase employees' work performance which maintains high level of productiveness in the organization.

Keywords: *Administered staff, Addis Ababa University, Job satisfaction and work performance*

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The quality of an organization's manpower always differentiates it from the other organizations. It is true to say that different employees in an organization yield different levels of performance under the various circumstances according to their satisfaction level, motivation level, behavior and many other reasons contribute in yielding various levels of performance by various individuals (Arif and Chohan, 2012).

The productivity and efficiency of human resource depend upon a number of dynamic factors which range from personal factors to organizational policies. Job satisfaction is one of the very most important factors which impact the productivity of human resources. For this reason, job satisfaction is considered to be an area that has attracted more research in the literature of organizational behavior and organizational psychology over the past three decades (George and Jones, 2008). In general, employee job satisfaction has been defined as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering" (Portoghese, Galletta, & Battistelli, 2011). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2010). Hence, the success of any organization depends on its ability to demonstrate good manners to inspire its workforce to appreciate such behaviors so as to get their commitment to the organisation (Yousaf et al., 1998). Studies suggest career opportunities, job influence, teamwork and job challenge as the main factors that influence employee job satisfaction (Armstrong, 2006). Also, Opkara (2002) maintains that satisfaction

is as a result of promotion, recognition, job involvement and commitment. Organizations normally commit their resources to stimulate employee job satisfaction for the purpose of its benefit to the workers and the organization as a whole (Lim, 2008). From a humanitarian perspective, people merit to be treated fairly and with respect hence job satisfaction is an indication of a good treatment of employees. It also indicates the emotional well-being or psychological health of employees. Also, job satisfaction from a utilitarian perspective could influence employees to develop behaviors that may retard organizational progress. According to Murray (1999), job satisfaction ensures that existing employees are retained so as to save the cost of engaging new ones. It shows how much people like or dislike their jobs and generally considered as the driver of employee retention and productivity. Job dissatisfaction adversely affects recruitment cost, selection and training, encouragement of employees and organizational growth (Padilla-Velez, 1993). Each of these reasons is sufficient to justify concern with job satisfaction phenomena.

The study of the relationship between job satisfaction and job performance has been described as 'Holy Grail' of organizational behavior research (Weiss and Cropanzano, 1996). The burgeoning literature on their relationship suggests that, job is recognized as not the only a means of earning a living, but as a major extension of identifying person's happiness.

Researchers were first made aware of the link between satisfaction and performance through the 1924 – 1933 Hawthorne studies (Naidu, 1996). The purpose of the study was precisely to do a research on the relationship between lighting and efficiency. The experiment was conducted in 1924 by researchers from Western Electric and Harvard University at the Hawthorne Works of the Western Electric Company. Various sets of lights, at various intensities, were set up in rooms where electrical equipment was being produced. The

amount of illumination, (bright, dim, or a combination) provided to the workers, seemed to have no effect on production as had been expected (Muchinsky, 2006).

The results of the Hawthorne study were so unexpected that supplementary investigation revealed many previously unknown aspects of human behavior in the workplace. Researchers got to learn that factors other than lighting affect worker's productivity. The workers responded positively to the attention they were receiving from the researchers and as a result, productivity rose. Job performance continued to improve because of the uniqueness of the situation; when the novelty wore off, production returned to its earlier level. Research has offered a lot of support that a happy and satisfied employee is productive; in fact, research suggests that causality may flow in the opposite direction from productivity to satisfaction (Bassett, 1994). Iaffaldano and Muchinsky (1985) proposed that the statistical relationship between job satisfaction and performance was 0.17, which signifies that job satisfaction and performance are slightly related.

Organ (1988) proposes that the inability to determine a strong relationship between the two variables is attributable to the narrow definition that is given to work performance. Organ (1988) challenged that when performance is defined to take into consideration critical behaviors not normally revealed in performance appraisal for example organizational citizenship behavior, its link with job satisfaction improves. Shahu and Gole (2008) in their research analyze the effects of job satisfaction on performance. They summed up their findings on a factor that work satisfaction should be considered by the organization as an important plan which needs to be extended in order to improve employees performance.

Prasada et al. (2014) assessed the level of job satisfaction and the relationship between job

satisfaction and work performance in National Bank of Ethiopia. The study found that there is a positive association between job satisfaction and job performance. In other words, good working condition; reasonable pay system, faire promotion and appropriate work itself affect employee performance that is employee quality of work, quantity of work, time effectiveness and cost effectiveness of employee. Job satisfaction has positive influence on employee job performance.

Studies related to job satisfaction and its effect on performance among academics in higher education has been conducted overseas such as the United States, United Kingdom, Australia, Germany, Hong Kong and Sweden (Lacy & Sheehan, 1997) and , Ethiopia(Dawit et al., 2017). This study considered the working atmosphere and the general work satisfaction. The findings of this study demonstrated that the causes of satisfaction among academicians are university atmosphere, morality, sense of community, and relations among colleagues and job satisfaction influences employees job performance.

In 2009 Baldwin confirmed that despite the increase in the research papers investigating the effect of job satisfaction on performance limited studies were done on administrative staff at universities. For this reason, this study attempted to assess the effect of job satisfaction on performance of administrative staff in Addis Ababa University.

The study will contribute to human resource management process and executive management of the University for planning and decision making by knowing the real effect of job satisfaction on performance.

1.2. Statement of the Problem

Addis Ababa University (AAU), which was established in 1950 with an initial name University College of Addis Ababa (UCAA), is the oldest and the largest higher learning institution in Ethiopia. In the university, there are two types of workforce, which are academic and administrative staff and the largest single group of employees in the university is administrative staff.

As preliminary interview with some administrative staffs of Addis Ababa University, the university has a sponsorship programs that assist employees to pursue academic education programs. Yet, after the employees' complete their education those employees expect to place in positions they fit nevertheless the university has no any appropriate strategies and measures in promoting the staffs in terms of status and responsibility . The employees claimed that this aspect influence their work performance in the negative way and inspire them to leave their job. It is true to say that different employees in an organization yield different levels of performance under the various circumstances according to their satisfaction level, motivation level, behavior and many other reasons contribute in yielding various levels of performance by various individuals (Arif & Chohan, 2012).

Moreover, earlier studies on employee job satisfaction mainly focused on the factors that contribute to its attainment but not much analysis on its impact towards performance was made (Dinler, 2008). A number of studies on job satisfaction have been carried out over the years, however the study have been done at industry and profit-making institution and little has been done in public sector organizations. An example of such studies is one carried out by Grant, Fried, & Juillerat in 2010 on bankers in the UK. The lack of enough research on

employee job satisfaction in public organizations brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments cannot attain job satisfaction from the same factors.

There has been a great challenge on the part of managers in Addis Ababa University on determining how exactly they can attain maximum job satisfaction for their employees which they believe would go a long way to improve on the organizational overall performance. Many have tried to attain job satisfaction of their employees by trying to use methods that were successful in other organizations and have met with failure, but the reason is simply because this research was not directly relevant to their own employees. This therefore is the knowledge gap that is trying to be filled in this research.

1.3. Research Question

- What are the factors leading to job satisfaction of administrative staff in Addis Ababa University?
- What is the level of job satisfaction of administrative staff in Addis Ababa University?
- To what extent does job satisfaction of the staff influence their performance?
- What are the measures taken by the University to improve employees' job satisfaction and their performance?

1.4. Objectives of the study

1.4.1. General Objective

The general objective of the research is to assess the effect of job satisfaction on performance of administrative staffs in Addis Ababa University.

1.4.2. Specific Objective

The study is designed to meet the following specific objectives:

1. To assess the factors leading to job satisfaction of administrative staff in Addis Ababa University?
2. To identify the level of job satisfaction of administrative staff in Addis Ababa university
3. To examine the extent to which job satisfaction of the staff influence their performance
4. To investigate the measures taken by the University to improve employees' job satisfaction and their performance?

1.5. Significance of the Study

The result of this study primarily benefits Addis Ababa University to design appropriate strategies and take important measures in improving non-academic employees' job satisfaction through an understanding of factor that enhance job satisfaction and a means to achieve the organizational objectives. In addition, the study will contribute to the Human Resource Management Process and executive management of the University for planning and decision making by knowing the real effect of job satisfaction on employee performance. Further, it will also contribute as a source of reference to other universities to measure and manage the job Satisfaction level of their employees and its effect on employee Work performance. Finally, the study will be used as a reference material for those individuals or researchers who want to conduct research on this topic for the future.

1.6. Scope of the Study

The scope of this study is to address the effect of job satisfaction on performance of Addis Ababa University at main campus and College of visuals and Art School. Because of time

and resources, even though there are other colleges of AAU, the study is mainly delimited and focused on the administrative staffs of the university at main campus and college of visuals and Art school that consist of large and small number of employees respectively as compared to other colleges. Moreover, the study also fully excludes those staffs that are under the academic category.

1.7. Limitations of the Study

The limitation of the study relates to the sampling procedure i.e. purposive sampling, (to select sample) which limits the generalizability of the research findings and the research sample was limited to administrative staffs from main campus and college of visual and Art school. The limitation relates to the sample size for primary data sources; the number of participants included in the sample. The analysis of demographic data did not determine whether there is an effect of demographic criteria on the intent study. Furthermore, other factors which may influence work performance were not measured.

1.8. Organization of the study

The study consists of five parts. The first part highlights the background of the study, statement of the problem, objectives, research questions, scope of the study, limitation of the study and significant of the study. The review of the related literature is discussed in the second part of the study. It presents the conceptual frameworks or a brief review of related studies that serve as the basis and proof to support the basic questions of the study. The third part addresses research design and methodology. It explains the methods, approaches, procedures and instruments that are used to achieve the purpose of the study. The fourth part focuses on the finding of the study, data analysis, results, interpretation, and discussion. The fifth part presents summary, conclusion, and recommendations.

CAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This literature review focus on empirical and theoretical frameworks of the study, such as concepts and definition of job satisfactions, concepts of employees' performance, measurement of job satisfaction, determinants of job satisfaction and effects of job satisfaction on performance.

2.2. Concepts of Job satisfaction

Job satisfaction is concerning one's thoughts or state-of-mind regarding the nature of their work. job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work (Tanjeen, 2011).

An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction is an affective or emotional response towards various facets of one's job. In other words, job satisfaction involves a person's positive or negative feelings about his or her job (Lise& Timothy, 2004).

The most used definition of job satisfaction in organizational research is that of Locke (1980), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Locke developed three important dimensions of job satisfaction. They are as follows:

- Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred.
- Job satisfaction is often determined by how well outcomes meet or exceed expectations.

For example, if organizational participants feel that they are working much harder than other is in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or co-workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied.

- Job satisfaction can be viewed as representing a combination of related attitudes

Sowmya1 & Panchanatham (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled. Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest.

Job satisfaction refers to a collection of opinions that an individual holds towards his or her job. A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job (Langton & Robbins, 2006).

Job satisfaction is simply how people impression about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being.

Many researchers have studied the importance of enhancing job satisfaction and it is

discussed in different literatures. The effect of job satisfaction is linked with vital organizational elements. The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behavior (OCB), organizational commitment, and productivity.

2.3. Determinants of Job Satisfaction

Employee satisfaction and could be influenced by many variables either positively or negatively. Job satisfaction factors can be extrinsic or intrinsic.

2.3.1. Extrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization

The Two-factor theory or Herzberg's (1959) motivation-hygiene theory that was developed by Frederick Herzberg introduced the two factors that influence job satisfaction namely "Motivators" and "Hygiene. Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). According to Herzberg, the presence of motivators brings job satisfaction and the absence of hygiene factors results in job dissatisfaction. Moreover, the presence of hygiene factors does not result necessarily in increase of job satisfaction, but only reduces or eliminates job dissatisfaction of the employees (Golshan, Kaswuri & Aghashahi 2011).

Extrinsic factors can be said to be objects or events, which follow from the employee's own efforts in conjunction with other factors or person's not directly involved in the job itself.

Pay, working conditions, co-workers, and even supervision are objects in the work place which are potentially job-outcomes, but which are not a fundamental part of the work. Dealing with others and friendship interactions are sources of extrinsic outcomes. (Golshan, Kaswuri & Aghashahi, 2011).

- Working Environment

The working environment of an employee is one of the important indexes of measuring their working comfort and their satisfaction. Since it is a fact that employees spend most of their time in an organization, it is very important for these organizations to introduce and maintain proper working conditions. An organization should provide its employees' with all the necessary resources and make it possible for the employee to do a job. This will help employees to accomplish tasks successfully and which indeed contribute to job satisfaction (Kawada & Otsuka, 2011).

The employee will lose their interests on the job, thus he will not enjoy the assignments if the working environment is inferior and not work friendly. The working environment satisfaction briefly includes the following four dimensions: Firstly, it is the working places' natural environment that includes moisture, brightness, noise, smells and the other environmental factors. Secondly, it is the working places' equipment's environment, that is, whether the employee can conveniently obtain and use required tools and facilities. Thirdly it is the working hours and amount of working overtime. Finally, it is about the safety protection in the working place (Kawada & Otssuka, 2011).

- Relationship with supervisors

A direct supervisor's behavior is also a determinant of job satisfaction (Spector, 1997). Employee satisfaction increases when the direct supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them (Robbins, 1993).

- Relationship with Co-worker

A co-worker is a person who holds a position or rank similar to that of an employee in the same business. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Bagraim, Cunningham, Potgieter & Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as interactions between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and job satisfaction (Iqbal 2010). Harmonious interactions with co-workers have been found to have a positive influence on an individual's level of job satisfaction (Ladebo, Awotunde & AbdulSalaam-Saghir, 2008).

- Operating Procedures

Operational procedures include all of regulations, rules, procedures and requirements in work with which employees have to comply. The more transparent, simple the work is, the more

employees feel satisfied (Spector, 1997).

- Communication

The formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behavior all stimulate motivation and require communication. The fewer distortions, ambiguities, and incongruities occurring in communication within organizations, the more satisfied employees will feel with regard to their work (Robbins, 1993).

- Pay

Dessler (2012) indicated that employee pay includes all compensation factors which are given to him against his work. Heery and Noon (2001) defined pay through a number of components like basic salary, benefits, bonuses, pay for doing extra work and incentives". Pay is therefore what an employee receives against his work after fulfilling his assigned duty. This usually includes all types of financial and non financial rewards.

Lai (2011) described that pay is one of those satisfying variables which if hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs.

Robbins (2001) described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people do effort because they want some rewards in term of money, promotion etc. People expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted. This will cause increase in

their job satisfaction level (Yaseen, 2013).

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- Job Security

Job security describes an employee's subjective feelings about the future security of his/her employment situation. These feelings are said to vary from individual to individual. These job security feelings are the result of real-life experiences in the labor market (Emberland & Rundmo, 2010).

According to Klandermans, Hesselink and VanVuuren (2010), employees who perceive job insecurity are considered to be less Motivated and in their jobs.

Employment security is desirable for employees, who rank it as one of the most important factors for their commitment to an organization. Job security also plays a very important role in reducing employee turnover, as well as maintaining stable employment relationships in organizations. In addition, job security is essential for retaining human capital investment as well as reducing workforce screening and selection costs (Origo & Pagani, 2009). Employees no longer believe they can depend on businesses for job security, and this belief change has caused a shift in the psychological contract between businesses and their employees (Origo & Pagani 2009). According to Chan (2011) there is a positive relationship

between job security and employee job satisfaction.

2.3.2. Intrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization;

- Job itself

According to many, the job itself is the most important source of job satisfaction. Several dimensions of the job are correlated with job satisfaction (Wong, Hiu, and Law 1998). Autonomy at work and feedback on results are very strongly intertwined with job satisfaction. The creativity that a job allows an employee which is related to the job being interesting and challenging is a very important factor in job satisfaction. Finally, a job that enables opportunities for growth is also mentioned as a job satisfaction factor (Wong, Hiu, and Law 1998).

- Promotion

According to Parvin and Kabir (2011), promotion can be defined as “getting high status in the workplace by doing effective work, generally increase the status, position and remuneration of the employee in the organization”. Promotion can therefore be simplified as going towards upward positions in the organization. If organizations are not giving promotions to their employees then it is very likely that employees will be dissatisfied and their turnover rate will be high (Yaseen, 2013) When employees get promotion they will be more committed to their organization. promotion is considered one of the most important elements for the employee satisfaction (Parvin & Kabir, 2011). Promotion has a significant effect on employee satisfaction. There is therefore a positive relationship seen between job satisfaction and opportunity to develop (Ramasodi, 2010).

If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. Three need theories tell that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

- Recognition

According to Danish and Usman (2010), recognition is defined as the situation where organization employees are rewarded by different status. Intrinsic rewards like recognition, growth, feedback, opportunities lead employees greatly towards high job performance and satisfaction. Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Recognition can be said to be the component that is used to strengthen the relationship between the organization leaders and the employees. Through recognition employees feel rewarded and motivated. By giving recognition to the employees, competitive advantage can be achieved. An organization achieves its well-being through giving rewards and recognition to its employees.

Yaseen (2013) commented that an employee becomes more loyal to their organization and satisfied when the organization recognizes their work. Very many organizations are missing this very valuable component and yet the cost of practical implementation of this component is very small. Through recognition, employees are being realized that they are valuable to the

organisation. Employees also feel appreciated through recognition (Sarvadi, 2005). Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases satisfaction and performance of employees.

According to Yaseen (2013), recognition can be provided a number of ways such as; involving employees in decision making, by increasing their responsibility, by showing empathy towards them and provide them with succession planning and different opportunities to get high designation. Robbins (2003) described that Maslow's theory tells about the self-esteem need of employee. This theory shows that recognition, status, development and growth are the factors which leads to motivation and ultimately leads toward job satisfaction. Herzberg theory indicated that recognition is one of those motivating factors which leads employee from no dissatisfaction to satisfaction.

2.4. Measuring Job Satisfaction

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include:

- Minnesota satisfaction questionnaire and
 - Job description index
- Minnesota Satisfaction Questionnaire (MSQ)

Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. The Minnesota Satisfaction Questionnaire was one of the outputs from the "Work Adjustment Project" at the University of Minnesota; the underlying theory is based on the

assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967). This is a self-reporting measure, suitable for individuals of all school levels that can be administered separately or individually.

The 20 MSQ-short version items are rated on a 5-point Likert scale (1 “very dissatisfied with this aspect of my job”, 2 “dissatisfied with this aspect of my job”, 3 “can’t decide if I’m satisfied or dissatisfied with this aspect of my job”, 4 “satisfied with this aspect of my job” and 5 “very satisfied with this aspect of my job”). Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction.

The MSQ “long form” consists of 100 questions that make up 20 subscales assessing satisfaction; twenty of these items make up a frequently used measure of general job satisfaction and are referred to as the short version of the MSQ (Fields, 2002).

Moorman (1993, cit. in Fields, 2002) factor analyzed the MSQ and found two factors: one assessing satisfaction with intrinsic aspects of the job and the other assessing satisfaction with the extrinsic aspects. Schriesheim et al. (1993) found a structure of 3 subscales: intrinsic, extrinsic and general satisfaction. In Mathieu (1991), an exploratory factor analysis of the MSQ yielded four factors. These four subscales included satisfaction with working conditions, leadership, responsibility and extrinsic rewards. Confirmatory factor analysis performed by Igalens and Roussel (1999, cit. in Fields, 2002) showed that a four factor analysis fit the data best. The four factors were; intrinsic satisfaction, extrinsic satisfaction, recognition and authority/social utility.

- Job Descriptive Index (JDI)

Smith, Kendall, and Hulin's (1969) Job Description Index is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary.

This questionnaire allows acquisition of information on all major aspects of work and takes sex differences into consideration. This questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over 70 potential job descriptions.

The factors considered by the job description index are the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for promotion.

Descriptors on each of the five factors can be evaluated with three potential options by the employees: 1 which means that the description is relevant, 2 which means that the description is not relevant and 3 that means that the employee does not have an opinion. Taking into account the items that needed to be measured in this study, the Minnesota Satisfaction Questionnaire as the most suitable measure of job satisfaction are regarded. Weis et al. (1967) has also indicated that the content of the scale was relevant to the study of job satisfaction. Therefore, in this study the Minnesota Satisfaction Questionnaire will be used.

2.5. Concepts of Employee Performance

According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given

by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees' activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013). However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth 2009). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners 2007). Employees' performance if it is recognized by managers or superiors within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Nmadu 2013).

Gibson (2012), employee performance is a measure of the morale of employee, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. According to Nmadu (2013), performance is measured in terms of productivity, job satisfaction, turnover and absenteeism."Moreover, authors agreed that when conceptualizing employees performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of employees performance (Richard, 2009). The behavioral aspect

refers to what an individual does in the work situation. Moreover, only actions which can be scaled, i.e., measured, are considered to constitute employees performance (Richard, 2009).

Furthermore, outcome aspects of performance depend also on factors other than the individual's behavior. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Because not any action but only actions relevant for organizational goals constitute performance, one needs criteria for evaluating the degree to which an individual's performance meets the organizational goals. Thus, the emphasis on performance being an action does not really solve all the problems.

2.6. Effect of Job Satisfaction on Performance

In modern competitive market, it is the vision of every organization to attain high performance through productivity and efficiency. However, the attainment of this vision requires highly satisfied workforce as they endeavor to extend more effort to performance and work harder to achieve result. Similarly, the overall performance of an organization is dependent on resourceful and successful individual performance.

In explaining the effect of job satisfaction on performance, Mirvis and Lawler (1977) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs.

Currall et al. (2005) also found that the output and productivity of an organization is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Sousa-Posa and Sousa-Posa , 2000). Nanda and

Browne (1997) after examining employee performance indicators at the hiring stage found that employees' level of satisfaction and motivation affects their level of performance. In line with this argument, Meyer (1999) confirms that low level of job satisfaction negatively affects employees' commitment which eventually hinders achievement of organizational objectives and performance. Therefore, to retain higher performers requires attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, 2004).

2.7. Empirical Studies

Judge *etal.* (2001) conducted a meta-analysis on the relationship between job satisfaction and work performance where by the relationship of these two variables were presented in many ways. Thus, Judge *etal.* (2001) came out with an integrative model of the relationship between job satisfaction and work performance. Based on this model, job satisfaction could exert a causal effect on work performance. There were also moderators (such as personality/self-concept, autonomy, norms, moral obligation, cognitive accessibility, aggregation and also level of analysis) that influenced the relationship. On the other hand, behavioral intentions, low performance as withdrawal and positive moods were those variables that could mediate the job satisfaction-work performance link.

In addition, the relationship between job satisfaction and work performance could be held the other way around as work performance could also exert a causal effect on job satisfaction. The moderating variables in this model like performance- reward contingency, job characteristics need for achievement, work centrality and aggregation could affect and moderate the strength of relation between job satisfaction and job performance. While success and achievement, task specific, self-efficacy, goal progress and a positive mood

could have mediating effects towards this work performance-job satisfaction correlation.

Ahmad *et al.* (2010) examined the interdependency between job satisfaction and performance among 310 employees (includes both workers and managers) of 15 advertising agencies of Islamabad, Pakistan. Performance was measured based on employees' quality of work, productivity and also problem solving skills. Results indicated a very weak relation between job satisfaction and performance and there was no significant relation between job satisfaction and performance.

Wright *et al.* (2007) determined the relation between job satisfaction and work performance and the role of employee Positive Well-Being (PWB) as a moderator in this relation. Research was conducted on 109 managers employed by the customer services organization at the West Coast of the United States. Job satisfaction of the participants was measured in terms of the degree of satisfaction with work itself, co-workers and also supervision while the indicator for work performance was goal emphasis and the work performance of each participant was evaluated by their immediate manager. Research concluded that job satisfaction was correlated with work performance where by all the three dimensions of job satisfaction were correlated with performance. Other than that, they also found that PWB was associated with performance ratings and PWB moderated the relation between job satisfaction and work performance. It meant that performance was at its highest level when employees reported high scores on PWB and job satisfaction.

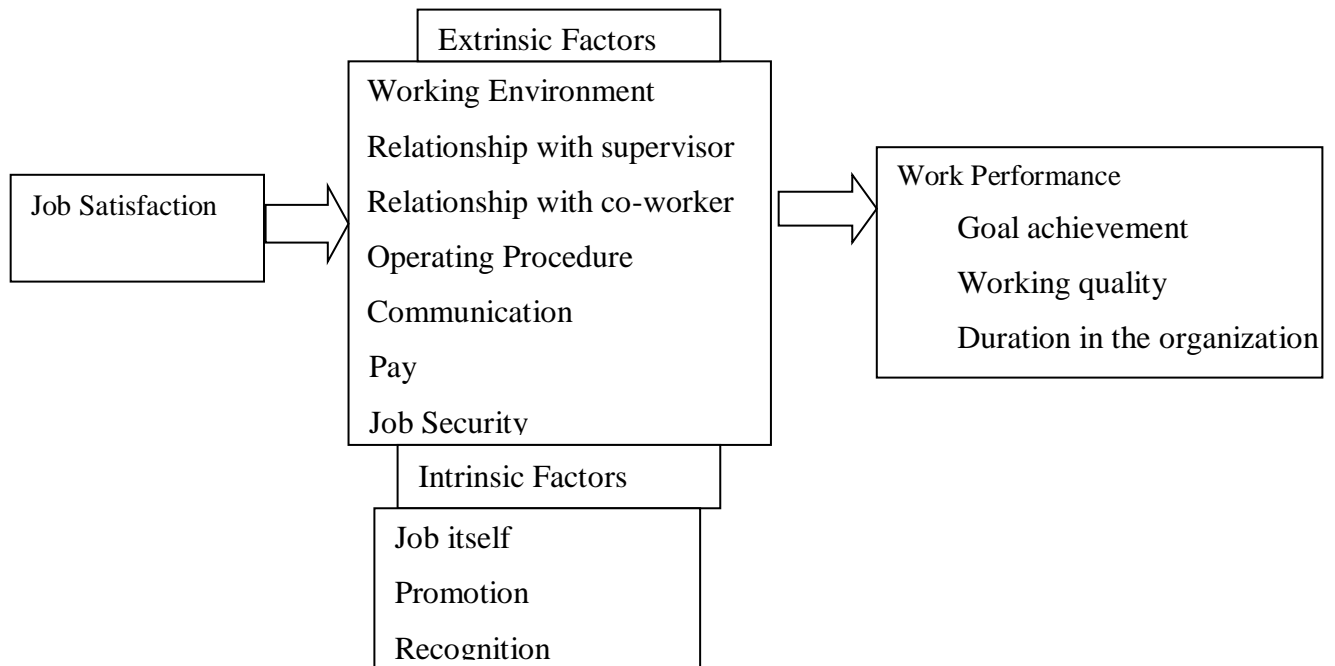
Pushpakumari (2008) investigated the impact of job satisfaction on work performance among 237 respondents from 20 private sector organizations covering 5 industries in SriLanka. These 5 industries included Banking, Ceramics, Milk powder, Insurance and

Newspaper. Rewards in the basis of intrinsic and extrinsic types were used to evaluate employees' job satisfaction whereby employees' work performance was measured based on the effort extended to the job. The findings indicated that positive and significant relationship occurred between satisfaction and performance for managers and non-managers.

2.8. Conceptual Framework

Conceptual framework present an intermediate map that attempt to connect the aspects of the study. The figure number 2.1 below shows the relationship between employees job Satisfaction and performance. The conceptual frame work states that intrinsic factors such as job itself ,job security ,promotion, recognition, training & development and extrinsic factors which consists working environment, relationship with supervisor, relationship with co-worker, operating procedure ,communication and pay are factors for job satisfaction and how a satisfied employee can be inspired to extend more effort to enhance performance.

Figure 2.1: Conceptual frame work



Source: Adopted and modified from Rue and Byaes (2005)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents details of the organization of the study, the research approach and design, source of data, method and tools of data collection, target population, sample size and sampling technique and method of data analysis. The data collected from AAU using questionnaires are presented and analyzed in this chapter and interpretation of the result making use of SPSS version 20 software.

3.2. Research Design and Approach

A research design is a master plan that specifies the methods and procedures for collecting and analyzing needed information (Zikmund et al, 2009 pp.66). To investigate the objectives of the study, the research has designed and employed the primary and secondary data and descriptive data analysis techniques to analyze the data. Descriptive statistical methods such as frequency, percentage, mean, standard deviation, tables, and charts used for data generated through questionnaires using SPSS with available versions 20. This type of research in design based on the purpose of the study, the directive of the research is to describe the effect of job satisfaction on work performance. It also has both qualitative and quantitative variables in its contents. The study used mixed strategy to collect the necessary data from the study area using purposive sampling in which selected manager and administrative staffs have included in the study.

The qualitative approach and quantitative approach are the two major approaches when determining the nature of a research project. Kumar (2005) has differentiated qualitative and

quantitative research methods depending on the intention of the research, data gathering procedure and analysis of data. According to this classification, the purpose of a quantitative study is to count the degree of difference in a phenomenon or condition through the use of a structured or planned and prearranged methodology and investigates them with some statistical procedures. In contrast, a qualitative research search for collected data so as to illustrate distinction in a situation, phenomenon or dilemma by the use of an unstructured and flexible methodology and analyzes them in a rather descriptive and non-quantifiable way.

For the achievement of the stated objectives, the researcher used both qualitative and quantitative types of data. Both primary and secondary sources were used for the collection and review of relevant document and information. The primary data collected through structured questionnaires and interview questions. Structured questionnaires and interview which consists of both close ended and open ended respectively has used for the collection of data. On the other hand, secondary data also is collected from documents such as Addis Ababa University's annual and semiannual reports, and brochures.

3.3. Source of the Data

The data for the study were collected from primary and secondary sources.

Primary Data Source

In this research basically, primary data source were employed to gather first-hand information to achieve the objective of the research the appropriate respondents were human resource director, vice president for administrative and student services and administrative staffs (using purposive sampling).

Secondary Data Sources

The secondary data that is necessary for the study were collected from previous published and unpublished researches, Addis Ababa University annual and semiannual reports, brochures, various internet sources and other pertinent documents.

3.4. Data collection Methods

Questionnaires for sample administrative staff and In-depth interviews for selected managers were adopted to collect primary data for the study.

The questionnaires for administrative staffs were composed of structured questions and measured using Likert scale. The Minnesota satisfaction questionnaire was adopted and modified for the purpose of this study to address the research questions of the study. Structured questionnaires were used because it is relatively quick to collect information from a large portion of employees and the result of the questionnaire can be easily and quickly quantified.

The form of questionnaire that was used in the study was a closed one. The questionnaire is distributed for administrative staffs who were randomly selected in Sidistkilo campus and College of Visuals and Art School of AAU. The questionnaires were distributed to the respondents physically.

In this closed form of questionnaire, the respondents choose one of the alternatives as possible answers. The Likert scale included five scales ranging from **1** which represents “very dissatisfied” to **5** which represent “very satisfied” **2** refers to “dissatisfied”, **3** “neither” and **4** represents “satisfied”. The questionnaires were directly given to the respondents. Thus,

the respondents answered the questions and the filled questionnaires were collected from each respondent according to the time line provided for data collection. The researcher personally gave out the questionnaires.

3.5. Population , Sampling Methods and Sample Size

According to Saunders (2007), a population can be defined as including all people or items with the characteristic that the researcher needs to research on and understand. Research populations were generally a large collection of individuals or objects that are the main focus of a scientific query.

The population of the study was tried to investigate the effect of job satisfaction on performance wrer Sidist Kilo Campus (main campus) and College of visuals and Art School administrative staffs of AAU. These campus and school are chosen by purposively as the study site because both have the largest and the smallest number employees of AAU respectively other than other colleges of the university. It helps to select individuals from a diverse range of cases that are relevant to the issue being studied. Furthermore, it helps by saving time and money while generating representative data.

Sampling involves any procedure that draws conclusions based on measurements of a portion of the population (Zikmund et al, 2009, pp.66).

To determine the size of the sample, this study used Taro Yamane's (1967) simplified formula:

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

Where n is the sample size, N is population size and e is the percentage of allowance in accuracy for making sampling errors. The level of precision or sampling error to this study assumed to be $\pm 5\%$.

Table 3.1: The number of population and sample Size in each institution of AAU

Institution	Number of Population	Sample Size
Main Campus	1562	319
College of visuals and Art School	112	88
Total		407

Source: Employee records in the Human resource management department of AAU, 2017

$$\text{Thus } \frac{1562}{1+1562(0.05^2)} = 319 \quad \frac{112}{1+112(0.05^2)} = 88$$

Total Sample size in the study is 407

Therefore, the sample of respondents was determined by using simple random sampling.

3.6. Methods of data analysis

Qualitative approaches were used for data analysis. The Statistical Package for Social Sciences (SPSS version 20) were used to run descriptive statistics such as frequency and percentages so as to present the data in form of tables and charts based on the major research questions. The qualitative data was generated from close-ended questions and interviews from administrative staffs and managers respectively from sidistkilo campus and College of visuals and Art School .

The study was conducted using both primary and secondary data source. Primary data sources were from administrative staffs of AAU and In- depth interview with management of AAU. Secondary data sources were previous published and unpublished researches, Addis Ababa University annual and semiannual reports, brochures, various internet sources and other pertinent documents .

The basic questions of the study was develop by referring the available related literature based on the basic questions and the review of the literature of the study, questionnaires and interview questions was designed. The questionnaires were prepared in English and Amharic, as it will distribute to employee of the AAU. Questionnaires distributed and interview also conducted by the researcher on face to face base to get further and reliable information, opinion and attitudes of the respondents organize to enrich the data that gathered by questionnaires

3.7. Ethical considerations

There were certain ethical protocols that are followed by the researcher. The first is asking explicit consent from the respondents. This ensures that their participation to the study is not out of their own will. The researcher also ensured that the respondents are aware of the objectives of the research and their contribution to its completion. One other ethical measure includes treating the respondents with respect and courtesy. This make the respondents are at ease and more likely to give honest responses to the questionnaire. They were told about their right to refuse and withdraw from participating in the research. For the concern of confidentiality, the name of the study participants was not included in the questionnaire and data was kept safe and only used for the intended purpose.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.1. Introduction

The chapter presents analysis and discussions of findings of both the quantitative and qualitative approaches of the study. As indicated in the preceding chapters, this research study attempted to examine the effect of employee job satisfaction on employee performance in Addis Ababa University. A total of 407 questionnaires were distributed to collect data from which 380 responded. The statistical methods used for analyzing the data collected include frequency results and descriptive statistics analysis by using SPSS version 20.

4.2. Demographic Characteristics of Respondents

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely, gender, educational status and work experience. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below. The total number of observation for each variable was 380 out of 407. Accordingly, frequency, percent values and mean of each variable were used so as to show the overall trend of the data.

Table 4.1: Background Information of respondents

		Frequency	Percent
Sex of Respondents	Male	173	45.5
	Female	207	54.5
	Total	380	100.0
Educational Status	Certificate	98	25.8
	Diploma	158	41.6
	Degree	107	28.2
	Master and above	17	4.5
	Total	380	100.0
Work Experience	1-5 years	51	13.4
	6-10 years	88	23.2
	11-15 years	87	22.9
	>20 years	81	21.3
	Total	380	100.0

Source; result of this survey study, 2019

As the above table 4.1 shows from the total 407 questionnaires, 380 was collected and the study revealed that 207 (54.5%) respondents were female (54.5%) and 173(45.5%) were males respondents. This demonstrates that most of the respondents of this study were females. The respondents' academic qualification results shows that majority of the respondents 158 (41.6%) have diploma, 107 (28.2%) having first degree, followed by 98 (25.8%) having certificate and the remaining 17 (4.5%) respondents have masters qualification. The distribution reveals most employees are diploma holders and this implies that the organization has use as a minimum requirement for recruitment of employees.

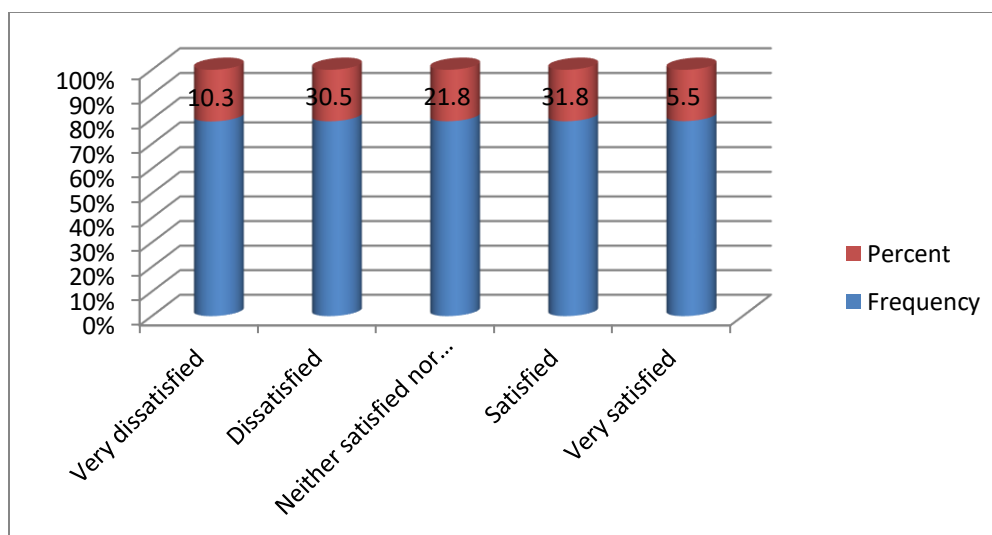
Results of respondents' year of service as a measure of experience on the job were presented

in table 4.1. The respondents were asked to indicate their belongingness into four groups of 5-year intervals. The results showed that the majority of the respondents 88(23.2%) have experience of 6-10, 87 (22.9%) have from 11-15 years of experience, about 81(23.2%) have more than 20 years of experience and 51(3.4%) have more than 1-5 years of experience. Thus the study explored that majority of the respondents have been in the university between 6-10 years.

4.3. Level of Job Satisfaction

Using a computed value of all items to questions explore general satisfaction of employees mean value obtained and rated on a five point Likert's scale that is taken in measuring the overall level of employee job satisfaction of the study participants. The level of job satisfaction determined as dissatisfied by using the total percentage of very dissatisfied and satisfied whereas satisfied determined by using total percentage of satisfied and very satisfied.

Figure 4.1: Respondents' Overall Job Satisfaction



Source: Author's own survey (2019)

As computed in descriptive statistics figure 4.1 results showed that a slightly higher proportion of respondents 155 (40.8%) were dissatisfied while 83(21.8) rated as neither satisfied nor dissatisfied the remaining 142 (37.3%) were satisfied with their job.

The result shows that employees were dissatisfied with the overall job satisfaction in the university. This implies that dissatisfaction is a very problem that faced by the employees and it directly caused to the university. The university must be take action to rectify this kind of problem, because employees is the main power working for the company, if they feel unsatisfied with the company, they will leave the university or no mood to work.

4.4. Factors Affecting Job Satisfaction

This section of the analysis identifies factors that affect job satisfaction of administrative staffs in Addis Ababa University. The study explored eleven job satisfaction factors which include salary, benefit packages, nature of the job, and relationship with supervisor, relationship with co-workers, the overall working environment, training and development opportunity, promotion opportunity, recognition, job security, Communication, and operation system.

Table 4.2: Salary Affecting respondents’ job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	9	2.4	4.28	0.67
Neither disagree nor agree		-		
Agree	371	97.6		

Source: Author’s own survey (2019)

The above table 4.2 shows that 371 (97.6%) of the respondents agreed with salary affect job

satisfaction, 9 (2.4) respondents rated as disagreed. This implies that salary is the satisfying factor for most administrative staffs of AAU.

Table 4.3: Benefit packages Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	86	22.6	3.87	1.26
Neither disagree nor agree	-	-		
Agree	294	77.4		

Source: Author's own survey (2019)

As Table 4.3 indicates 294 (77.4%) of the respondents agreed benefit package affect job satisfaction, 86(22.6%) respondents rated as disagreed with the claim that job satisfaction is affected by benefit packages This demonstrates that most administrative staffs in AAU view benefit packages as the satisfying factor.

Table 4.4: Nature of the job Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	40	10.5	4.11	1.00
Neither disagree nor agree	8	2.1		
Agree	332	87.4		

Source: Author's own survey (2019)

Table 4.4 above demonstrates that 332(87.4%) of the respondents agreed with nature of the job as job satisfaction factor, 8 (2.1 %) respondents neither agree nor disagree and the remaining 40 (10.5%) respondents disagreed with the declare that job satisfaction is affected

by nature of the job . This infers that nature of job is the satisfying factor for most administrative staffs in AAU.

Table 4.5: Relationship with Immediate supervisor Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	63	16.6	3.82	1.06
Neither disagree nor agree	44	11.6		
Agree	273	71.8		

Source: Author's own survey (2019)

The above table 4.5 indicate that 273(71.8%) of the respondents agreed, 44 (11.6%) neither agreed nor disagreed and 63 (16.6%) respondents disagreed with the claim that relationship with immediate supervisor affects employees' job satisfaction. This implies that most administrative staffs in AAU view relationship with supervisor as the satisfying factor.

Table 4.6: Relationship with Immediate Co-worker Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	26	6.8	4.21	0.81
Neither disagree nor agree	2	.5		
Agree	352	92.6		

Source: Author's own survey (2019)

As table 4.6 shows 352(92.6%) respondents agreed, 2(0.5%) neither disagreed nor agreed and 26(6.8%) disagreed with the idea that relationship with immediate co-worker as a factor for job satisfaction. This indicates that relationship with co-workers is the satisfying factor for most administrative staffs in AAU.

Table 4.7: Working environment Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	82	21.6	3.82	1.06
Neither disagree nor agree	-	-		
Agree	298	78.4		

Source: Author's own survey (2019)

The above table 4.7 explore that 298 (78.4%) respondents agreed working environment as a job satisfaction factor, the rest 82 (21.6%) disagreed with the argument job satisfaction is affected by working environment. This implies that administrative staffs in AAU view working environment as the satisfying factor.

Table 4.8: Promotion Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	63	16.6	3.82	1.06
Neither disagree nor agree	44	11.6		
Agree	273	71.8		

Source: Author's own survey (2019)

As above Table 4.8 demonstrates that 311(81.8%) respondents agreed with promotion is a factor for job satisfaction, 4(1.1%) neither agreed nor disagreed and the rest 65(17.1)

disagreed with the idea that promotion as a job satisfaction factor. This implies that most of the administrative staffs of AAU view promotion as satisfying factor.

Table 4.9: Recognition Affecting respondents' job satisfaction

Response	Frequency	Perce nt	Mean	Std. Deviation
Disagree	50	13.2	4.17	1.03
Neither disagree nor agree	9	2.4		
Agree	321	84.5		

Source: Author's own survey (2019)

Table 4.9 indicates that 321(84.5%) respondents agreed, 9(2.4%) neither agreed nor disagreed and the rest 50 (13.2%) disagreed with the argument job satisfaction is affected by recognition. This result indicates that most of the employees of AAU consider recognition as a satisfying factor.

Table 4.10: Job security Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	79	20.8	3.76	1.04
Neither disagree nor agree	12	3.2		
Agree	289	76.1		

Source: Author's own survey (2019)

Table 4.10 point outs that 289 (76.1%) of the respondents agreed with job security as job satisfaction factor, 12 (3.2%) respondents replied neither agree nor disagree and the remaining 70 (20.8%) disagrees with the idea that job security as a job satisfaction factor. This

result demonstrates that job security is a satisfying factor for most employees of AAU.

Table 4.11: Communication Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	36	9.5	4.09	0.922
Neither disagree nor agree	11	2.9		
Agree	333	87.6		

Source: Author's own survey (2019)

The above table 4.11 reveals that 333 respondents representing 87.6%, agreed with communication as a job satisfaction factor and 11 respondents representing 2.9% replied neither agree nor disagree while the remaining 36 respondents representing 9.5% disagree with the claim that communication as satisfying. This reveals that for most administrative staffs consider communication as a satisfying factor.

Table 4.12: Operating system Affecting respondents' job satisfaction

Response	Frequency	Percent	Mean	Std. Deviation
Disagree	31	8.2	4.20	0.84
Neither disagree nor agree	-	-		
Agree	349	91.8		

Source: Author's own survey (2019)

As above table 4.12 indicates that 349 respondents representing 91.8% agreed with operating system is factor for job satisfaction and the remaining 31 respondents representing 8.2% disagreed with the state that operation system is a factor for job satisfaction. This

demonstrated most administrative staffs consider operating system as a satisfying factor.

Factors that determine the job satisfaction of administrative staff in Addis Ababa University was also conducting in-depth interview with the management officials of AAU.

The management officials responded that determinants of employee's job satisfaction differ from one to another however, there are basic determinants of job satisfaction in the University which include reward, recognition, supervision, bonus, salary, social relationship with the workgroup, training and promotion and they believe that salary is one of the main determinants of job satisfaction.

Thus, the study found from descriptive analysis and qualitative finding the mentioned variables are satisfying factors for job. Moreover, this implies that paying better, rewarding employees, availing on job trainings or continuing professional development, offering better benefit package, appropriate working system, good communication, conducive work environment, and pride in work, secure job, and good interpersonal relationship with supervisors and co-workers can achieve a high level of job-satisfaction in AAU.

4.4. The Effect of Job satisfaction on performance

Data was collected on the effect job satisfaction on performance of the administrative staffs in Addis Ababa University. As shown on table 4.13 respondents were asked to indicate the influence of job satisfaction on their performance with eleven variables. The variables include salary, benefit packages, nature of the job, relationship with supervisor, relationship with co-workers, the overall working environment, training and development opportunity, promotion opportunity, recognition, job security, communication and

operation system.

Table 4.13: Job satisfaction factors influencing respondents' performance

Statement	Low extent		Moderate extent		High extent	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
1. The salary that the University provides you	134	35.3	78	20.5	168	44.2
2. The benefit packages provided by the university	141	37.1	72	18.9	167	43.9
3. The nature of your job	95	25.0	94	24.7	191	50.3
4. Relationship with your immediate superior	133	35.0	106	27.9	141	37.1
5. Relationship with your co-worker	108	28.4	85	22.4	187	49.2
6. The overall working environment of the university	101	26.6	99	26.1	180	47.4
7. Promotion opportunities to a better position and advancement offered by the university	86	22.6	48	12.6	246	64.7
8. Recognition Provided by the university	179	47.1	117	30.8	84	22.1
9. Job security offered by the university	135	35.5	81	21.3	164	43.2
10. Communication in the university	146	38.4	67	17.6	167	43.9
11. Operation system in the university	140	36.8	88	23.2	152	40.8

Source: Author's own survey (2019)

The above table 4.13 shows that most respondents 168 representing 44.2 % replied salary affects performance to a high extent, while 78 respondents (20.5%) replied to a moderate extent and the rest 134 (35.3%) respondents replied to a high extent. This infers that salary highly influenced performance of Addis Ababa university's administrative staffs.

167 (43.9%) respondents replied that benefit package offered by the university affect their performance to a low extent, whereas 72(18.9%) respondents replied to a moderate extent and the remaining 167(43.9 %) replied to a high extent. This implies that in Addis Ababa University's administrative staff performance is highly influenced by benefit packages.

95 (25.0%) respondents replied that nature of the job affects their performance to a low extent, whereas 94(24.7%) respondents replied to a moderate extent and the remaining 191(50.3%) respondents replied to a high extent. This implies that in Addis Ababa University administrative staffs' performance is largely influenced by nature of the job.

133 (35.0%) respondents replied that relationship with immediate supervisor affect their performance to a low extent, whereas 106(27.9%) respondents replied to a moderate extent and the remaining 141(37.1%) respondents replied to a high extent. This implies for administrative staffs of AAU the influence of relationship with supervisor on performance was moderate.

108 (28.4%) respondents illustrates that relationship with immediate co-worker affect their performance to a low extent, whereas 85(22.4%) respondents replied to a moderate extent and the remaining 187(49.2%) respondents replied to a high extent. This implies that inAAU administrative staffs' performance is largely influenced by immediate co-worker.

101 (26.6%) respondents replied that the working environment affect their performance to a low extent, whereas 99(26.1%) respondents replied to a moderate extent and the remaining 180(47.4%) respondents replied to a high extent. This implies that in AAU administrative staffs' performance is largely influenced by the working environment.

86 (22.6%) respondents replied that Promotion opportunities to a better position and advancement affect their performance to a low extent, whereas 48(12.6%) respondents replied to a moderate extent and the remaining 266(64.7%) respondents replied to a high extent. This implies that in Addis Ababa University administrative staffs' performance is largely influenced by promotion opportunities.

179 (47.1%) respondents replied that recognition provided by the university affect their performance to a low extent, whereas 117(30.8%) respondents replied to a moderate extent and the remaining 84(22.1%) respondents replied to a high extent. This implies that in Addis Ababa University for administrative the influence of recognition on performance is low.

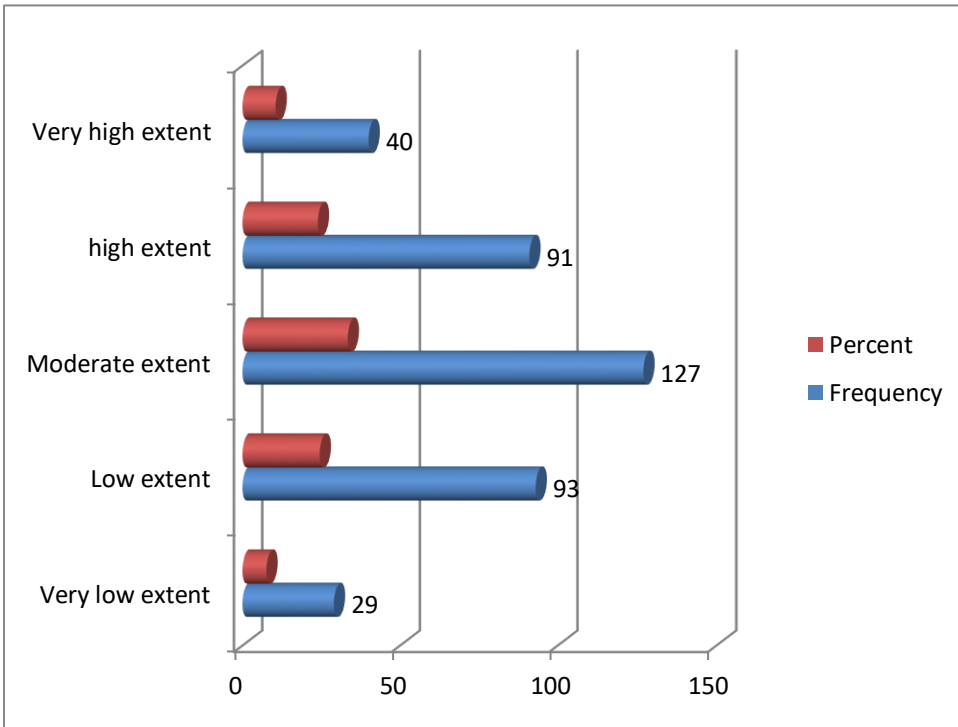
135(35.5%) respondents replied that job security offered by the university affect their performance to a low extent, whereas 81(21.3%) respondents replied to a moderate extent and the remaining 164 (43.2%) respondents replied to a high extent. This implies that in AAU administrative staffs' performance is largely influenced by job security.

146 (38.4%) respondents replied that communication in the university affect their performance to a low extent, whereas 67(17.6%) respondents replied to a moderate extent and the remaining 167(43.9%) respondents replied to a high extent. This implies that to a high extent in AAU administrative staffs' performance is influenced by communication.

140 (36.8%) respondents replied that operation system in the university affect their performance to a low extent, whereas 88(23.2%) respondents replied to a moderate extent and the remaining 152(40.4%) respondents replied to a high extent. This implies that to a high extent in AAU administrative staffs' performance is influenced by operation system.

Hence, by effectively understanding the relationship between job Satisfaction factors and performance AAU should identify variables of importance within the university.

Figure 4.2: The effect of job satisfaction on work performance



Source: Author's own survey (2019)

As figure 4.2 showed that a slightly higher proportion respondents 131 (34.4%) replied job satisfaction has an effect on performance, 127 (33.3%) while rated as moderate extent, the rest 122 (32.1%) respondents' rate as low extent.

Regarding the effect of job satisfaction on employees' performance was also assessed in-depth interview with the management officials and the management officials claim that job satisfaction has a positive effect on employees' performance. According to management officials attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority and in order to do that highly satisfied

work force is an absolutely necessity for achieving a high level of performance advancement of an organization.

Accordingly the descriptive analysis and qualitative finding demonstrates that the performance of administrative staffs of AAU largely influenced by job satisfaction. This implies that highly satisfied employees are essential for attaining a high level of performance, yet job satisfaction should be maintained in AAU.

The effect of job satisfaction on work performance Indicators

Respondents were asked to indicate the influence of job satisfaction on goal achievement, working quality and duration in the university. Job satisfaction effects determined as disagreed by using the total percentage of very disagree and disagree whereas agreed determined by using total percentage of agreed and very agreed.

Table 4.14: The effect of job satisfaction on goal achievement

	Frequency	Percent	Mean	Std. Deviation
Disagree	101	26.6	3.69	1.32
Neither disagree nor agree	7	1.8		
Agree	272	71.6		

Source: Author’s own survey (2019)

Table 4.14 shows that 272(71.6%) agreed job satisfaction affect goal achievement, while 7 (1.8) replied neither disagree nor agree, the rest 101(26.8%) responded disagree with the argument goal achievement is affected by job satisfaction. This implies that job

satisfaction has an effect on goal achievement of administrative staffs in Addis Ababa University

Table 4.15: The effect of job satisfaction on working quality

	Frequency	Percent	Mean	Std. Deviation
Disagree	142	37.4	3.43	1.32
Neither disagree nor agree	7	1.8		
Agree	231	60.8		

Source: Author's own survey (2019)

As above table 4.15 indicates that 231(60.8%) responded job satisfaction affect working quality, whereas 7 (1.8) replied neither disagree nor agree, the rest142 (37.4%) disagreed with the claim that working quality is affected by job satisfaction. This indicates that job satisfaction has an effect on working quality of administrative staffs in Addis Ababa University.

Table 4.16: The effect of job satisfaction on duration in the organization

	Frequency	Percent	Mean	Std. Deviation
Disagree	68	17.9	3.92	1.21
Neither disagree nor agree	2	0.5		
Agree	310	81.6		

Source: Researchers findings (2019)

Table 4.16 demonstrates that 310 (81.6%) illustrated that job satisfaction affect duration in the organization, while 2 (0.5%) rated as neither disagree nor agreed, the remaining 68 (17.9%) answered disagree with the idea that duration in the organization is affected by job satisfaction. This demonstrates that administrative staffs' duration in the organization can be affected by job satisfaction in Addis Ababa University

The study indicated that job satisfaction has an effect on performance indicators in Addis Ababa University. Hence, it infers that employees to have good working quality, achieve goal and stay in the organization highly satisfied employees is important in AAU.

4.5. Measures taken by the University to improve employees' job satisfaction and their performance

In order to assess measures taken by the university to improve employees' job satisfaction and their performance qualitative research methods was used. Qualitative research involves the use of methods such as participant observation or case studies which result in a narrative, descriptive account of a certain practice (Parkinson and Drislane, 2011). The qualitative findings and analysis present sector- based in-depth interviews with human resource director and vice president for administrative and student services in AAU. The qualitative analysis also intends to help understand factors determine the job satisfaction of administrative staff in Addis Ababa University, the effects of job satisfaction on employees' performance and their opinion on the relationship between employee job satisfaction with their performance. Findings from the study are summarized as follows:

Measures taken by the University to improve employees' job satisfaction and their performance was assessed and the management officials believe that to improve employees' job satisfaction and their performance the university take steps toward improving morale. Employees perform better when they are satisfied with their job. It is tried to provide different compensation package in which the management wish that improve the satisfaction of employees such as overtime pay, provision of educational opportunity, providing transportation, facilitating promotional opportunity and providing appropriate training and development to the employees to increase the efficiency of the employees individually. Furthermore, in the university it is tried to generate the better social relationship among the employees to stabilize the work environment and motivate the employees to work as a team. The team shall benefit more from harmonious interpersonal communication and will result in improved productivity and the management making sure employees are clear about their work assignments means communicating those expectations well and continue to manage what is expected through frequent communications. Conducting six month and annual performance evaluation is another measure to improve performance and this ensures employees know where they stand at all times and it also keeps goals in the forefront of their tasks.

Nevertheless, from the in –depth interview of the management officials the study found that the measures taken by the management was not sufficient to improve employees' job satisfaction and their performance. Accordingly, AAU should improve the observed gaps.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this chapter does not only recommends solutions but presents the findings in relation to employee job satisfaction in Addis Ababa University. The key components of the chapter include the summary of findings, recommendations and conclusion.

5.2. Summary of major Findings

The respondents for the study were two groups namely administrative staff and management staffs in Addis Ababa University using a sample of 407 of which 380 responded. Data was gathered through the administration of questionnaires on the part of the administrative staff while in-depth interview (IDI) was conducted on management staff. Below are the key findings emanating from the study.

- The general level of job satisfaction of administrative staff of Addis Ababa University was assessed. Accordingly, the mean score and standard deviation of respondents' on the overall satisfaction was 2.92 and 1.12 respectively. It came to light that most administrative staffs were dissatisfied with the overall job in Addis Ababa University.
- Regarding factor that affect job satisfaction of administrative staffs in AAU the study explored that salary, benefit packages, relationship with supervisor, the overall working environment, training and development opportunity, promotion opportunity, recognition, communication and operation system are factors affecting employees'

job satisfaction with mean score between 3.76 and 4.21. Furthermore this descriptive results and qualitative finding it demonstrates that salary as the main satisfying factor with mean score and standard deviation 4.28 and 0.6 respectively for administrative staffs Addis Ababa University. Yet, the respondents are not satisfied with the salary paid by the university

- As far as the factors of job satisfaction concerned salary, benefit packages, relationship with supervisor, the overall working environment, training and development opportunity, promotion opportunity, communication and operation system highly affected administrative staffs' work performance in Addis Ababa University. Accordingly the analysis indicates that training, promotion and nature of the job are the highest factors which influence work performance with mean score of 3.75, 3.74 and 3.40 respectively. Yet the study explored that recognition provided by the university influence administrative staffs' performance with mean score of 2.81 and standard deviation 1.1. This implies that recognition has little influence on employees' work performance.
- In addition, the study assessed the effect of job satisfaction on performance and it find out that performance can be highly affected by job satisfaction with mean score of 3.05 and standard deviation 1.1. Effects of job satisfaction was also assessed through performance indicators and the study investigated that goal achievement, working quality and duration in the organization were largely affected by job satisfaction with mean value 3.69, 3.43 and 3.92 and standard deviation 1.32, 1.47 and 1.23 respectively. From this descriptive analysis and qualitative finding it is demonstrated that work performance can be extremely influenced by job satisfaction.
- Furthermore, measures taken by the university to improve employees' job satisfaction

and their performance the qualitative finding shows that the university takes some measures to improve job satisfaction and performance of the employees. However, the study found that measures taken by the university was insufficient.

5.3. Conclusion

The study assessed factors that affect employees' job satisfaction and its effect on performance in Addis Ababa University.

The findings show that, at greater percentage of administrative staffs were dissatisfied with the overall job satisfaction and determinants of job satisfaction and were satisfied only with nature of the job, relationship with immediate co-worker and job security. Employees' job dissatisfaction is not only destructive for workers themselves but also for the organization because, when people fail to show up for work or quit their jobs, valuable human resources are wasted. As a result AAU should improve the job satisfaction and determinants of job satisfaction.

The study explored that salary , benefit packages , nature of the job , relationship with immediate supervisor, relationship with co-worker, overall working environment, training and development opportunity, promotion opportunity, recognition, job security, communication and operation system affect the satisfaction of the employees and work performance. From the finding of the study, it can be concluded that if these all factors became favorable for the employees in AAU then job satisfaction level and performance will be enhanced.

A slightly higher proportion of respondents replied job satisfaction has an effect on

performance and performance indicators, and only lower proportion of the respondents has the inverse attitude. Thus the study proved that job satisfaction has an influence on administrative staffs' performance in AAU and to attain high performance in the university it requires highly satisfied workforce as they endeavor to extend more effort to performance and work harder to achieve result.

The management of the University took some measures to improve employees' job satisfaction and performance although these measures were insufficient. Furthermore this implies that the university must take further step to improve job satisfaction and performance of employees.

Thus, if the benefits of job satisfaction are to be achieved and if it is to make its fullest effect in increasing productivity it can be concluded that management of AAU should insure job satisfaction within the organization targeted as key priority.

5.4. Recommendations

In the light of the key findings of the study and the conclusions drawn, the following recommendations are made

- The findings of the study indicate that majority of the respondents dissatisfied with the overall job satisfaction and factors that determine job satisfaction in AAU. Hence, the University must take broad steps to enhance the level of satisfaction of their employees and invest time in evaluating and measuring job satisfaction.
- The study evident that respondents satisfied with nature of the job, relationship with immediate co-worker and job security in AAU. Thus, management of the university

need to take into account these variables to attract retains and motivates their employees, so that employees are satisfied with their jobs and have good performance.

- The University should give equal attention for each job satisfaction factor and improve them to increase employees' productivity. Hence, the university should have to make improvement on all dimensions of job satisfaction in order to increase employees' satisfaction .This will enable them maintain high level of competitiveness in the university.
- Salary was considered to be one of the most important factors influencing job satisfaction of administrative staffs of AAU. However, employees of the university considered in this study were found dissatisfied. To retain talented, competent and efficient workers, the management of AAU should design a new compensation system that satisfies employees of the organization and improve their performance.
- The University must review its benefits packages, training and development opportunity, employees' relationship with supervisor, promotion opportunity, working environment, and communication and operation system to enhance work performance.
- Job satisfaction has an influence on work performance. Thus, the university needs to use job satisfaction as an effective tool for improving employees' performance.
- The study recommends that measures taken to improve job satisfaction and performance by the management should be enhanced .This will enable them maintain high level of productiveness in the organization.
- The researcher recommended for further researches to be conducted by including more samples to make the research more representative and use statistical methods

to better show the relationship of variables. Moreover, the study also did not address other factors that would affect employee satisfaction. In addition, the study failed to cover other colleges of Addis Ababa University. So, it is recommended to have further study to fill the gaps in this research.

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APPENDIX
ADDIS ABABA UNIVERSITY COLLEGE OF
MA program in Public Administration and Development Management
QUESTIONNAIRE TO BE FILLED BY ADMINISTRATIVE STAFFS

Dear Sir/Madam,

I am conducting a research for the partial fulfillment of Master's degree of Public Management and Policy at Addis Ababa University College of business and economics. The aim of this questionnaire is to study 'The Effect of Job Satisfaction on the Performance of Administrative Staffs in Addis Ababa University'.

Your genuine and prompt reply is critical for the success of this research. Therefore, your support in this regard is highly appreciated. All data included in this questionnaire will be used only for academic research and will be strictly confidential. There is no need of writing your names. After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research results. I would like to express your cooperation in advance.

Section 1 - Demographic Information

Please indicate your choice by putting a thick mark (✓) among the given alternatives

1.	What is your gender?	Male <input type="checkbox"/> Female <input type="checkbox"/>
2.	What is your educational status?	Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Masters and Above <input type="checkbox"/>
3.	How many years have you been in Addis Ababa university?	1-5 <input type="checkbox"/> 6 -10 <input type="checkbox"/> 11 – 15 <input type="checkbox"/> 16-20 <input type="checkbox"/> >20 <input type="checkbox"/>

Section – 2 Level of Job Satisfaction

4. Please tick (✓) on your overall level of job satisfaction at Addis Ababa University

Very satisfied (5)	Satisfied (4)	Neither satisfied Nor dissatisfied (3)	Dissatisfied (2)	Very dissatisfied (1)

Section – 3 FACTORS AFFECTING YOUR JOB SATISFACTION

5. What factors determine your job satisfaction at Addis Ababa University?(please tick number of the specific item in the column provided to indicate your position).

5. Strongly agree 4. Agree 3. Neither agree nor disagree 2. Disagree 1. Strongly disagree

Factors determine your job satisfaction	5	4	3	2	1
1. Working environment					
2. Relationship with Supervisor					
3. Relationship with co-worker					
4. Operating procedure					
5. Communication					
6. Salary					
7. Benefit packages					
8. Nature of the job					
9. Job Security					
10. Promotion					
11. Recognition					

Section – 3 The effect of Job satisfaction on performance

6. To what extent do you consider the following factors influence your performance?

(please tick number of the specific item in the column provided to indicate your position)

5 = Very high extent 4 = High extent 3 = Moderate extent 2 = Low extent 1 = Very low extent

Factors that influence your performance	5	4	3	2	1

1. The salary that the University provides you					
2. The benefit packages provided by the university					
3. The nature of your job					
4. Relationship with your immediate superior					
5. Relationship with your co-worker					
6. The overall working environment of the university					
7. Promotion opportunities to a better position and advancement offered by the university					
8. Recognition Provided by the university					
9. Job security offered by the university					
10. Communication in the university					
11. Operation system in the university					

7. To what extent do you think the effect of job satisfaction on work performance?(please tick number of the specific item in the column provided to indicate your position) 5 = Very high extent 4 = high extent 3 = Moderate extent 2 = Low extent 1 = Very low extent

Very high extent (5)	high extent (4)	Moderate extent (3)	Low extent (2)	Very low extent (1)

8. Do you think job satisfaction has effect on the following items?(please tick number of the specific item in the column provided to indicate your position)

5. Strongly agree 4. Agree 3. Neither agree nor disagree 2. Disagree 1. Strongly disagree

6.

Job Satisfaction effect on	5	4	3	2	1
1. Goal achievement					
2. Working quality					
3. Duration in the organization					

In-depth interview

In-depth interview question for Addis Ababa University Human Resource Director and vice president for administrative and student services

1. What factors determine the job satisfaction of administrative staff in Addis Ababa University?
2. What are the effects of job satisfaction on employees' performance?
3. What measures taken by the University to improve employees' job satisfaction and their performance

Thank you!!!

