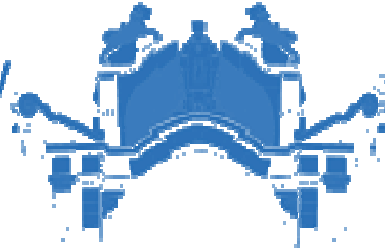




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**DETERMINANTS OF JOB SATISFACTION IN THE CASE OF AKAKI
KALITY SUB-CITY ADMINISTRATION**

**A THESIS SUBMITTED TO THE GRADUATE PROGRAM OF THE
MANAGEMENT AND COLLEGE OF BUSINESS AND ECONOMICS, OF
ADDIS ABABA UNIVERSITY**

IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE

MASTER IN BUSINESS ADMINISTRATION

(MBA PROGRAM)

BY

EPHREM W/AMANUEL

ADDIS ABABA UNIVERSITY

ADVISOR: TILAHUN TEKLU (PhD)

**JUNE 2021
ADDIS ABABA, ETHIOPIA**

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June 2021

Addis Ababa, Ethiopia

Statement of Declaration

I, hereby, declare that this thesis entitled “**Determinants of job satisfaction in the case of Akaki Kality Sub-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 source of materials used for the thesis has been duly acknowledged.

Declared by: EPHREM W/AMANUEL

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Certification

The thesis entitled “**Determinants of job satisfaction in the case of Akaki Kality sub-city Administration public sectors**” submitted to the partial fulfillment of the requirements for the degree of Master of Business Administration to the College of Business and Economics, Addis Ababa University; through the Department of Management, done by Ephrem W/Amanuel Id No GSE/3874/11.

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This is to certify that the thesis prepared by Ephrem W/Amanuel, entitled: Determinants of job satisfaction: in the case of Akaki Kality sub-city Administration and submitted in partial fulfillment of the requirements for the Degree of Master Business Administration (MBA) complies with the regulations of the University and meets the accepted standards for originality and quality.

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ACRONYMS

- AKSCA Akaki Kality sub-city Administration
- AKSCAE Akaki Kality sub-city Administration Employees
- AL Academic level
- EA Employee age
- EG Employee gender
- HRM Human Resource Management
- JDI Job Descriptive Index
- JS Job Satisfaction
- MBA Master of Business Administration
- PB Pay and Benefit
- PO Promotion Opportunity
- RWS Relation with Supervisors
- SPSS Statistical Package for Social Science
- TIL Trust in leaders
- VIE Valence, Instrumentality, and Expectancy
- VIF Variance Inflation Factor
- WE Work Environment
- WEX Work experience
- WP Work position

ABSTRACT

Public managers in any country at times find it difficult to disregard the issue of Job Satisfaction as it directly affects their productivity and is often a cause of high turnover. The purpose of this paper is to identify the determinant of job satisfaction in the AKSCAE. The research design adopts for this study is explanatory. The reason behind using explanatory research design is because; it is better to connect ideas to understand the cause and effect of something or to explain what is going on. In an attempt to address the determinant of JS on both primary and secondary data sources of the employee concerning primary data, the data was collected through questionnaires was filled by the existing staff of the organizations. The researcher used a sampling frame of the total population of male – 956 female – 813 total - 1773 employees to serve an estimated 220,740 sub-city pupils. A simplified formula to calculate sample size (Yamane, 1967). Data were collected using a structured survey questionnaire. After testing scale reliability and validity, multiple linear regressions were used. The results of the study indicated that the JS and PB, WE, PO, RWS, TIL, and work experience have a positive correlation, and have a major effect on Job Satisfaction. The regression analysis result indicated that 88.4% of the variation in Job Satisfaction can be explained by the composite measure of independent variables. Generally, this study shows that most of the employees are not satisfied with their job. Based on this it is recommended that the government should work more on the above factors especially in pay & benefit, and trust in leaders by considering the other competitive market. This helps increase job satisfaction and to achieve its strategies and goals through a productive workforce. It also helps to minimize employees' turnover, absenteeism, and poor service delivery.

Keywords: *Job satisfaction, Gender, Age, Academic level, Work experience, work position, Pay & benefit, working environment, Promotion opportunity, relation with supervisors, Trust in leaders, Akaki Kality sub-city administration.*

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Job satisfaction refers to those job-related activities expected of an employee and how well employees deliver on them (Yusuph, 2015). Dugguh and Ayaga (2014) further simplify job satisfaction as simply the record of an employee's accomplishment. Mone and London (2014) noted that it's important for human resource managers to assess their employee's job satisfaction periodically to help them identify areas for improvement. Armstrong & Taylor (2014) noted that when employees can align their skills, competencies, and abilities with the organizations' objectives this improves job satisfaction and the overall performance of the organization. The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized) (Logsdon, 2001).

According to Ekechukwu et al. (2016), almost any job-related factor can influence a person's level of job satisfaction or dissatisfaction, and several factors influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction and they are pay, the work itself, promotions, supervision, workgroup, and working conditions. Job satisfaction is a single summary construct to capture employees' perceptions of how they are treated by their organization (Jung, 2017). According to Fred Luthans (2011) job satisfaction has little to do with good pay; it has a lot to do with the employee himself or herself accepting that the job is desirable. He further contributed that for jobs to be satisfying there should be some fun in them. He suggested that employees should be allowed to express themselves without fear but take their work seriously.

Job satisfaction is the result of both motivation and hygiene factors. Achievement, advancement, interpersonal relations, working conditions, policy, and personal life are taken as motivational factors by public sector employees (Azash et al., 2011). Demerouti and Cropanzano (2010) observed that when organizations ignore the working environment within their organization, this results in negative effects on employees' job satisfaction. According to them, the working

environment consists of a safe and secure working environment, good relations with the supervisors and co-workers, job security, employer recognition for employees' good performance, employee involvement in the decision-making process of the firm. A safe and healthy working environment includes the physical and psychological environment. Prasanta Kumar and Jasmine Bhuyan (2015) noted that a workforce with high job satisfaction leads to an improvement in work quality and productivity, and leads to satisfied loyal customers. It is a worker's sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal wellbeing. The happier people are happy workers. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which one works, degree of fulfillment in their work, etc. Job satisfaction further implies enthusiasm and happiness with one's work. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions related to the rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself, and co-workers. For the organization, the job satisfaction of its workers means a workforce that is motivated and committed to high-quality performance. Increased productivity the quantity and quality of output per hour worked seems to be a byproduct of job satisfaction (Prasanta Kumar and Jasmine Bhuyan, 2015).

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. Four different reforms have been implemented to improve the performance of the public service but still, now the public sector efficiency problem is not resolved which creates poor service quality, in turn, this brings citizen dissatisfaction. The public service delivery trend of the Ethiopian public sector can be regarded currently as inefficient. More specifically, it is considered time-consuming, incompetent, costly, non-dynamic, and non-responsive. The public sector is under the political interest of the ruling government which makes the sector inefficient and causes JS. It is classified as a state-centered society ruled by a single ruling party. The party frequently makes central decisions and only passes these decisions down for execution to various layers of the government sector administrative hierarchy (Belete et al., 2017).

According to Teshome Tafesse, (2016) Addis Ababa city administration's public service characteristics are not different from all country public services. 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-year 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 at 9⁰ 2`N latitude and 38⁰ 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 council is fully responsible to both city electors and the federal government. The city is divided into 11 sub-cities called Kifle-Ketemas and 121 Woredas. Akaki Kality sub-city Administration (AKSCA) is one of the eleven sub-cities of Addis Ababa and is the industrial zone of Addis Ababa as well as the country. It is located in the southern parts of the city. It is 20 km far from the city`s center. The population of the AKSCA is estimated at 220,740 with 114,095 females and 106,645 males (2007 Ethiopian Central Statistics Authority cited in Emmanuel Development Association). Most of the weredas are found on the outskirts of the city. AKSCA is institutionalized in four clusters and has thirty-six offices with male 956 female 817 total 1773 employees.

The Addis Ababa city Administration characterizes high employee turnover, absenteeism, poor service delivery, and efficiency. The city administration is undertaking a different reform program 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 leaders 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 the employee`s performance appraisal system lost its reliability and accuracy which is not implemented properly. This study finds out the main determinants of job satisfaction among AKSCAE. (Teshome Tafesse, 2016)

1.2 Justification of the study

This study finds out the level of different determinants of Job Satisfaction in the public sector especially, in AKSCA; several studies have been made on the problem in the private sector organization. These studies show that how Employee Gender(EG), Employee Age(EA), Academic Level(AL), Work experience(WEX), Work position(WP), Pay and benefit (PB), working environment(WE), promotion opportunity(PO), relation with supervisor(RWS), and trust in leaders(TIL) determine Job Satisfaction in Akaki Kality sub-city administration. Employee satisfaction comes from the structure leading to pay, incentive, and promotion changes. Job Satisfaction has become an important issue in the world whether the organization small or big. To determine the satisfaction level of employees both personal and organizational characteristics were assessed very carefully in any organization. So many researches have been made by different organizational science researchers on employee's related issues. The outcome of any organization is directly related to Job Satisfaction and individual performance. Without making Job Satisfaction human resource management practices are useless to improve individual performance which is crucial to change productivity, performance, and efficiency in the organization. Employee's perceptions of motivational practices in the organization such as promotion opportunities, pay, and fringe benefits have a significant influence on the job satisfaction of government employees (Ellickson and Rogsdon, 2001). They also investigate among psychological climate dimensions departmental pride and social relation in the workplace have resulted in high job satisfaction in municipal employees. According to Ndegwa and Minja (2018) states that work environment, work conditions, job security, and leadership style have a positive relationship with Job Satisfaction 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 JS has a positive relation with remuneration and fringe benefits and leadership effectiveness but unmet job expectation and workload are negatively correlated (Timkete, 2018). In Ethiopia, municipal Job Satisfaction has not been studied very well like that of private or other public sectors such as education and the Healthy area. Especially, in Addis Ababa city-administration public sector there was a gap to study determinants of Job Satisfaction. This study tried to find out organizational factors as well as Personal characteristics that may have an impact on employees' job satisfaction in the Akaki Kality sub-city administration.

1.3 Statement of the Problem

Job satisfaction (JS) is a topic that has received significant attention from managers and researchers alike (Gautam, Mandal & Dalal, 2006). It is a well-known fact that no organization could last without its employees. Employees are the main reason an organization could exist for a long time. Well-satisfied employees will influence the productivity of the organization and will lead to achieving the organization's vision and goals (Hussin, 2011).

There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements) (Geeta and Pandey, 2011). Job satisfaction involves a complex number of variables, conditions, feelings, and behavioral tendencies (Jain, 2013). The major challenges that affect employees level of satisfaction and performance include poor and delayed payment of employees' pay and benefits, poor top-down communication, lack of motivation, recognition, and incentives, inadequate working space in their respective offices as well as inadequate working tools and resources like stationery, computers, internet and other office equipment (Robbins, 2001).

Oshagbemi, (2017) states that the findings on these assumptions advocate that public service organizations ought to keep in mind the key determinants influencing job satisfaction of employees to defeat the problems of absenteeism, low morale, and turnover in organizations.

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).

However, most of the studies had been conducted in the organizations operating in developed and developing countries in America, Europe, and Asia e.g. (Bajpai 2004, Wajidi 2013, Fazlul and Abdulla 2012, Abdulla, et al. 2011). A little number of researches was conducted in Ethiopian organizations such as hospitals, banks, and universities e.g. (Premanandam 2017 and

Mulugeta and Ayele 2015). It is undeniable that the characteristics of the environment where the organizations operate vary from country to country; especially they vary significantly from developed to underdeveloped countries.

Employees are an important asset in any public organization and employers have to ensure that their needs are met to allow for maximum performance and a satisfied workforce. 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. Therefore, the study sought to analyze determinants of job satisfaction in Akaki Kality sub-city Administration employees (AKSCAE).

This study was focused on answering the following research questions.

Basic Research Question

What are the determinants of job satisfaction at AKSCAE?

Sub Research Questions

1. How do pay and benefits affect job satisfaction at AKSCAE?
2. Does the work environment affect job satisfaction at AKSCAE?
3. Does promotion affect job satisfaction at AKSCAE?
4. Does the relationship with staff supervisors affect job satisfaction at AKSCAE?
5. Does trust in leaders affect job satisfaction among AKSCAE?
6. Does employee Gender affect job satisfaction at AKSCAE?
7. Does employee Age affect job satisfaction at AKSCAE?
8. Does Academic level affect job satisfaction at AKSCAE?
9. Does work experience affect job satisfaction at AKSCAE?
10. Does work position affect job satisfaction at AKSCAE?

1.4 Objective of the Study

1.4.1 General Objective

The General objective of this study to assess the level of Job Satisfaction on the dimensions of Gender, Age, Academic level, work position, Pay and benefit, work environment, promotion opportunity, relation with supervisor, and trust in the leader in the Akaki Kaliti sub-city administration.

1.4.2 Specific Objectives

- To identify the effect of pay and benefits on job satisfaction in AKSCAE.
- To explore the effect of work environment on job satisfaction in AKSCAE.
- To examine the effect of promotion opportunity on job satisfaction in AKSCAE.
- To identify the effect of relation with supervisors on job satisfaction in AKSCAE.
- To find out the effect of trust in leaders on job satisfaction among AKSCAE.
- To examine the effect of employee gender on job satisfaction in AKSCAE.
- To examine the effect of employee age on job satisfaction in AKSCAE.
- To examine the effect of Academic level on job satisfaction in AKSCAE.
- To examine the effect of work experience on job satisfaction in AKSCAE.
- To examine the effect of work position on job satisfaction in AKSCAE.

1.5 Hypothesis

H1: Pay and benefit positively affect the job satisfaction of AKSCAE.

H2: Working environment positively affects the job satisfaction of AKSCAE.

H3: Promotion opportunity positively affects the job satisfaction of AKSCAE.

H4: Relation with supervisors positively affects the job satisfaction of AKSCAE.

H5: Trust in leaders positively affects the job satisfaction of AKSCAE.

H6: Employee gender positively affects the job satisfaction of AKSCAE.

H7: Employee age positively affects the job satisfaction of AKSCAE.

H8: Academic level positively affects the job satisfaction of AKSCAE.

H9: Work experience positively affects the job satisfaction of AKSCAE.

H10: Work position positively affects the job satisfaction of AKSCAE.

1.6 Definition of terms and concepts

- **Job Satisfaction (JS):** - is an attitude towards work-related conditions from an organizational perspective. (Okpara, 2006).
- **Pay:** - is a payment for employees within the organization for achieving the expected task within a specific time and it is highly considered as the most important determinant of job satisfaction relative to the other factors to attract and retain the expert labor force (Frye, 2004).
- **Working environment (WE):** - Factors that affect employees were being on operation or office: the amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, means that having all necessary materials to operate employees' job activities, Gyekye (2005).
- **Promotion opportunity (PO):** The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities, Soeters (2006).
- **Relationship with supervisors (RWS):** - Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002).
- **Trust in leaders (TIL):** - In a leadership context, trust means that employees expect their leaders to treat them well, and, as a consequence, are comfortable being open with their leaders, Kurt Dirks and Donald Ferrin (2002).

1.7 Significance of the study

This study was conceived to facilitate valuable information to different entities. First, the study was added to the understanding of the determinant of job satisfaction. This was being beneficial to the public sector in terms of relating the aspects of human resource management, especially at the AKSCA.

This study helped to improve job satisfaction to meet the customer's needs and to improve their satisfaction through satisfying employees. In addition to this, it helps to identify factors affecting job satisfaction and its impact on their performance and to take action.

The information was obtained from the study can be a rich source of critique and enhancement to the knowledge base of studies on the determinant of job satisfaction. It was contributed to the theory of equity both as an acknowledgment of the theory's application and its core concepts.

The study was also adding value to the research in the area of the determinant of job satisfaction. Scholars were finding it important as it was increasing the body of knowledge by contributing to the existing literature in this area. The knowledge synthesizes from the study can serve as a basis for planning and as a point of reference for further studies in the field of the determinant of job satisfaction.

1.8 Scope of the study

The study was focus on the determinant of job satisfaction and investigates the process of its contribution to employee output in the AKSCA and limited to public sectors.

The conceptual boundary is limited to PB, WE, PO, RWS, TIL, EG, EA, AL, WEX & WP. AKSCA has thirty-six (36) offices in four clusters governed by the regulation of civil service and the study covered all these offices.

The population of enthusiasm for this study comprises employees of the AKSCA. As indicate by AKSCA public service office, the sub-city five randomly selected offices and, five werda districts have male – 956 female – 813 totals - 1773 employees and the sample size for this study was 326 employees. The duration of the study was from October 2020 to June 2021.

1.9 Limitations of the study

The major limitations of this study were resource constraints including time, finance, and access to information. Besides, obtaining information from the respondents is somehow difficult due to the busy nature of their work schedules. Another limitation of this study was pandemic virus COVID-19 during data collection; the respondents do not have the willingness to respond to the questionnaires'. Respondents were reluctant to share information they thought if share with competing firms might jeopardize the values they share in their organization. However, there may be other factors that may affect the JS level which the study was not explored.

1.10 Organization of the study

The paper is organized into five chapters. The first chapter contains the introductory part: background of the study, justification of the study, statement of the problem, research questions, objectives of the study, General objective, specific objectives, Hypothesis, Definition of terms and concepts, the significance of the study, the scope of the study, limitations, and organization of the study. The second chapter contains the Definition of job satisfaction, the theoretical foundation of the study, Maslow's Theory of Motivation /satisfaction, The Two-factor Theory, The Equity Theory, The Expectancy Theory, Determinants of Job Satisfaction, Importance of Job Satisfaction, empirical Studies on Job satisfaction, and conceptual framework of the study. Chapter three includes the study area, research design, source of data, target population, sample size, sampling techniques, method of data collection, and reliability of the study. Chapter four covers data presentation, analysis, and interpretations. The last, chapter five deals with a summary of the finding, conclusion, and recommendation.

CHAPTER TWO: LITERATURE REVIEW

This chapter focuses on a literature review on the concept of the determinant of job satisfaction in AKSCAE. The chapter begins with the definition of Job Satisfaction. The chapter discussed the theoretical foundation of the study, Determinants of Job Satisfaction, the importance of Job Satisfaction, and Empirical Studies on Job satisfaction. The chapter further presents the conceptual framework of Job Satisfaction.

2.1 Definition of job satisfaction (JS)

Most authors define it in terms of feelings, attitudes, and beliefs. (George and Jones 1996) define it as “the collection of feelings and beliefs that people have about their current jobs”. JS is important for reducing the turnover rate and increase motivation. Prior studies identified that there are different instruments for managing JS like pay, recognition, and WE (Mathauer et al., 2006). Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal to the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may search for other jobs (Reed et al., 1994).

Job satisfaction is concerning one's thoughts or state of mind regarding the nature of their work. 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 one of the most important and heavily research areas of inquiry in the field of industrial-organizational psychology. Although a concise and consistent definition of Job satisfaction is not available (Bonner, Hayes & Pryor, 2010:805), there appears to be a high level of agreement among scholars in respect of its meaning (Okpara, 2006:225). Job satisfaction refers to a person's affective relation to his or her working role.

It is an affective reaction to a job that results from the person's comparison of the actual outcomes with those that are desirable, anticipate, or deserve (Okpara, 2006:25). Au and Ho (2006:172), about teacher job satisfaction, in particular, viewed teacher employee satisfaction as a function of the perceived relationship between what one wants from teaching, and what one perceives teaching is offering to a teacher.

The above seems to be in line with Saiyadain's (2007) view of Job satisfaction, namely as an employee's end-state of feeling after accomplishing a task. This feeling may lead him/her to have either a positive or negative attitude towards the job. Job Satisfaction may also refer to the fulfillment acquire by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters. For Spector (1997), Job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her liferole. Spector further states that the absence of Job satisfaction suggests that a problem exists either in the job or in the person, whereas Job Satisfaction is indicative of good workadjustment and positive well-being. Falkenburg and Schyns (2007:709) agree with the definition given by Spector and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment/situation.

As indicated by the above definitions, Job Satisfaction can be defined as an attitude that individuals have about their jobs and it results from their perception of their jobs and the degree to which there is a good fit between the individual or the needs of an individual and the organization.

Job Satisfaction is the most researched area of organizational behavior. Different scholars also say different things and arguments. Job satisfaction simply explains the attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee's perception of achieving the desired level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of the individual employee concerning a particular job. For instance, employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008). Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting, and demonstrating high rates of absenteeism. As a result, these employees may withdraw from the position psychologically and display disruptive behavior such as not being punctual, not attending meetings, or wandering about trying to look busy. Employee's turnover rate is influenced by their satisfaction level at the

workplace. If they are dissatisfied the turnover rate may also increase. This situation increases the cost of recruitment, selection, and training employees, Gazioglu and Tansel (2002).

Job satisfaction is also considered to be dispositional Staw and Ross (1985). It was discovered from the dispositional perspective that assessing personal traits can give a clear indication in the forecast of JS. Disposition considers how personal characteristics can influence the level of JS and individual genetic makeup has been identified as a factor. Job satisfaction plays a significant role in both personal interests and organizational success and therefore valuable to study for multiple reasons Lim (2008). In recognizing the role of Job satisfaction phenomena, experts are of the view that it can interrupt labor behavior and influence work productivity and therefore worth be studied (George and Jones, 2008). This is in line with the belief that happier workers are more productive, but Staw (1986) debunks this assertion. Nevertheless, Job satisfaction contributes immensely to organizations in the following dimensions. Improved Job satisfaction encourages productivity and has inherent humanitarian value (Smith et. al., 1969). Also, Job satisfaction directly impacts the level of employees' commitment and absenteeism at the workplace (Hardy et. al., 2003). Organ and Ryan (1995) found that JS enhances organizational citizenship behaviors. Moreover, it enhances employees, retention level and avoids the cost of hiring new ones (Murray, 1999). It has also been demonstrated that satisfied employees have better health and long life and satisfaction on the job carries over to the employee's life outside the job. From the management point of view, a satisfied workforce translates into higher productivity due to fewer interruptions caused by absenteeism or good employees quitting. (Van derzee, 2009).

2.2 Theoretical foundation of the study

2.2.1 Maslow's Theory of Motivation/Satisfaction

According to Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization. According to Luthans, (2005), the theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate.

This theory indicates the premise that JS is dependent upon the fulfillment of the above-mentioned human needs in different scenarios and at different times. One has to first fulfill the lowest level needs to continue to satisfy the next level need. A person has to satisfy his/her physiological and safety needs before he/she tries to satisfy his/her need for love. However, once an individual satisfies the needs in a particular level of the hierarchy, the needs no longer become motivation factors.

2.2.2 The Two-factor Theory

According to Armstrong, (2014) mentioned the two factors model of motivation developed by Herzberg (1957, 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. He Generalized these factors by the phrase called 'motivation by the work itself. On the other way, the hygiene factors emanate from the context of the job which including pay and working condition. These factors are neither satisfied nor motivate but they serve to protect of job dissatisfaction of employees. Adequate pay in the organization may cause dissatisfaction but pay itself cannot be cause for job satisfaction?

2.2.3The Equity Theory

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

2.2.4 The Expectancy Theory

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 order to wish to compensate, expect that they will be able to encourage the reward and anticipate that remuneration will be beneficial. The concept of expectancy was originally incorporated in the expectancy-instrumentality model. 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 view, most behaviors are considered to be under the deliberate control of the workers and thus are influenced. To get the expectation hypothesis, it is essential to characterize the terms of hypothesis and clarify how they work (Ivancevich et al., 2013).

2.3 Determinants of Job Satisfaction

2.3.1 Pay & Benefit (PB) and Job Satisfaction

According to Jitendra (2013), this is the most important factor for the JS. 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, PB is a very important tool. 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 the job satisfaction of AKSCAE.

2.3.2 Working environment (WE) and Job Satisfaction

The more comfortable the WE is more productive will be the employees. The WE consists of broader dimension such as work and context .work include all the,all the different characters of the job like the job is to carry out and complete involving the task like tasks,training, control on once own job-related activities, a sense of achievement from work, variety on tasks and the intrinsic value for the task. The other dimension of JS is context comprised of the physical working condition and social work condition Gazioglu & Tanselb (2006). But WE affect the Job Satisfaction working in the AKSCA. Therefore by keeping in mind the finding of the previous studies, this study hypothesized that

H2: Working environment positively affects the job satisfaction of AKSCAE.

2.3.3 Promotion Opportunity (PO) and Job Satisfaction

Promotion opportunity (PO) can be reciprocated as a significant achievement in life. It promises and delivers more pay, responsibility, authority, independence, and status. PO seems to have a varying effect on the JS as they take on different forms. The reward by promotion can be explained by McClelland's theory for achievement and by Maslow's theory of an individual's need for self-esteem and self-actualization (Peerbhai, 2006). It includes Opportunity for promotion, Equal opportunity to grow despite being male or female, training program, Opportunity for use of skills and abilities Ellickson (2002). Opportunities for promotion are important determinants of the job satisfaction of employees. The satisfaction of self-actualization in the workplace is enhanced by creating opportunities for promotion, allowing autonomy, providing challenging assignments, and the optimal utilization of an individual's ability. This also influences JS Hoole & Vermeulen (2003).based on these findings the following hypothesis has been formulated.

H3: Promotion opportunity positively affects the job satisfaction of AKSCAE

2.3.4 Relation with Supervisors (RWS) and Job Satisfaction

The relation with immediate supervisor, Communication between employees and senior management, treatment of employees highly affect the JS Ting (1997). Supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not

their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. Cooperative and supportive relationships with colleagues are very important and contribute to higher levels of JS, Ellickson (2002).by taking account all the above findings this study hypothesizes

H4: Relation with supervisors positively affects the job satisfaction of AKSCAE.

2.3.5 Trust in leaders (TIL) and job satisfaction

One of the most important keys to leading a team is creating an environment of trust. Merriam-Webster defines trust as an “assured reliance on the character, ability, strength or truth of someone or something.” To work successfully as a team, the leader must create a culture where people can rely on the strength and abilities of those they work with and believe in their leader’s direction and vision.

Why is trust important to JS? People prosper when they know their efforts are appreciated and their work is meaningful. They step up to greater challenges when they know someone has their back. They will go beyond what they thought they could do and have greater results when they know their work will be appreciated and rewarded. Building trust is the key to building a great team.

H5: Trust in leaders positively affects the job satisfaction of AKSCAE.

2.3.6 Employee Gender (EG) and Job Satisfaction

Although the relation 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 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: Employee gender positively affects the job satisfaction of AKSCAE.

2.3.7 Employee Age (EA) and Job Satisfaction

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: Employee age positively affects the job satisfaction of AKSCAE.

2.3.8 Academic level (AL) and Job Satisfaction

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 themselves, 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 in the institution has been included in the study as an important variable. 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).

H8: Academic level positively affects the job satisfaction of AKSCAE.

2.3.9 Work experience (WEX) and Job Satisfaction

Year of experience refers to the amount of an employee has spent working for a particular organization. In the literature, the terms job tenure and years of experience are used interchangeably. According to the researchers, employees' years of experience are related to their job satisfaction and organizational commitment. Employees' good ability and skill about their job is important for their performance and success in the organization. A long year of experience is developing through time which makes the jobholder feel satisfaction in his or her work environment. Public servants who have worked for less than five years in their jobs than those who have worked for five years or more. (Fassil, 2016)

H9: Work experience positively affects the job satisfaction of AKSCAE.

2.3.10 Work Position (WP) and Job Satisfaction

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 work 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 conditions and rewards than lower-level employees do.

H10: Work position positively affects the job satisfaction of AKSCAE.

2.4 Importance of Job Satisfaction

Job Satisfaction impacts a person's general well-being for the simple reason that people spend a good part of the day at work. It has been linked to many variables including performance, absenteeism, and turnover.

1. It makes Employees more productive and high performer: researchers like Cook (2008) found a weak relationship between JS and performance. However, research conducted by Organ (1988), has found that there is a strong connection between JS and performance.

2. Reduce employees' absenteeism: Job Satisfaction makes positive intentions to work with employees in the organization. They become satisfied and feel easy than before in the job. But if

they are not satisfied with their job, they would be more likely to call in sick even when they are well enough to work.

3. Reduce turnover: Job Satisfaction depends on the employee's mental satisfaction with his working condition. When employees don't get facilities and opportunities in their workplace then they remove their place. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turnover.

4. It provides a better working environment: Job Satisfaction provides a better WE in the organization. Employees can submit their problems to the authority. Then authority takes appropriate actions to solve the problem or discuss it with the employee. So the environment becomes calm in the organization.

5. It improves teamwork: if the employees are satisfied with their work they become more volunteer to do activities in a group and their attention would be on their work rather counting the time to go home.

6. Enhanced customer satisfaction and loyalty: since public service organization is more related to serving customers and if there are satisfied employees on their work, the serving process also becomes smooth and customers become satisfied.

2.5 Empirical Studies on Job satisfaction

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 Pay and benefits are the most crucial determinants of job satisfaction in the United Arab Emirates. The 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. (Bola, 2012) Ellickson and Logsdon (2001) study found out that job satisfaction of municipal government employees is significantly influenced by the perception of employee satisfaction with promotional opportunities, pay, and fringe benefits and they mentioned that equitable workload distribution also has significantly and positively affected employees' job satisfaction. Ndegwa and Minja

(2018) critically examine determinants of employee job satisfaction among county Government Enforcement officers in Kenya and their findings imply that work environment, work condition, job security, and leadership styles are all but ensuring workers are satisfied with their jobs and they research to conclude that supportive, concerned, and deliberated leadership style will ensure job satisfaction among employees. (Timkete, 2018) empirically investigates the topmost determinants of job satisfaction among employees of Abay Bank. These 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 but unmet job expectations and workload are negatively correlated. In addition to this, she also found out that leadership style and workload are significant factors of influencing job satisfaction in Abay Bank. Mehari and Premanandam (2017) analysis on job satisfaction factors in Ethiopia selected public and private sectors in Woldia district shows that public organization workers are less satisfied in their jobs than private employees in terms of pay and promotion.

The other research was done on banks by Panchanatham and Sowmya (2011) and shows that all the factors salary and benefit, work environment, promotion, and relation with manager supervisors) have a correlation coefficient of greater than 0.85 which mean that there was a strong and positive relationship between those factors and job satisfaction. According to Gedefaw (2012), research conducted on Ethiopian secondary school teachers shows more than 55 percent of the respondents were dissatisfied with salary and benefit, work environment, and relation among supervisors and co-workers. In contrast with this a research conducted by Nezaam (2005) which was done on the mining industry, shows that employees were satisfied with the work environment, promotion, and salary and benefit. Research conducted by Senait (2012) on employees of the commercial bank of Ethiopia shows that more than 65 percent of the respondents were also dissatisfied with their job. Therefore by considering all the above findings, this research tries to identify the determinants and assess the current level of job satisfaction of employees.

2.6 Conceptual framework of the study

According to Upton, (2001), a conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. Therefore based on the overall related literature and theoretical frameworks, the following

conceptual framework has been developed. As expounded in the literature review EG, EA, AL,WEX, WP, PB, WE, PO, RWS, and TIL have a significant impact on the JS. So JS has taken as a dependent variable while EG, EA, AL,WEX, WP, PB, WE, PO, RWS, and TIL as the independent variable. The relationship of this variable for this is referred to as follows.

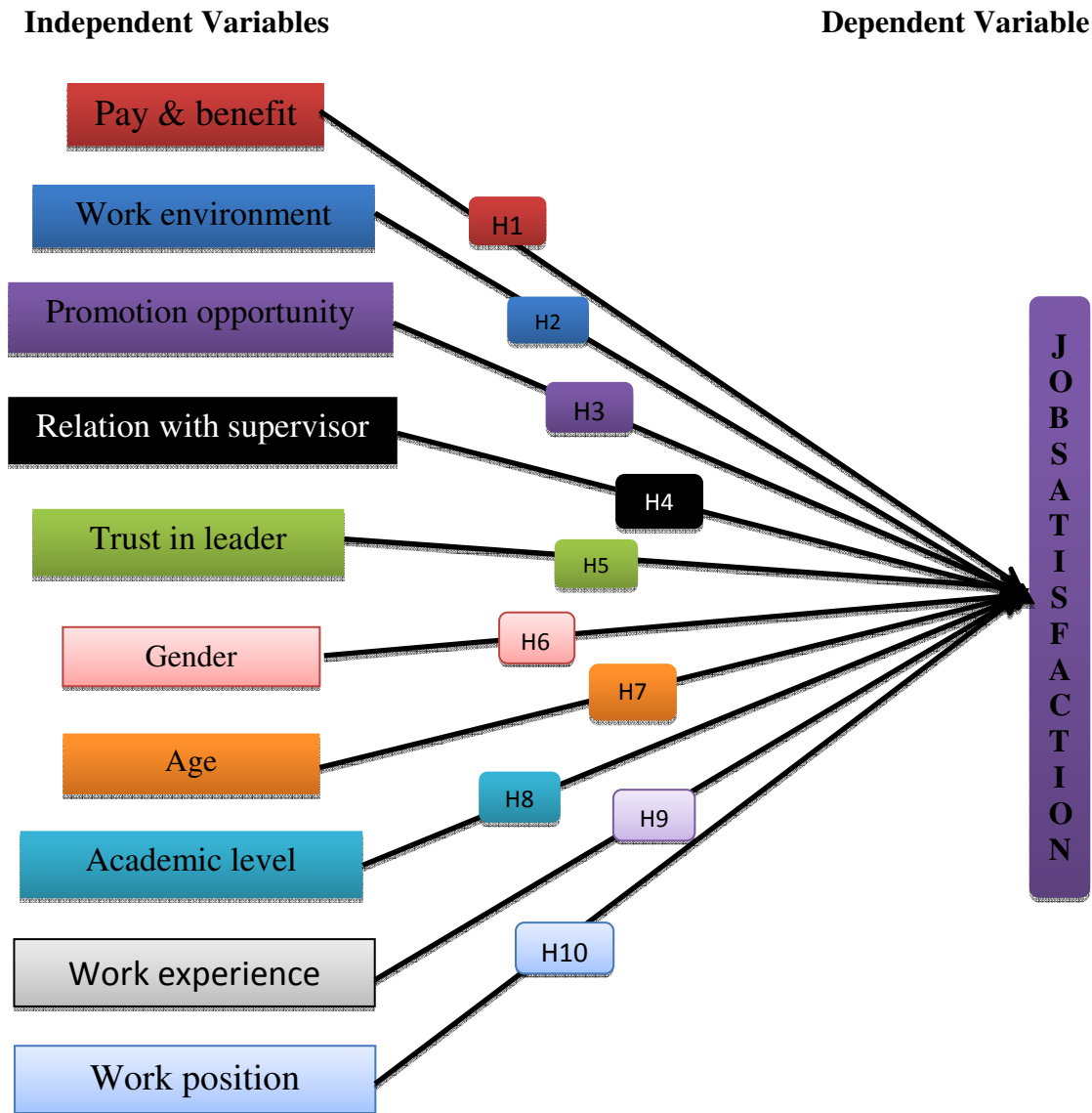


Figure 2-1 Conceptual Framework of the Research

Source: Own conceptual framework (2021)

Table 2.1 Definitions of Variables Used to Measure Job Satisfaction

Variable	Question/Statement Used to Define Variable
Dependent Job Satisfaction	“What are the determinants of JS?”
Environmental PB WE PO RWS TIL	“How does PB affect the JS?” “Does the WE affect JS?” “Does PO affect JS?” “How does the RWS affect the JS?” “Does TIL affect JS?”
Demographic Employee Gender (EG) Employee Age (EA) Academic level (AL) Work experience (WEX) Work position (WP)	“1= Male, 2= Female” “1= 18 – 29, 2 = 30 – 39, 3 = 40 – 55, 4 = +55 year” “1 = Primary level, 2 = TVT Certificate, 3 = TVT or College (diploma), 4 = University Degree, 5 = Second Degree, 6 = Other ” “1 = Less than 1 year, 2 = 1 – 3 years, 3 = 4 – 6 years, 4 = More than 6 years” “1 = Supervisory, 2 = non-supervisory”

Source: Own conceptualization based on the literature review

All variables, except demographic factors, were measured using a 7-point Likert-type scale that ranged from 1 = "completely disagree" to 7 = "agree completely" or 1 = "Extremely dissatisfied" to 7 = "Extremely satisfied".

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology which integrates the various techniques that were used for the study to achieve the research objectives. It takes into account issues such as the study area, research design, research approach, target population, sampling technique, Sample size, Source of data, Method of data collection, Method of data analysis, and Ethical Considerations.

3.2 Study area

AKSCA offices are located in the southern part of Addis Ababa. It is 20 km far from the city's center. The latitude of Akaki Kality, Addis Ababa, Ethiopia is 8.895831, and the longitude is 38.789162. The population of the AKSCA is estimated at 220,740 with 114,095 females and 106,645 males being served by male – 956 female – 813 total - 1773 employees (2007 Ethiopian Central Statistics Authority cited in Emmanuel Development Association). Akaki Kality, Addis Ababa, Ethiopia is located in Ethiopia country in the Districts place category with the GPS coordinates of 8° 53' 44.9916" N and 38° 47' 20.9832" E. And it is located 2,140 m above sea level (LatLong.net, 2012-2017).

3.3 Research design

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. The reason behind using explanatory research design is because; it is better 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 of the present existing condition and its effect.

Therefore, the main objective of this study is to identify the major factors that determine Job Satisfaction in the AKSCAE. The study involves a survey of different documents regarding the determinant of Job Satisfaction and close-ended questionnaires to employees. The study tries to explain whether each independent variable factor influences Job Satisfaction and a correlation and regression study is used as a measurement method.

3.4 Research approach

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

3.5 Target Population

According to Babbie (2002), the target population was a set of the incident, individuals, mechanisms, administrations, the gathering of things, or families under study. According to Wojtek J.Krzanowski (2007). Identifying the target population is one critical aspect of any study, but associated with the population are the observations or measurements that are to be made on each individual of that population. These comprise the datafor the study. There are several different typesof measurements, and since the different types generally demand different statistical techniques for their analysis, we need to consider them briefly here. Addis Ababa City Administration is contained eleven sub-citiessuppose the researcher was taken the sample by cluster (sub-city), for resource, and time factors the researcher has selected one sub-city i.e. Akaki Kality Sub-city Administration. The target population of enthusiasm for this study comprises employees of the Akaki Kality sub-city administration five randomly selected offices (Micro and Small-scale Enterprise Office, public service office, Finance office, Dray waste cleaning management office, and culture and tourism Office), and randomly selected five werda districts. As indicate by AKSCA public service office, the sub-cityfive selected offices,and randomly selected five werda districtsto have male – 956 female – 813 total - 1773 employees. Like sub-cityadministration in werda districts,the researcher targeted only five randomly selected offices like Micro and Small-scale Enterprise Office, public service office, Finance office, Dray waste cleaning management office, and culture and tourism Office.

3.6 Sampling Technique

Probability and non-probability sampling methods were adopted in selecting the study organizations. Probability sampling ensures that each element of the employees of interest has an equal chance of selection as they were drawn from the sampling frame (Haer and Becher, 2012). Probability sampling techniques include random, cluster, stratify sampling, etc. To ensure all the interest of employees has an equal chance of being select for the study, random sampling is employed to get varying views from the respondents. Non-probability sampling techniques also involve purposive, convenience, quota, sequential sampling, etc. Therefore, for this study, researcher used the probability sampling technique to give equal chance for employees to fill up the questionnaire. For selecting a sample from the sub-city five randomly selected offices, and randomly selected five werda districts stratified random sampling was used

3.7 Sample Size

The target populations of this research were AKSCAE. Regarding sample size, Bryman and Bell (2007) recommend that the larger the sample size, the more the accuracy of the results. There are several methods to determining sample size. Given the total population, the number is known; Yamane's (1967) formula is used to calculate a sample size that could accurately represent the total 1773 employees work in the Akaki Kality sub-city administration five randomly selected offices and five werda districts.

The formula in the figure was used to calculate the sample size in the figure. A 95 percent confidence level and $p = 0.05$ are assumed for this equation.

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

Figure 3.1 simplified formula to calculate sample size (Yamane, 1967)

(Where n is the sample size, N is the population size, and e is the level of precision)

$$n = \frac{1773}{1 + (1773)(0.05)^2} = \frac{1773}{5.4325} = 326.36$$

Sample from each stratum

$$ni = \frac{Ni}{N * n}$$

Where n_i = sample size from i th strata

N_i = total population of i th strata

N = total population

n = the total sample size

From the formula, the sample sizes for this study were 326 employees. This survey was used non-probability sampling, consists of convenience sampling and snowball sampling. The respondents were chosen base on their availability to respond to the survey. These approaches were used because, even though convenience sampling can cause error sampling, but snowball sampling helps to better define the target population (Hair et al., 2007).

The following table summarizes the total population in selected offices, and werda districts and the corresponding Sample was taken from randomly selected offices and werda districts.

Table 3.1: The sample distribution of selected sector/ werda

Sector / selected werda	Population/ Strata	Proportional Percentage	The Employee of the AKSCA	Sample
Micro and Small-scale Enterprise Office	102	5.8%	$102/1773=0.058*326$	19
Public service Office	118	6.7%	$118/1773=0.067*326$	22
Finance office	96	5.4%	$96/1773=0.054*326$	18
Dray waste cleaning management office	31	1.7%	$31/1773=0.017*326$	6
culture and tourism Office	51	2.9%	$51/1773=0.029*326$	9
Werda 2	274	15.5%	$274/1773=0.155*326$	50
Werda 3	281	15.8%	$281/1773=0.158*326$	52
Werda 9	269	15.2%	$269/1773=0.152*326$	49
Werda 11	280	15.8%	$280/1773=0.158*326$	51
Werda 13	271	15.2%	$271/1773=0.153*326$	50
Total	1773	100%	1773	326

3.8 Source of data

In an attempt to address the determinant of JS on both primary and secondary data sources of the employee concerning primary data, the data will collect through questionnaires were filled by the existing staff of the organizations. Secondary data was collected from human resource management books, articles, literature, journals, previous researches, and, websites (internet).

3.9 Method of Data collection

This study was going to be used a structured close-ended self-administered questionnaire which is designed to collect quantitative data. The structured questionnaire is a mixture that includes a job satisfaction survey developed by Paul E. Spector (1994) which is specifically designed for the public sector and non-profit organizations and the study uses different structured questionnaires for independent variables.

3.10 Methods of Data analysis

Questionnaires were prepared to test the respondent's wholeness, accurateness, errors, and other discrepancies. The data were generated to test JS level on the demographic factors EG, EA, AL, WEX, WP, and environmental variables PO, PB, RWS, TIL, and the WE attribute within the AKSCA. The collected data were analyzed using, tables, correlation, and multiple regression analysis. To change the collected data into useful information statistical package for social science (SPSS) version 23 was used.

Model Formulation and Specification

$$Y = \beta_0 + \beta_1 EG + \beta_2 EA + \beta_3 AL + \beta_4 WEX + \beta_5 WP + \beta_6 PB + \beta_7 PO + \beta_8 WE + \beta_9 RWS + \beta_{10} TIL + \epsilon$$

Whereas

Y = Job satisfaction

β_0 = constant term,

β_1 = coefficient variable Employee Gender,

β_2 = coefficient variable Employee Age,

β_3 = coefficient variable Academic Level,

β_4 = coefficient variable Work experience,

β_5 = coefficient variable Work position,
 β_6 = coefficient variable Pay & Benefit,
 β_7 = coefficient variable Promotion opportunity,
 β_8 = coefficient variable Work Environment,
 β_9 = coefficient variable Relation with supervisors,
 β_{10} = coefficient variable Trust in leaders,

ϵ_0 =a margin of error.

(EG = Employee Gender, EA = Employee Age, AL = Academic level, WEX = work experience, WP = work position, PB = pay and benefit, WE= work environment, PO= promotion opportunity, RWS= Relation with supervisor, TIL= Trust in leaders and e is the error term)

3.11 Instrument Validity & Reliability

3.11.1 Validity Test

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure, Kothari (2004). The study was explanatory research design and uses standardized measurement (job description index) which is forward after conceptual and empirical investigations. This research follows the Job Descriptive Index (JDI) as a research instrument that is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure Job Satisfaction with their job in ten dimensions, EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL. Besides this, 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 was also tested by the pilot study. Thus it is safe to say that the study valid instruments.

3.11.2 Reliability Test

A reliability test is used to assess consistency in measurement items (cerri, 2012). Cronbach's alpha is used to measure the internal consistency of the measurement items. From the data analysis, the Cronbach's alpha for PB is 0.973, for the WE is 0.970, for PO is 0.970, for RWS is 0.986, for TIL is 0.969 and for JS is 0.968. The total reliability test is 0.977 which is excellent according to the standard set by Crossman (2003) and it is over the accepted limit of 0.70. For all individual factors, Cronbach's alpha is greater than 0.70 which is shown below that signifies

greater internal consistency between the items and measures the intended dimensions of the variables. As well as it indicates the acceptability of scale for further analysis.

Table3.2: Result of Reliability test

Reliability Statistics

Cronbach's Alpha	N of Items
0.977	6

3.12 Ethical Considerations

In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy, and anonymity will be withheld. Participants and respondents will be given full information on the purpose and objectives of the study for them to make informed decisions as to whether to partake or not. Moreover, all information concerning the identity and personality of respondents will be treated with the utmost confidentiality. Additionally, all information gathered will be used for the sole purpose of this research study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter contains the reliability analysis, respondents' profile, correlation analysis, and multiple regression analysis.

A total of 326 questionnaires were distributed and were collected from AKSCAE&five randomly selected werda employees.From the distributed 326 questionnaires distributed only 311 and the response rate of 95.39 percent. It was analyzed by using the statistical package for social science (SPSS) version 23 to answer the research questions.

4.2 Demographic characteristics of the respondents

This section presents the demographic characteristics of respondents like gender,academic level, work experience, and Work Position.

Table4.1: Frequency of Gender of respondent

Gender of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	146	46.9	46.9	46.9
Female	165	53.1	53.1	100.0
Total	311	100.0	100.0	

Source: own survey, 2021

As shown in the above table and pie chart majority of the respondents (n = 165, 53.1%) fall in the category of Female. This is followed by 146 (46.9%) of the respondents are in the category of Male. It indicates that the greatest number of responders was females and most employees who work in the organization were females.

Table 4.2: Frequency of age distribution of respondents

Age of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	124	39.9	39.9	39.9
	30-39	145	46.6	46.6	86.5
	40-55	40	12.9	12.9	99.4
	+55	2	0.6	0.6	100.0
	Total	311	100.0	100.0	

Source: own survey, 2021

As shown in the above table, the majority of the respondents (N =145, 46.6 %) fall in the category of 30 to 39 years. This is followed by 124(39.9%) of the respondents are in the category of 18 to 29 years. The third order is 40 (12.9%) of the category of 40 to 55 years. Among the respondents, only 2 (0.6%) were above 55 years.

Table 4.3:Academic level of employees

The academic level of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary level	5	1.6	1.6	1.6
	TVT Certificate	16	5.1	5.1	6.8
	TVT or College (diploma)	45	14.5	14.5	21.2
	University Degree	213	68.5	68.5	89.7
	Second Degree	32	10.3	10.3	100.0
	Total	311	100.0	100.0	

Source: own survey, 2021

Of the respondents 32 (10.3%) of them have beenSecond degree, 213(68.5%) respondents have University degree, 45(14.5%) respondents have TVT or College (diploma), 16(5.1%) respondent have TVT Certificate, and only 5 respondents were Primary level which represents 1.6% of the

total respondents. This shows that the majority of the respondents were a university degree, and the minimum number of the respondent was primary level. This indicates that most of the respondents were well-educated and have a good insight into basic Job Satisfaction.

Table 4.4: Frequency distribution Work experience of employees.

Work experience of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	31	10.0	10.0	10.0
1-3 years	93	29.9	29.9	39.9
4-6 years	86	27.7	27.7	67.5
More than 6 years	101	32.5	32.5	100.0
Total	311	100.0	100.0	

Source: own survey, 2021

It can be viewed in the above table majority of the respondents (n =101 or 32.5%) fall in more than 6 years of experience group and 93 respondents (29.9%) fall in the 1-3years of experience group. While 86 respondents (27.7%) fall in 4-6years of experience and 31 (10%) of them were in the category of less than 1year of experience. This shows that the AKSCA has both high experience and junior employees; it is easy to adopt the new technologies and share the experience.

Table 4.5: Frequency distribution of respondents Work position

Work Position of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisory	81	26.0	26.0	26.0
non-supervisory	230	74.0	74.0	100.0
Total	311	100.0	100.0	

As we can see from the above table majority of the respondents were non-supervisory which represents (n =230 or 74.0%). Next to that Supervisory were n = 81 and represent 26.0 % of the total respondents.

4.3 Correlation analysis between factors and Job Satisfaction

Table 4.6 Relationship among factors of job satisfaction and job satisfaction

Correlations

		JS	PB	WE	PO	RWS	TIL	EG	EA	AL	WEX	WP
JS	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	311										
PB	Pearson Correlation	.898**	1									
	Sig. (2-tailed)	.000										
	N	311	311									
WE	Pearson Correlation	.861**	.844**	1								
	Sig. (2-tailed)	.000	.000									
	N	311	311	311								
PO	Pearson Correlation	.845**	.826**	.855**	1							
	Sig. (2-tailed)	.000	.000	.000								
	N	311	311	311	311							
RWS	Pearson Correlation	.801**	.728**	.754**	.717**	1						
	Sig. (2-tailed)	.000	.000	.000	.000							
	N	311	311	311	311	311						
TIL	Pearson Correlation	.826**	.749**	.779**	.768**	.823**	1					
	Sig. (2-tailed)	.000	.000	.000	.000	.000						
	N	311	311	311	311	311	311					
EG	Pearson Correlation	.001	.024	-.023	-.043	-.021	-.005	1				
	Sig. (2-tailed)	.985	.679	.684	.447	.718	.930					
	N	311	311	311	311	311	311	311				
EA	Pearson Correlation	.058	.050	.032	.024	.073	.006	-.116*	1			
	Sig. (2-tailed)	.305	.383	.570	.679	.198	.913	.041				
	N	311	311	311	311	311	311	311	311			
AL	Pearson Correlation	-.080	-.119*	-.041	-.042	-.093	-.043	-.139*	-.070	1		
	Sig. (2-tailed)	.158	.036	.468	.457	.102	.454	.014	.216			
	N	311	311	311	311	311	311	311	311	311		
WEX	Pearson Correlation	.012	-.049	-.033	-.043	-.022	-.017	.017	.297**	.063	1	
	Sig. (2-tailed)	.831	.385	.561	.452	.700	.761	.763	.000	.269		
	N	311	311	311	311	311	311	311	311	311	311	
WP	Pearson Correlation	-.020	-.021	.002	-.042	-.041	-.025	-.013	-.051	-.215**	-.145*	1
	Sig. (2-tailed)	.723	.709	.971	.457	.470	.663	.824	.369	.000	.010	
	N	311	311	311	311	311	311	311	311	311	311	311

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

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

(Where EG = Employee Gender, EA = Employee Age, AL = Academic level, WEX = work experience, WP = work position, PB = pay and benefit, WE= work environment, PO= promotion opportunity, RWS= Relation with supervisor, TIL= Trust in leaders JS = Job Satisfaction)

Source: own survey, 2021

To determine the relationship between factors of JS (EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL) and JS 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 table 4.6 shows that there is a positive and significant relationship between PB, WE, PO, RWS, TIL, and JS but the relation between demographic variables and JS is insignificant.

The result in the above table indicates that there is a positive and significant relationship between organizational variables and dependent variables. PB with JS ($r = 0.898$, $p < 0.01$) implies the two variables influence each other positively and they have a strong relationship. There is also a positive and significant correlation between WE and JS ($r = 0.861$, $p < 0.01$), PO and JS ($r = 0.845$, $p < 0.01$), RWS and JS ($r = 0.845$, $p < 0.01$) and TIL with JS ($r = 0.826$, $p < 0.01$). The correlation among the five factors indicates that there is a statistically significant and strong correlation among them.

But when we come to the relation between demographic variable and dependent variable is insignificant and presents as follows. EG with JS ($r = 0.001$, $P = 0.985$), EA with JS ($r = 0.058$, $P = 0.305$), AL with JS ($r = -0.080$, $P = 0.158$), WEX with JS ($r = 0.010$, $P = 0.855$), WP with JS ($r = -0.065$, $P = 0.255$). This implies that demographic variables and JS have weak/low relationship.

4.4 Effect of the independent variable on dependent variables

Regression analysis was used to estimate or predict the impact of independent variables on a dependent variable. Multiple regressions were conducted to determine if predictor variables like EG, EA, LA, WEX, WP, PB, WE, PO, RWS, and TL significantly predict job satisfaction.

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 EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL on JS 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. The high peak has positive kurtosis, while the 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.

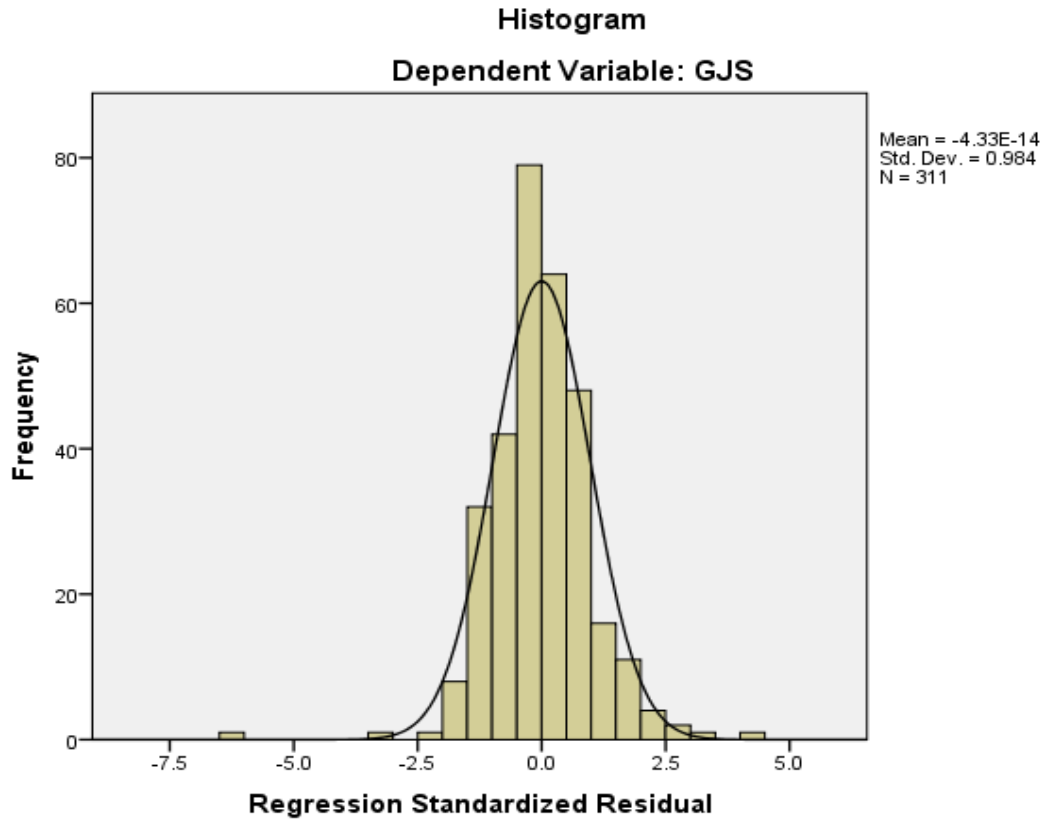


Figure 4.1: Normality Tests of Residuals

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. EG, EA, AL, WEX, WP, PB, WE, PO, RWS, TIL, and JS were normally distributed as their score was well in the range of -2.5 to +2.5. 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 lie 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.

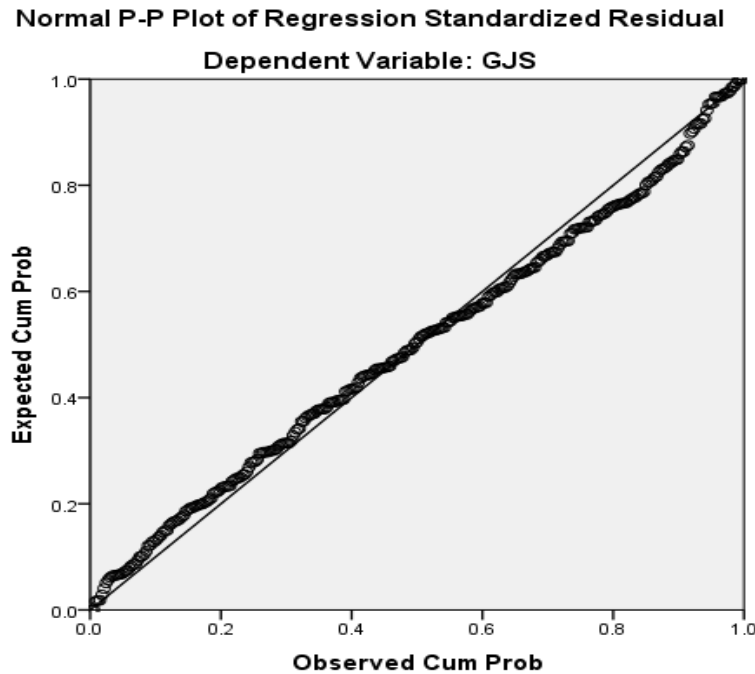


Figure 4.2: Test of linearity

Source: own survey, 2021

The plots in the above figure show strong linear relationships.

Assumption 3. 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.

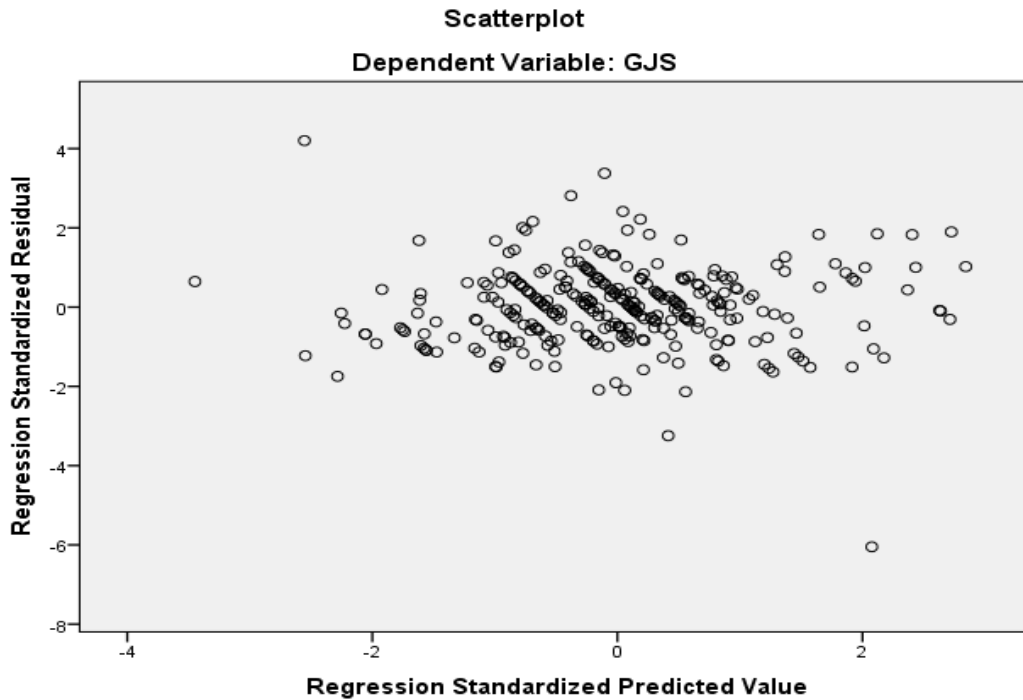


Figure 4.3: Scatter plot for testing homoscedasticity

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 6.0 to avoid multi-co linearity. As it can be seen from Table 4.7 below, the co-linearity statistics indicate that all tolerance values are greater than the benchmark indicated in

the literature, showing that the ten 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 6.0. Therefore in this study, there is no Multi-co linearity problem.

Table 4.7: Multicollinearity test

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
PB	0.228	4.392
WE	0.189	5.298
PO	0.216	4.626
RWS	0.280	3.569
TIL	0.244	4.093
EG	0.948	1.055
EA	0.863	1.159
AL	0.907	1.102
WEX	0.877	1.140
WP	0.936	1.068

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 1.776 and this is within the acceptable range. Therefore the result of this study indicates that the variables fulfill the independence of residuals.

Table 4.8: Autocorrelations

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	0.940 ^a	0.884	0.880	1.06883	1.776

a. Predictors: (Constant), Work Position, Gender, WE, Work experience , Academic level , Age , RWS, TIL, PB, PO

b. Dependent Variable: JS

4.5 Multiple Regression Analysis

Table 4.9 Model Summary of Multiple regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.880	1.06883

a. Predictors: (Constant), Work Position, Gender, WE, Work experience , Academic level , Age , RWS, TIL, PB, PO

Source: own survey, 2021

Multiple regression Analysis includes regression model was applied to test how far JS factors had an impact on employee satisfaction. The ten extracted dimensions were taken as independent variables against Job Satisfaction as dependent in the multiple regression models. Coefficient of determination- R^2 is the measure of the proportion of the variance of a dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). A higher value of R^2 represents the greater explanatory power of the regression equation. The above table shows the R^2 value of 0.884. This result shows that the independent variables (EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL) accounted for 88.4 percent of the variance in JS. This means 88.4 percent of the variation in JS is explained by the independent variables whereas the remaining 11.6 percent of the variation is explained by other factors which are not included in this study.

Table 4.10: ANOVA of Job Satisfaction

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2602.683	10	260.268	227.824	.000 ^b
	Residual	342.722	300	1.142		
	Total	2945.406	310			

a. Dependent Variable: JS

b. Predictors: (Constant), Work Position, Gender, WE, Work experience, Academic level, Age, RWS, TIL, PB, PO

Source: own survey, 2021

The result in the above table indicates the overall model significance, and this board helps us to make sure the above model (on the model summary table) is a statistically significant predictor of the outcome i.e. JS and it is evidenced that the model is statistically predictor of JS for the reason that the p-value is less than 0.05 therefore, a significant amount of JS is influenced by EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL. Furthermore, it can be concluded as, the overall regression model is significant, $F= 227.824$, $p < 0.05$, $R^2 = 0.884$ (i.e., the regression model is a good fit of the data).

Table 4.11: Regression Coefficients of Job Satisfaction.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.363	0.656		-2.078	0.039
	PB	0.494	0.045	0.455	11.033	0.000
	WE	0.126	0.044	0.130	2.878	0.004
	PO	0.131	0.043	0.128	3.019	0.003
	RWS	0.082	0.022	0.138	3.706	0.000
	TIL	0.170	0.039	0.173	4.343	0.000
	Gender	0.013	0.125	0.002	0.107	0.915
	Age	0.011	0.094	0.003	0.121	0.904
	Academic level	0.007	0.085	0.002	0.082	0.934
	Work experience	0.157	0.065	0.051	2.424	0.016
	Work Position	-0.024	0.143	-0.003	-0.166	0.868

a. Dependent Variable: JS

Source: own survey, 2021

Table 4.11 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 (PB) is ($\beta = 0.494$) which shows that by keeping other factors constant, 1 unit change in PB will lead to an increase JS by 49.4%. And it was statistically significant at $p < 0.05$. The beta value of Work Environment (WE) is ($\beta = 0.126$) which shows that by keeping other factors constant, 1 unit change in WE will cause to 12.6% positive change in JS. And it is statistically significant at $p < 0.05$. The beta value of Promotion opportunity (PO) is ($\beta = 0.131$) which shows that by keeping other factors constant, 1 unit change in PO will lead to an increase in JS by 13.1%. The beta value of Relation with supervisor (RWS) is ($\beta = 0.082$) which shows that by keeping other factors constant, 1 unit change in RWS will lead to an increase in JS by 8.2%. And it was statistically significant at $p < 0.01$. The beta value of Trust in leaders (TIL) is ($\beta = 0.170$) which shows that by keeping other factors constant, 1 unit change in TIL will lead to an

increase in JS by 17%. And it was statistically significant at $p < 0.01$. The beta value of Work experience (WEX) is ($\beta = 0.157$) which shows that by keeping other factors constant, 1 unit change in WEX will lead to an increase in JS by 15.7%. And it was statistically significant at $p < 0.05$. The beta value of Employee Gender (EG) is ($\beta = 0.013$) which shows that by keeping other factors constant, 1 unit change in EG will lead to an increase JS by 1.3%. And it was statistically significant at $p > 0.05$. The beta value of Employee Age (EA) is ($\beta = 0.011$) which shows that by keeping other factors constant, 1 unit change in EA will lead to an increase in JS by 1.1%. And it was statistically significant at $p > 0.05$. The beta value of Academic level (AL) is ($\beta = 0.007$) which shows that by keeping other factors constant, 1 unit change in AL will lead to an increase in JS by 0.7%. And it was statistically significant at $p > 0.05$. The beta value of work position (WP) is ($\beta = -0.024$) which shows that by keeping other factors constant, 1 unit change in WP will lead to a decrease in JS by 2.4%. And it was statistically significant at $p > 0.05$.

Depending on table 4.11 the following regression model was stated as follows:

$$Y = \beta_0 + \beta_1 PB + \beta_2 WE + \beta_3 PO + \beta_4 RWS + \beta_5 TIL + \beta_6 EG + \beta_7 EA + \beta_8 AL + \beta_9 WEX + \beta_{10} WP + \varepsilon$$

$$Y = -1.363 + 0.494PB + 0.126WE + 0.131PO + 0.082RWS + 0.170TIL + 0.013EG + 0.011EA + 0.007AL + 0.157WEX - 0.024WP + \varepsilon$$

Where Y= Job satisfaction

β_0 =Constant term

β_1 =Coefficient Variable Pay & Benefit

β_2 =Coefficient Variable work environment

β_3 =Coefficient Variable promotion opportunity

β_4 =Coefficient Variable Relation with supervisor

β_5 =Coefficient Variable Trust in leaders

β_6 =Coefficient Variable Employee Gender

β_7 =Coefficient Variable Employee Age

β_8 =Coefficient Variable Academic level

β_9 =Coefficient Variable Work experience

β_{10} =Coefficient Variable Work position

ε = error term

From the above model formula, the constant value ($\beta_0 = -1.363$) implies that Job satisfaction in Akaki Kaliti sub-city Administration would be -1.363 if other variables of the model were zero.

4.6 Discussion of the Results

This section presents the results indicated 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 PB had a significant effect on job satisfaction with values ($\beta = 0.494$, $t = 11.033$, $p < 0.05$). Hence, H1 was accepted. The finding supports the two-factor theory carried out by Herzberg (1950s) showing that a good salary is considered an extrinsic factor that would not cause motivation. However, a lack of a good payment would trigger dissatisfaction. In addition, the finding was consistent with Luthans (1995) who notes that “wages and salaries are recognized to be a significant, but complex, multidimensional predictor of job satisfaction.

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 ($\beta = 0.126$, $t = 2.878$, $p < 0.05$). Thus, the proposed hypothesis was accepted. The finding supports the expectancy theory carried out by Victor Vroom (1964) who showed in the third assumption, People want different things, like work environment, advancement, and challenge from the organization. Likewise, the finding of Tharu, (2019) who 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 ($P < 0.05$).

Effect of Promotion opportunity on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that Promotion opportunity had a significant effect on job satisfaction with values ($\beta = 0.131$, $t = 3.019$, p

<0.05). The value of beta showed 1 unit changes in Promotion opportunity will bring 13.1% unit changes in job satisfaction. The value of beta shows 1 unit change in the promotion will bring 0.131 unit changes in job satisfaction. Hence, H3 was accepted. The result is consistent with Getachew Beyene (2020) who conducted a similar study in a public service organization comprising 270 employees. The result showed a strong and positive association between promotion opportunities and job satisfaction with correlation ($r= 0.617$, $\beta= 0.433$).

Effect of Relation with supervisor on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that relation with supervisor had a significant effect on job satisfaction with values ($\beta = 0.082$, $t = 3.706$, $p < 0.01$). The value of beta showed 1 unit change with the supervisor will bring 80.0 % changes in job satisfaction. Hence, H4 is accepted. The result is consistent with Mark C. Ellickson (2002) who conducted a similar study on municipal Government employees. The results showed a moderate and positive association between relation with supervisor and job satisfaction with correlation ($r= 0.01$, $\beta= 0.46$)

Effect of Trust in leaders on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that trust in leaders had a significant effect on job satisfaction with values ($\beta = .170$, $t = 4.343$, $p < 0.01$). which revealed that trust in leaders has a positive significant effect on job satisfaction. The value of beta showed 1 unit changes like the job will bring 17% unit changes in job satisfaction. Hence, H5 is accepted. The result consistent with Jixia Yang & Kevin W. Mossholder (2010) described that the content of the work performed by employees is a major predictor of job satisfaction. The result showed that a moderate and positive association between trust in leaders and job satisfaction with correlation ($r= 0.43$, $\beta= 0.311$).

Effect of work experience on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that work experience had a significant effect on job satisfaction with values ($\beta = .157$, $t = 2.424$, $p < 0.05$). which revealed that work experience has a positive significant effect on job satisfaction. The value of beta showed 1 unit changes like the job will bring 15.7% unit changes in job satisfaction.

Hence, H9 is accepted. The finding support in the expectancy theory carried out by Vroom in 1964 (Armstrong, 2014) showed in 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.

Effect of employee gender on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that employee gender had an insignificant effect on job satisfaction with values ($\beta = .013$, $t = 0.107$, $p > 0.05$). which revealed that employee gender has a positive but insignificant effect on job satisfaction. The value of beta showed 1unit changes like the job will bring 1.3% unit changes in job satisfaction. Hence, H6 is not accepted. It implies that employee gender plays an insignificant role in explaining variation in the dependent variable. The result is consistent with Mark C. Ellickson (2002) who conducted a similar study on municipal Government employees. The results showed that gender shows a weak relationship with job satisfaction ($r = 0.213$, $\beta = 0.02$).

Effect of employee Age on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that employee age had an insignificant effect on job satisfaction with values ($\beta = .011$, $t = 0.121$, $p > 0.05$). which revealed that employee age has a positive but insignificant effect on job satisfaction. The value of beta showed 1unit changes like the job will bring 1.1% unit changes in job satisfaction. Hence, H7 is not accepted. Contrary to expectations, age did not affect job satisfaction levels of public service employees. The result is consistent with Mark C. Ellickson (2002) who conducted a similar study on municipal Government employees. The results showed that Age shows a weak relationship with job satisfaction ($r = 0.423$, $\beta = -0.1$).

Effect of employee Academic level on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that academic level had an insignificant effect on job satisfaction with values ($\beta = .007$, $t = 0.082$, $p > 0.05$). which revealed that academic level has a positive but insignificant effect on job satisfaction. The value of beta showed 1unit changes like the job will bring 0.7% unit changes in job satisfaction. Hence, H8 is not accepted. The result is consistent with Mohammad A., Nawaz A., Omer A.,

Saleem R., and Abdul Hakeem S. (2013) who conducted a similar study in the public service organization. The results showed that Academic level shows a weak relationship with job satisfaction ($r= 0.04$, $\beta=- 0.081$).

Effect of employee work position on job satisfaction

The results of multiple regressions, as presented in Table 4.11 above, revealed that work position had an insignificant effect on job satisfaction with values ($\beta =- .024$, $t = -0.868$, $p > 0.05$. which revealed that work position has a negative and insignificant effect on job satisfaction. The value of beta showed 1unit changes like the job will decrease by 2.4% unit changes in job satisfaction. Hence, H10 is not accepted. Specifically, supervisors, managers, and department heads expressed higher levels of satisfaction than non-supervisory personnel, when all other factors held constant. The result is consistent with Mark C. Ellickson (2002) who conducted a similar study on municipal Government employees. The results showed that job level was a significant predictor of job satisfaction ($\beta =-.04$, $r= 0.037$).

Table 4.12 Summary of Tested Hypothesis

Hypothesis	β Value	Statistical significance (P Value)	Result
H1	0.494	0.000	Accepted
H2	0.126	0.004	Accepted
H3	0.131	0.003	Accepted
H4	0.082	0.000	Accepted
H5	0.170	0.000	Accepted
H6	0.013	0.915	Not Accepted
H7	0.011	0.904	Not Accepted
H8	0.007	0.934	Not Accepted
H9	0.157	0.016	Accepted
H10	-0.024	0.868	Not Accepted

Source: Own hypothesis analysis (2021)

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

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 the sample, results obtained from the descriptive statistics factors of JS, correlations between the factors of JS, Multiple regression analysis, and significant statistical differences between dependent and independent variables. Conclusions are drawn based on the obtained results and recommendations for future research that may be of worth are put forth.

5.2 Summary of the Major Findings

The major objective of this study was to find out the level of JS, This indicates that there are other variables which contribute to the job satisfaction of employee are which are not considered in this study. On the dimensions of EG, EA, AL, WEX, WP, PB, WE, PO, RWS, and TIL in AKSCA. The study depends on a 311 sample size for analyzing the data. For data analysis, descriptive statistics & inferential statistics were used. Descriptive statistics table, frequencies, and percentage were used to analyze the background information such as; gender, age interval, academic level, working experience, and work position of the respondents.

- ❖ Based on previous theories and researches regarding determinants of Job Satisfaction, this study shows that independent variables like PB, WE, PO, RWS, TIL, and work experience have significant variables.
- ❖ Job Satisfaction and Pay & benefit, Work environment, Promotion opportunity, Relation with supervisor, trust in leaders, and work experience have a positive correlation and have a major effect.
- ❖ R Square value of 0.884 that 88.4% of the variance in JS can be accounted for by these ten independent variables. It should be noted that the variance accounted for by these variables is relatively large, with the remaining 11.6% of the variance being explained by factors other than those considered.

5.3 Conclusion

JS can improve service quality and increase employee motivation. In this situation, policymakers and supervisor of the public service organization should have turned their attention to provide different kinds of facilities to their employees to satisfy their employees and to enhance their service delivery. And also satisfied employees are more committed to their job than dissatisfied. This is because a person with a high level of JS 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 study focuses on determinants of JS at AKSCA. It offers key contributions in the human resource management literature of AKSCA public sectors by suggesting the key considering factors to attain job satisfaction of AKSCAE.

To attain the JS, the human resource managers of AKSCA traction should concentrate on PB, WE, PO, RWS, TIL, and work experience.

To be more specific, this study emphasizes the most on PB as the key determining factor for attaining JS in the AKSCA. The government and the organization itself should always try to attain the JS to improve their productivity and attain the desired result by focusing on these determinants of JS.

Concerning the objective which is placed to examine the contribution of each determinant variable of JS in table 4.11, it may be deduced from the R Square value of 0.884 that 88.4% of the variance in JS can be accounted for by these ten independent variables. It should be noted that the variance accounted for by these variables is relatively large, with the remaining 11.6% of the variance being explained by factors other than those considered. From this, it can be concluded that PB, WE, PO, RWS, TIL, and work experience are statistically significant at the 0.01 level.

5.4 Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the public sectors and suggestions for other researchers.

- Human resources are vital for the successful implementation of the HRM reform in public service institutions. Therefore, particular attention should be given to bring about positive changes in the lifestyle of the civil servants by designing adequate employee packages like compensation and benefits, training, and social support.
- Management of public sectors and policy planners should consider PB, WE, PO, RWS, TIL, and work experience.
- Generally, it is recommended that public sector top managers should effectively implement the determinants of Job Satisfaction such as PB, WE, PO, RWS, TIL, and work position for incremental Job Satisfaction.

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APPENDICES -1

Addis Ababa University
College of Business and Economics
MBA Program

Questionnaires to be filled by Employees of Akaki Kaliti sub-city Administration.

Dear respondents; this questionnaire is designed to gather information on the determinant of job satisfaction at Akaki Kaliti sub-city administration employees. The purpose of the study is exclusively for the academic requirement as a Master of Business Administration degree requisite. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, you're genuine, frank, and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

- ✓ No need of writing your name.
- ✓ Encircle the letter of your choice and put the [✓] mark in the box provided.
- ✓ Please respond as accurately as possible and at your earliest possible time.

Thank you for your cooperation!

Part-I: Demographic Information of Respondents

1. Gender
A. Male B. Female
2. Age (in years)
A. 18 – 29 B. 30 – 39 C. 40 – 55 D. +55 year
3. Academic level
A. Primary level C. TVT or College (diploma) E. Second Degree
B. TVT Certificate D. University Degree F. Others (specify) _____
4. Your work experience in this organization
A. Less than 1 year B. 1 – 3 years C. 4 – 6 years D. More than 6 years
5. Your work position in this organization
A. Supervisory B. Non-supervisory

Part-II: General Questions

Section I. Issues Related to Job satisfaction

The following statement relates to Job satisfaction at your organization. Please indicate your level of agreement/disagreement by ticking [✓] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
1	Generally speaking, I am very satisfied with this job							
2	I am generally satisfied with the kind of work I do in this job							
3	I frequently think of quitting this job							
4	Most people on this job are very satisfied with the job							
5	People on this job often think of quitting							

Section II. Issues Related to Pay and benefits.

The following statement relates to Pay and benefits at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
	Salary							
1	My salary is adequate for my living expenses.							
2	The period between pay rises is reasonable.							
3	I feel appreciated by the organization when I think about what they pay me.							
4	My organization has an appropriate salary scale.							
	Fringe Benefits							
5	All necessary fringe benefits are provided in my organization (e.g., health insurance, accommodation, and allowances)							

Section III. Issues Related to Work Environment of the Akaki Kality sub-city administration

The following statement relates to the Work environment of employees at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
1	I am able to personalize by work space.							
2	My work area has much visual destruction.							
3	My workstation is large.							
4	I can determine the organizational appearance of my work area.							
5	My workplace provides an undisturbed environment.							

Section IV. Issues Related to Promotion opportunity of employees

The following statement relates to the promotion of employees at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
1	Promotion opportunities are not limited and are fairly adequate in this organization							
2	My organization has a clear and fair promotion policy and strategy that takes efficiency Performance and experience into account							
3	My organization puts the right person in the right position							
4	My organization gives proper attention to staff complaints and grievances							
5	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							

Section V. Issues Related to Relation with the supervisor of the Akaki Kality sub-city administration

The following statement relates to the relationship with the supervisor at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
	Supervisor style							
1	My supervisor is available when needed.							
2	My supervisor shows consideration for subordinates' feelings.							
3	My supervisor allows me to participate in important decision-making.							
4	I receive regular feedback about my performance.							
	Supervisor feedback							
5	The feedback I receive from my supervisor is useful.							
6	The form my supervisor uses accurately evaluates my performance.							
7	My performance appraisal is conducted on time each year.							

Section VI. Issues Related to trust in leaders of the Akaki Kality sub-city administration

The following statement relates to the trust in leaders at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

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

No.	Items	Scale						
		1	2	3	4	5	6	7
	Affective trust in supervisor							
1	I'm confident that my supervisor will always care about my personal needs at work.							
2	If I shared my problems with my supervisor, I know (s) he would respond with care.							
3	I'm confident that I could share my work difficulties with my supervisor.							
4	I'm sure I could openly communicate my feelings to my supervisor.							
5	I feel secure with my supervisor because of his/her sincerity.							

Thank You!!

አዲስአበባዩኒቨርሲቲቢዝነትናኢኮኖሚክስኮሌጅ

በቢዝነስአስተዳደር(ማኔጅመንት) የትምህርትክፍል

መጠይቁ /ኮስችነሩ/ የሚሞላውበአቃቂቃሊቲክፍለከተማአስተዳደርሰራተኞችነው።

ውድመላሾች ; ይህመጠይቅ /ኮስችነር/

የተዘጋጀውበአቃቂቃሊቲክፍለከተማአስተዳደርሰራተኞችየስራእርካታላይያሉተጽዕኖችላይመረጃለማ ሰባሰብነው።የዚህጥናትዓላማለቢዝነስአድምንስትሬሽንማስተርስዲግሪአካዳሚያዊመስፈርትበህጋዊ መንገድጥቅምላይየሚውልነው።የሁላችሁምምላሽፍጹምበተሟላሚስጥራዊነትየሚጠበቅናበጥናቱ ውጤትላይምኃላፊነትየማትወስዱመሆኑንአረጋግጥላችሁለው።ስለሆነምየእናንተሀሳቦቻችን፣ግልጽ ነትናበቶሎምላሽመስጠትየጥናቱንስኬታማነትሙሉሰሙሉይወስናል።ስለዚህይህንኮስችነርበታማኝነ ትናበኃላፊነትበመሙላትየራሳችሁንአስተዋጽኦታደርጉዘንድበትህትናእጠይቃለሁ።

ማስታወሻያ

- ስምመጻፍአስፈላጊአይደለም
- የመረጥከውን/ሺውን/ ፊደልፊትለፊትበተዘጋጀውሳጥንውስጥ [✓] ምልክትአስቀምጥ/ጨ/
- እባካችሁንምክንያታዊናትክክለኛየሆነእንዲሁምቀዳሚምላሽስጥ/ጨ/

ስለቀናትብብራችሁከልብእናመሰግናለን!

ክፍል 1: የመላሾችየግልመርጃ

1. ጾታ

ሀ. ወንድሰ. ሴት

2. እድሜ (በአመታት)

ሀ. 18 - 29 ለ. 30 — 39 ሐ. 40 — 55 መ. ከ 50 የበለጠ

3. የትምህርትመረጃ

ሀ. 12ኛእናከዚህበታችሁ.የቴክኒክናሞያ/ኮሌጅዲፕሎማሠ. ሁለተኛዲግሪ

ለ. የቴክኒክናሞያሰርተፊኬትመ. ማጀመሪያዲግሪረ. ሌላካለ

4. በዚህተቋምውሰጥያለህ/ሽ/ የስራልምድ

ሀ. ከአንድአመትያነሰለ. 1 3 አመታትሐ. 4 — 6 መታት

መ. ከ 8 አመትበላይ

5. አሁንያሎትየስራመደብ

ሀ. የስራአስተባባሪለ.ፈ.ዓሚ

ክፍል 2: አጠቃላይጥያቂዎች

ምድብ 1.ከሰራተኞችየስራእርካታጋርተያያዥነትያላቸውጉዳዮች

ስማማት ደረጃት ክክለኛ ስሜት ሊመዘን የሚችለውን መለኪያ ክፍታችከተ ዘረዘሩት በመምረጥ በተዘጋጀው ባዶ ቦታ [√] ምልክት ያድርጉ።

	የሥራ አካባቢ ንብተ መለከተ (Working Environment)	1	2	3	4	5	6	7
1	በመሥሪያ ቤቱ ውስጥ የሥራ ስሜት የሥራ ደብዳቤ አለኝ							
2	የሥራ ቦታ የብርካታ በአይን የሚታዩ ችግሮች ያሉበት ነው							
3	የሥራ ቦታ የብቁና ሰፊ ነው							
4	የሥራ ቦታ የንጹህ ደረጃ ጥንቃቄን መምሰል እንዳለበት መወሰን ችያለሁ							
5	የምሥራብ ጥራት የሥራ ቦታ የማይረብሽ ምንጭትን ይሰጣል							

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

ምድብ 4. ከሰራተኞች የእውቅና ዕድል ጋር ተያያዥነት ያላቸው ጉዳዮች

የሚከተሉት ዐርፍተነገሮች ከአንተ/ቺ/

ተቋም ካለ የሰራተኞች የእውቅና ዕድል ጋር ተያያዥነት አላቸው። እባክትን የእርሶን የመስማማት ወይም አለ መስማማት ደረጃት ክክለኛ ስሜት ሊመዘን የሚችለውን መለኪያ ክፍታችከተ ዘረዘሩት በመምረጥ በተዘጋጀው ባዶ ቦታ [√] ምልክት ያድርጉ።

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

7. ሙሉ በሙሉ እስማማለሁ

	የእውቅና ዕድል ማግኘት አገገር (Promotion opportunity)
1	በመሥሪያ ቤቱ ያሉት የእውቅና ዕድሎች ያልተገደቡ ናቸው
2	መሥሪያ ቤቱ ውጤታማ አፈፃፀምን እና ልምድን ከግምት ውስጥ ያስገባል ጽእናት ላይ የሥራ የእውቅና ፕላን ስትራቴጂ አለ
3	መስሪያ ቤቱ ክክለኛውን ሰው በትክክለኛው የሥራ ቦታ ያስቀምጣል
4	መስሪያ ቤቱ በእውቅና አሰጣጥ ላይ በሠራተኞች ለሚቀርቡ ቅሬታዎችና ተቃዋሚዎች ተገቢውን ትኩረት ሰጥቶ ይፈታል
5	በመሥሪያ ቤቱ እውቅናን ደረጃ ዕድል ገትን ብተ መለከተ ተመሳሳይ ብቃት ካላቸውና ተመሳሳይ ዓመት ካገለገሉ እኩል በማወዳደር

ምድብ

5. ከአቃቂቃሊ ቴክኖሎጂ አስተዳደር የስራ ኃላፊ ጋር ያለህ/ሽ/

ግንኙነት ጋር ተያያዥኝነት ያላቸው ጉዳዮች

የሚከተሉት ዐርፍ ተነገሮች ከአንተ/ቺ/

ተቋም ካለ የስራ ኃላፊ ጋር ያለህ/ሽ/

ግንኙነት ጋር ተያያዥኝነት አላቸው። እባክህ/ሽ/ ንዩኦር ስንዩ መስማማት ወይም አለመስማማት ደረጃት ክክለኛ ስሜት ሊመዘን የሚችለውን መለኪያ ክታችከተዘረዘሩት በመምረጥ በተዘጋጀው ባዶ ቦታ ምልክት ያድርጉ። [✓]

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

	የቅርብ ኃላፊ ንበተ መለከተ (supervisor)	1	2	3	4	5	6	7
	የአመራር ጥበብ (Supervisor style)							
1	የቅርብ ኃላፊዬ በተፈለገበት ሰዓት ሁሉ ይገኛል							
2	የቅርብ ኃላፊዬ በስራ ለሚገኙ ሠራተኞች ስሜታቸውን ለመጠበቅ ይጨነቃል							
3	የቅርብ ኃላፊዬ አስፈላጊ ጊዜዎቹ ላይ አስጠንቅቆ እንደሚሰጠኝ ይሰጠኛል							
4	ከቅርብ ኃላፊዬ ተከታታይ የሆነ የሥራ አፈፃፀም ግብረ-መልስ አገኛለሁ							
	የአመራር ግብረ መልስ (Supervisor feedback)							
5	ከቅርብ ኃላፊዬ የማገኘው የሥራ አፈፃፀም ግብረ-መልስ ጠቃሚ ነው							
6	የቅርብ ኃላፊዬ ለስራ አፈፃፀም ዘና የሚጠቀም በትመመዘኛ ቅጽ አፈፃፀሜን በትክክል ይገመግማል							
7	የሥራ አፈፃፀም ዘና የሚሰጠኝ ሁለት ጊዜ በሰዓቱ ይከናወናል							

ምድብ

6. ከአቃቂቃሊ ቴክኖሎጂ አስተዳደር አመራር ላይ ያለህ/ሽ እምነት ጋር ተያያዥኝነት ያላቸው ጉዳዮች

የሚከተሉት ዐርፍ ተነገሮች ከአንተ/ቺ/

ተቋም አመራር ላይ ያለህ/ሽ እምነት ጋር ተያያዥኝነት አላቸው። እባክህ/ሽ/ ንዩኦር ስንዩ መስማማት ወይም አለመስማማት ደረጃት ክክለኛ ስሜት ሊመዘን የሚችለውን መለኪያ ክታችከተዘረዘሩት በመምረጥ በተዘጋጀው ባዶ ቦታ [✓] ምልክት ያድርጉ።

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

	በአመራር ያለ እምነት (Trust in leaders)	1	2	3	4	5	6	7
	በቅርብ ኃላፊ ላይ ያለው እምነት (Affective trust in supervisor)							
1	የቅርብ ኃላፊዬ ሁል ጊዜ በሥራ ላይ ስላሉት የግል ፍላጎቶቼ እንደሚጨነቅ እርግጠኛ ነኝ							
2	ያሉ ብንኝ ግሮች ለቅርብ ኃላፊዬ ካጋራው በአግባቡ እንደሚመለስ ልኝ አውቃለሁ							

3	ያሉብኝን የሥራ ላይ ችግር ችለቅርብ ኃላፊዎ እንደማይገኝ እርግጠኛነኝ							
4	የሚሰማኝን ስሜት ለቅርብ ኃላፊዎ በግልጽ ማሳወቅ እንደቻልኩ እርግጠኛነኝ							
5	የቅርብ ኃላፊዎ መልካም ሰው በመሆኑ በእርሱ ደህንነት ይሰማኛል							

እና መሰግናለን!!