



**Addis Ababa University**

**Graduate School of Journalism and Communication**

**SURVEY OF JOB SATISFACTION LEVEL OF PUBLIC RELATION  
PRACTITIONERS IN ETHIOPIA: THE CASE OF SOME FEDERAL  
GOVERNMENTAL ORGANIZATIONS IN ETHIOPIA.**

**Berhanu Kuma Kefeni**

**June, 2019**

**Addis Ababa**

**Addis Ababa University**  
**School of Journalism and Communication**

**SURVEY OF JOB SATISFACTION LEVEL OF PUBLIC RELATION  
PRACTITIONERS IN ETHIOPIA: THE CASE OF SOME FEDERAL  
GOVERNMENTAL ORGANIZATIONS IN ETHIOPIA.**

**Berhanu Kuma Kefeni**

**berhanukuma@gmail.com**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa  
University in Partial Fulfillment of the Requirements for the Degree of Master  
of Arts in Journalism and Communications Specialized in Public Relations  
and Strategic Communication**

**Advisor: Dr. Mulatu Alemayehu (PhD)**

**June, 2019**

**Addis Ababa, Ethiopia**

## **Declaration**

I, the undersigned, declare that this study entitled “Survey of Job satisfaction Level of Public Relation (PR) Practitioners in Ethiopia: The Case of Some Federal Governmental Organizations in Ethiopia” is my original work and all the sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: Berhanu Kuma Kefeni

Signature: \_\_\_\_\_

Date: June, 2019

ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES

This is to certify that the thesis is prepared by Berhanu Kuma, entitled “Survey of Job Satisfaction level of PR practitioners in Ethiopia: the case of some Federal governmental organizations in Ethiopia. Submitted to Addis Ababa University School of Journalism and Communication Specialization in Public relation and strategic communication complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Board of Examiners

Advisor, \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner, \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner, \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

## **Acknowledgments**

I would like to extend my sincere gratitude to the persons that provide valuable advice and guidance to me in completing this study.

My special thanks and gratitude is extended to My thesis advisor Mulatu Alemayehu (PhD), for his consistence guidance on every aspect of the study valued encouragement, professional expertise, effective and skilful guidance made it possible for me to complete this study successfully.

I would like to sincerely thank my friends and Coworkers' Aklilu Kibur, Mengistu Admasu, Solomon Daniel, Tagel Bakele, and Hagare Hailu, who helped me with their valuable ideas during the entire process of this study.

I extend my thanks to my dear family, my Mother Tejitu Tolessa, my Wife Hana Tesfaye, and my brother Lammi Kuma, for providing me with sincere support and encouragement.

I wish to express my deep gratitude and appreciation to all respondents who sacrificed their time to complete the questionnaire and PR Directors who sacrificed their time to participate in the interviewing process.

Special thanks and appreciation to my friend Elias Tesfaye, for language editing, proof-reading and his immense professional support throughout the study.

Thanks to you all.

## Table of Contents

Acknowledgments.....	v
Table of Contents.....	vi
List of tables.....	ix
List of Figures.....	x
List of Abbreviations .....	xi
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1. Background of the Study .....	1
1.2. Statement of the Problem.....	6
1.3. Objective of Research.....	8
1.3.1. General Objectives.....	8
1.3.2. Specific Objectives .....	8
1.4. Research Questions.....	8
1.5. Significance of the Study .....	9
1.6. Scope of the Study .....	9
1.7. Limitation of the Study .....	9
1.8. Organization of the Study .....	10
CHAPTER TWO .....	11
REIEW OF RELATED LITERATURE .....	11
2.1. Introduction.....	11
2.2. Definition of Job Satisfaction .....	11
2.3. Review of Empirical Studies.....	14
2.4. Job Satisfaction Theories .....	15
2.4.1. Content Theories.....	17
2.4.2. Process Theory.....	20
2.5. Factors Affect Job Satisfaction .....	22
2.5.1. Recognition For Achievement .....	23
2.5.2. Promotion.....	24
2.5.3. Payment.....	25
2.5.4. Co-workers Relation .....	25

2.5.5. Supervision .....	26
2.5.6. Policy and Administration .....	26
2.5.7. Working Condition .....	26
2.5.8. Work Itself .....	26
2.5.9. Compensation Administration .....	27
2.5.10. Internal Communication .....	27
2.6. Effects of Job Satisfaction.....	28
2.6.1. Productivity.....	28
2.6.2. Turnover.....	28
2.6.3. Absenteeism.....	29
2.7. Measuring Job Satisfaction .....	30
CHAPTER THREE .....	32
RESEARCH METHODS .....	32
3.1. Research Design.....	32
3. 2. Research Approach .....	32
3.3. Population and Sampling Procedures .....	33
3.3.1. Population .....	33
3. 3. 2. Sampling Method.....	34
3.4. Data Collection Instruments.....	35
3.4.1. Questionnaire .....	36
3.4.2. An Individual In-depth Interview.....	37
3.5. Procedures of Data Collection .....	38
3.6. Data Analysis and Presentation.....	39
CHAPTER FOUR.....	41
DATA ANALYSIS AND INTERPRETATION .....	41
4.1. Demographic Characteristics of the Respondents.....	41
4.2. Basic Job Satisfaction Data Analysis Presentation .....	44
4.3. Analysis of Open Ended Questions .....	65
4.4. Analysis of Interview .....	68
CHAPTER FIVE .....	76
SUMMARY, CONCLUSION AND RECOMANDATIONS .....	76
5.1. Summary .....	76

5.1.1. General Job Satisfaction.....	77
5.1.2. Payment.....	77
5.1.3. Promotion or Career Development .....	78
5.1.4. Leadership and Supervision .....	78
5.1.5. Fringe Benefits.....	79
5.1.6. Contingent Rewards.....	79
5.1.7. Rules and Procedures .....	79
5.1.8. Coworkers .....	80
5.1.9. Work Environment.....	80
5.1.10. Internal Communication .....	81
5.2. Conclusion .....	82
5.3. Recommendations.....	83
Appendix 1: Questionnaire .....	88
Appendix 2: Interview Questions .....	92



## List of tables

Table 1: Demographic characteristics of the respondent .....	41
Table 2: I like working in PRs profession.....	45
Table 3: I am satisfied with my general work condition.....	46
Table 4: My pay is fair considering what other organizations in this area pay.....	47
Table 5: I am paid fairly for the amounts of work I do.....	48
Table 6: Those who do well on the job stand a fair chance of being promoted.....	49
Table 7: I am satisfied with my chances for promotion.....	50
Table 8: My supervisor (boss) is a role model for management.....	51
Table 9: My supervisor (Boss) is open to new ideas and suggestions .....	52
Table 10: The equitability of benefit packages .....	53
Table 11: There are benefits we do not have which we should have.....	54
Table 12: I don't feel my efforts are rewarded the way they should be .....	55
Table 13: When I do a good job, I receive the recognition for it that I should receive .....	56
Table 14: Many of our rules and procedures are inconsistent .....	57
Table 15: Organizational policies are consistently applied to all employees .....	58
Table 16: I find I have to work harder at my job because of the incompetence of people I work with.....	59
Table 17: My colleagues stimulate me to do better work .....	60
Table 18: I am kept informed of what is happening elsewhere in my department .....	61
Table 19: In this organization, the interdepartmental communication is effective and reliable .....	62
Table 20: Transportation and internet access to work are adequate at the organization.....	63
Table 21: The organization provides important materials for the work I do .....	64
Figure22: Are you satisfied with your job? .....	65

## List of Figures

Figure 1: Question I believe in the goals and objectives of my organization .....	45
Figure 2: I feel happy and motivated coming to Work .....	46
Figure 3: Question I feel I am being paid a fair amount for the work I do .....	47
Figure 4: I feel satisfied with my chances for salary increases .....	48
Figure 5: I am rewarded fairly for the contribution I made in my particular job.....	49
Figure 6: My department appoints the right people for the right jobs .....	50
Figure 7: My department's leadership has made sufficient efforts to accommodate the needs of staff.....	51
Figure 8: I receive prompt acknowledgment and recognition for doing good work.....	52
Figure 9: I am satisfied with the benefits I receive .....	53
Figure 10: The benefits we receive are as good as most other organizations offer .....	54
Figure 11: There are institutional awards for outstanding achievements.....	55
Figure 12: I do not feel that the work I do is appreciated .....	56
Figure 13: Many of our rules and procedures make doing a good job difficult.....	57
Figure 14: Procedures in my department Procedures in my department are not bureaucratic.....	58
Figure 15: My colleagues and I work together rather than in competition with one another .....	59
Figure 16: There is too much bickering and fighting at work.....	60
Figure 17: In my experience, communication in my department is open and honest.....	61
Figure 18: I often feel that I do not know what is going on with the organization.....	59
Figure 19: The availability of new technologies at my organization is sufficient .....	60
Figure 20: My organization provides education/ training opportunities.....	61

## **List of Abbreviations**

ADLI	Agricultural Development Led Industrialization
BA	Bachelor of Art
BED	Bachelor of Education
BSC	Bachelor of Science
EEU	Ethiopian Electric Utility
ETB	The Ethiopian Birr
FDRE	Federal Democratic Republic of Ethiopia
HR	Human Resource
JSS	Job Satisfaction Survey
MA	Masters of Art
MoA	Ministry of Agriculture
MoST	Ministry of Science and Technology
MSC	Masters of Science
PR	Public Relation
SPSS	Statistical Package for Social Sciences

## Abstract

*Job satisfaction is the attitude and feelings people have about their work. This study aims to investigate job satisfaction level of PR practitioners in Ethiopia: the case of some FDRE Governmental organizations. The job satisfaction level survey is comprised of ten factors or dimensions: Payment, Promotion, Leadership and Supervision, Fringe Benefits, Contingent Rewards, Rules and procedures, Coworkers, Work environment, Internal Communication and General Job satisfaction. The research design in this study is a descriptive survey. Mixed (qualitative and quantitative) methods of study are also used. Non-probability sampling has been used to assess job satisfaction level. Thus, questionnaire is administered to obtain data from 90 PR practitioners from six Federal Governmental Organizations: FDRE Ministry of Health, FDRE Ministry of Finance, FDRE Electric Utility, FDRE Human Rights Commission, FDRE Ministry of Agriculture and FDRE Ministry of Innovation and Technology. The study utilizes questionnaire encompasses 40 questions in Likert scale and a few open ended question as well as in-depth interviews were employed with six PR directors for the research instrument. The collected data were statistically and qualitatively analyzed. The empirical findings from the study indicate that PRs practitioners working at different federal governmental organization, where the research was conducted, and most respondents were not satisfied and the level of their job satisfaction was also low. The study finding pointed out that the level of job satisfaction of PR practitioners in relation to payment, promotion, fringe benefits, contingent rewards, rules and procedures and internal communication satisfaction was low. Most PRs practitioners' dissatisfaction factor was extrinsic rewards which are external to the job and come from an outside source, mainly from management. Therefore, to increase PR practitioners' job satisfaction government should give attention for factors that affect job satisfaction. An organization to be successful, they need to satisfy their PR practitioners' employees since highly satisfied workers exert maximum effort to their organizations success. It is also necessary to improve employees' performance through job satisfaction.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Public Relation (PR) is defined in many ways from different aspects of their perspectives. In 1976 Rex Harlow scoured through 472 definitions of public relations to come up with the following paragraph:

*Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools.*

(Harlow, quoted in Wilcox *et al.* 2003: 7)

The 1978 World Assembly of Public Relations Associations in Mexico agreed that: Public relations is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programs of action which will serve both the organization's and the public interest. The words 'art' and 'social science' are helpful in explaining the continuing tension between understanding PR as a measurable, science-based application of communication tools and the affection of many practitioners for the looser, more creative, aspects of the work (Wilcox *et al.* 2003: 6).

Any different definitions of public relations have been offered, but it is generally accepted that public relations is strategic communication between an organization and its publics, (Vasquez and Taylor, 2000). Public Relation practitioners used different approaches and techniques to implement communication tools in a certain organization. Apparent success depends on how objectives are stated. Actual success depends on the competent use of appropriate strategy. If the goal represents the direction we plan to go and the objective represents destinations at which we plan to arrive, and then strategies represent how we plan to get there. A strategy is a statement of the communication themes or vehicles that will be used to accomplish a specific objective. It represents an overall plan of action that will tie together each action taken to implement, (Erica and Bruce, 2008).

The Ministry of Agriculture (MoA) is the Ethiopian government ministry which oversees the agricultural and rural development policies of Ethiopia on a Federal level. The powers and duties of the MoA include: conservation and use of forest and wildlife resources, food security, water use and small-scale irrigation, monitoring events affecting agricultural development and early warning system, promoting agricultural development, and establishing and providing agriculture and rural technology training. The present day Ministry of Agriculture MoA formally known as (the Ministry of Agriculture and Rural Development) was established in 1907 and is the main institution for managing the agricultural sector, which is the largest sector in Ethiopia.

The MoA is also responsible for the forestry sector, which sits within a Forestry "Case team" under the Natural Resource Directorate of the MoA. Since 1991, the MoA has been leading the government policy of Agricultural Development Led Industrialization (ADLI) aimed at accelerating national development and reducing poverty and food insecurity in rural areas. The vision of MoA is to create market – led modern agriculture and a society free from poverty. And its mission is to create a modern and a highly productive agricultural system that uses a more advanced technology which enables the society to get rid of poverty

The Ethiopian Electric Utility (EEU) as public utility enterprise was established for indefinite duration by regulation No. 18/1997, and conferred with the powers and duties of the previous Ethiopian Electric Utility. The purpose of the corporation is to engage in the business of distributing and selling electrical energy in accordance with economic and social development policies and priorities of the government and to carry out any other related activities that would enable it achieve its purpose.

The Ethiopian Human Rights Commission (EHRC) was established by proclamation No. 210/2000. The EHRC works to ensure that constitutional human rights and fundamental freedoms are well protected through human rights advocacy; counseling; monitoring; conducting researches in to the country's human rights situations; investigating into and addressing human rights violations; as well as paying particular attention to vulnerable groups. The commission works to see that human rights are protected, respected and fully enforced as well as to have the necessary measure taken where they are found to have been violated.

Innovation and Science Ministry is the new name of previous Ministry of Science and Technology (MoST). MoST was a governmental institution that was established for the first time in December 1975 by proclamation No.62/1975 as a commission. Following the change in government in 1991 and with the issuance of the new economic policy, the Commission was re-established in March 1994 by Proclamation No.91/94. The commission went into its 3rd phase of re-institution on 24 August 1995 by Proclamation No.7/1995, as an agency following the establishment of the Federal Democratic Republic of Ethiopia. The ministry changed its title to Ministry of Innovation and Technology in October 2018. The Mission of the ministry is coordinating, encouraging and supporting science and technology activities that realize the country's social and economic developments. The ministry also has the Vision to see Ethiopia entrench the capacities which enable rapid learning, adaptation and utilization of effective foreign technologies by the year 2022/23.

Powers and Duties of the Ministry of Health according to proclamation 4/87, Cause the expansion of health services, Establish and administer referral hospitals as well as study and research centers, Determine standards to be maintained by health services; except insofar as such power is expressly given by law to another organ, issue licenses to and supervise hospitals and health services established by foreign organizations and investors, Determine the qualifications of professionals required for engaging in public health services at various levels; issue certificates of competence to same, Cause the study of traditional medicines; organize research and experimental centers for same, Cause research to be undertaken on traditional medicines and, for this purpose, organize centers for research and experiment, Devise and follow up the implementation of ways and means of preventing and eradicating communicable diseases, Undertake the necessary quarantine controls to protect public health.

Health Ministry of Federal Democratic Republic of Ethiopia mission is to promote health and wellbeing of Ethiopians through providing and regulating a comprehensive package of promotive, preventive, curative and rehabilitative health services of the highest possible quality in an equitable manner. The ministry also has Vision to see healthy, productive and prosperous Ethiopians.

The Ministry of Finance and Economic Cooperation works to contribute to the development and public finance efforts of the nation is responsible making changes that can push the public finance and development efforts of the nation forward. Moreover, the ministry by allocating budget introduces new and efficient systems of utilizing resources to both federal and regional governments. This is a system of providing various public finance and procurement services to different public zonal offices. The strategy helps reduce public resources wastage as expenses that could be incurred by various offices are avoided.

Nevertheless, adopting new work procedures is not enough by itself. It has become important to improve increasingly the existing financial, procurement and stock management of the country so as to cope up with the changing world. Furthermore, the inputs gained from the previous existing experience and the accommodation of new working procedures that can facilitate the duties of the ministry have made it necessary to make improvement in the finance, procurement and stock management system of the nation.

Accordingly, the ministry introduced a Financial Administration Proclamation and Procurement and property Administration Proclamation. The objective of the proclamations is to respond to national and international changes in the financial system. The introduction of the proclamations enables the country to close the gaps that might be observed in the finance, procurement and property management of the nation and to create internationally accepted financial working system.

Hence, the proclamation on the finance, procurement and property management system is very timely with respect to the national and international demand for the improvement of the financial system. Vision of the ministry is becoming a champion federal public service ministry in excellence and delivery. Mission of the ministry is also institution building, fiscal policy, and public finance management.

Raupp cited in Tench and Yeomans (2006: 578) explains that the term 'public' is generally used to denote affairs that affect everyone within a national democracy, central government departments (or ministries), local authorities, hospitals and other public sector organizations are legally and morally obliged to inform the population and the media about policy decisions and issues affecting everyone in society.



Tench and Yeomans (2006) argue that PR practitioners working in government offices should consistently reflect professional standards in their day to day work. The 2000 Global Alliance of PR association declaration argument regarding professionalism, the guiding principles of professionalism to be characterized by: mastery of a particular intellectual skill through education and training, acceptance of duties to a broader society than merely one's clients or employers, objectivity and high standards of conduct and performance (Theaker, 2004).

According to researcher observation Public Relations professional development in Ethiopia seems very low. In Ethiopia even if the practices of PR was practiced under in different names for long times such as propaganda and spokesperson. However, formally and legally established by the name FDRE Government Communication Affairs Office by regulation number 158/2001 (E.C) at ministry level. PR department is included in federal and regional government organizations under human resource structure so as to make the communication between government and the community responsive to the needs of the community within the context of government's mandated programmes.

Based on researcher observation Practically in Ethiopia context, regarding PR practitioners and the professionalism the existing reality is different from the above definition of PR practitioners working in government offices. Especially in most federal government organization the heads (directorates) of PR department are assigned based on their political engagement rather than merit based. These people have been assigned based on political participation and engagement irrespective of their educational background for that position. Politically assigned people worry more about their party survival and pay attention to building the image of their immediate bosses.

As Weaver et al. (2004) cited on Tench and Yeomans (2006) says the real value of propaganda lies not in its dissemination and promotion of ideas but in its ability to orchestrate public opinion and social action that supported the ruling elite.

From the academic aspect also PR profession was not given attention by educational institutions in Ethiopia until 2016. Except Addis Ababa University begins in 2017, there has been no governmental or non-governmental university that offers MA program in specialty with PR profession. This also hinders the development of PR profession in Ethiopia in the line of PR professions growth and development globally.

Due to unavailability of Public Relations MA program, there was no academic study conducted focusing on PR to enhance the development of the profession by identifying existing problems and providing best solution and recommendation.

This study was attempted to outline job satisfaction level of PR practitioners of six federal government organizations of FDRE. As far as the researchers knowledge is concerned there were no studies done on PR practitioner's job satisfaction level and factors that contribute there on. Therefore, this particular study aims to fill gaps in academics and to be a mile stone for further researchers in the field.

## 1.2. Statement of the Problem

It is obvious that good image and reputation of any government or non-government organization heavily relies on the efforts and strength of the public relation practitioner's. It is because Public Relations is one of a sector in an organization that mediates between a certain organization and its customer, stakeholder, media as well as the entire public regarding the product and service they render. A satisfied employee in general and public relations practitioners in particular can strive for the success and achievements of objective set by employer organization.

According to Armstrong (2006) the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Spector (2005) defines job satisfaction as an attitudinal variable that reflects how people feel about their jobs overall and in certain aspects. In simple terms, job satisfaction is the extent to which people like their jobs; job dissatisfaction is the extent to which they dislike them.

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al, 2008).

Rothman and Cooper, (2008) identified factors that lead workers to have positive or negative perceptions of their jobs are: Pay, Work itself, Promotion, Supervision, Working conditions. In various countries, job satisfaction has been reported as an important indicator of conducive working conditions for Public Relation. Conducting research on job satisfaction will enhance the understanding of which specific factors that may influence satisfaction on the job.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007, cited in Aziri, 2011).

The modern way of thinking on job satisfaction is not only employing staff, but also there must be consideration for staff training, skill upgrading program and creating favorable condition through staff management planning to achieve the goal of organization. To make the best use of employees as valuable resources of the organization attention must be given to the satisfaction level of job and factors lead to job dissatisfaction. There is a need for organizations to satisfy their employees to achieve organizational objectives. Employee job satisfaction is an important attribute which must be regularly measured by companies (Moyes et al, 2008). Job satisfaction can be influential to job commitment, to minimize turnover and enhance the productivity of the employee.

In most federal government organization the heads (directorates) of PR department are assigned based on their political engagement rather than merit based. These people have been assigned based on political participation and engagement irrespective of their educational background for that position. Politically assigned people worry more about their party survival and pay attention to building the image of their immediate bosses. These kinds of PR practitioners concentrate more on propaganda works. They could not allow professional PR practitioners to work based on professional knowledge and skills. Without being member of politically party any PR practitioners cannot be gate the director position in merit. So this is the major challenging factor in implementing PR practices in professional manner in Ethiopia. People who are assigned for PR directorate in federal government organizations based on their political commitment do not have good and positive relationship with PR practitioner officers they manage.

The other pushing factor in the PR profession is the newly graduated of PR and other related field cannot easily join the field. Because, most federal government organizations require communicators certificate that is offered by government communication affairs rather than the degree they have in the profession. These and other related factors might be the cause for PR practitioners for being dissatisfied with their job.

A PR practitioner of federal government organizations seems dissatisfied of their job and profession. There might be a certain problems that decline job satisfaction level of PR practitioners of Federal Government organizations. So, this particular study tries to identify the existing job satisfaction level and factors that lead to job satisfaction or dissatisfaction in six federal government organizations. Finally this study tries to suggest possible solutions for the existing problems.

### 1.3. Objective of Research

This study has general objective and specific objectives.

#### 1.3.1. General Objectives

The general objective of this study is to analyze the level of job satisfaction of PR practitioners in Ethiopia in case of six federal government organizations.

#### 1.3.2. Specific Objectives

This study is intended to achieve the following three specific objectives:-

1. To investigate the extent of job satisfaction of PR practitioners of six FDRE federal government organizations.
2. To study the level of job satisfaction of PRs practitioners related to, payment, promotion, leadership and supervision, fringe benefits, contingent rewards, rules and procedures, coworkers, internal communication, work environment and general job satisfaction.
3. To determine the factors that influences the levels of job dissatisfaction of PR practitioners of six federal government organizations.

### 1.4. Research Questions

This study attempts to answer the following basic research questions: to

1. What extent PR practitioners of six FDRE federal government organizations are satisfied by their jobs?
2. What is the level of job satisfaction of PR practitioners related to, payment, promotion, leadership and supervision, fringe benefits, contingent rewards, rules and procedures, coworkers, internal communication, work environment and general job satisfaction?
3. What factors that influences the levels of job dissatisfaction of PR practitioners of FDRE federal government organizations?

### 1.5. Significance of the Study

This study is expected to identify the major factors that have influences on PR practitioner's job satisfaction in FDRE six federal government organizations.

The study could have high value to provide some relevant suggestions and recommendations which are used to take amendments and corrections to solve the problem of job satisfaction. The study also helps to show concerned bodies a clue about what measures should be taken to recognize and solve PR practitioner's problems that may affect their work motivation that enhances their job dissatisfaction. Furthermore, this study may fill the gap in the area of PR practitioner's job satisfaction level and serve as a stepping stone for further investigation in the area.

### 1.6. Scope of the Study

This study delimited its scope to six federal governmental organizations (Ministry of Health, Ministry of Finance, Ethiopian Electric Agency, Ethiopia human rights commission, Ministry of Agriculture and Ministry of Technology and Innovation) in line with the available time and resources. These federal government organizations are purposefully selected from six pools (clusters) of Federal government organizations based on the PR practitioner's human resource they have from each cluster. The study is limited to PR practitioners of FDRE, though it is apparent that the reliability and the applicability of the output of the study could have been greater if more FDRE organizations PR practitioners were included. Still, it is believed that the data that shall be collected and generated about job satisfaction level and its determining factors among PR practitioners working in six federal government organizations that show the job satisfaction level of the majority of Ethiopian PR practitioners.

### 1.7. Limitation of the Study

Due to time and financial constraints this study was limited to six FDRE governmental organizations. There is no any study conducted on the area of PR practitioners' job satisfaction and raises two problems. The first one is lack of previous works in this particular area and the second major limitation of the study is worth mentioning was the inability / unwillingness of PR practitioners selected as data sources to participate in the study, owing to their workload. Specially in two organizations that taken for sample, the distributed questionnaires were filed by PR practitioners in more than one month time durations.

## 1.8. Organization of the Study

The study is organized in to five chapters. The first chapter deals with the introductory section, which embraces the background of the study, statement of the problem, objective of the study, research question, significance of the study ,scope of the study, limitations of the study and organization of the study. The second chapter presents the review of related literature as well as the theoretical framework and chapter three deals with research methodology, design and procedures. Chapter four focuses on analysis and interpretations of data. The last chapter deals with the conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

This chapter presents theoretical background, some aspects of, and empirical results related to job satisfaction. Different scholars' writings on job satisfaction concept, instruments, job satisfaction or dissatisfaction factors, impact of job satisfaction are discussed. Theoretical review technique in order to concretely examine the corpus of theory that has accumulated in regard to an issue, concept, theory, phenomena, and to establish what theories already exist, the relationships between them, to what degree the existing theories have been investigated. In general this chapter analysis focus on a theoretical concept or a whole theory or framework related to research topics job satisfaction.

#### **2.2. Definition of Job Satisfaction**

Scholars agreed on that job satisfaction is a very important attribute which is frequently measured by different organizations. Job satisfaction is a multi-disciplinary concept, it has several manifestations. Many scholars are still debating about how to measure job satisfaction. There is no common understanding among scholars of the area about what job satisfaction at all is.

Job satisfaction is an important element in any organization. Attitudes and feelings affect the behavior of employees, which contribute to organizations' success or failure. Job satisfaction refers to a person's affective relation to his or her working role. The term job satisfaction refers to a certain organization employee or an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes toward the job. Theoretical approaches to job satisfaction all begin from similar assumptions. That is, that job satisfaction is desirable, from both the employee and employer perspective.

According to Kaliski, (2007) cited in Aziri, (2011) Job satisfaction is an employee sense of achievement and success on their job. It is generally perceived to be directly linked to productivity as well as to personal well-being.

Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. It is the key component that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

One of the main reasons for studying job satisfaction is undoubtedly the widely held view that whether a person is satisfied or not with his job has consequences for his productivity, for his likely stay within the organization and for his willingness to attend work regularly. So, as an individual employee satisfied with his or her job has positive impact for the organization, an individual employee dissatisfied with his or her job has negative impact on the organization productivity, Gruneberg, (1979).

Similarly Chence, (2017) defines job satisfaction is directly related to the emotional state of the employees, particularly the employees' happiness and contentment in the work place. When job satisfaction levels are high, the likelihood of organizational success is also very high. In the same way, (ibid, 1979) point out that job satisfaction refers to the individual's emotional reactions to a particular job. (Ibid, 1979) mentions also by quoting (Locke, 1976), job satisfaction is as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences'.

According to George et al., (2008) cited in Aziri, 2011), Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to employee having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall and in certain aspects. In simple terms, job satisfaction is the extent to which people like their jobs; job dissatisfaction is the extent to which they dislike their jobs. The term 'job satisfaction' refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Job satisfaction refers to an individual's evaluation of and feelings towards his/her job, Spector, (2005).



Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment, Kaliski, (2007) cited in Aziri, (2011).

Armstrong, (2006) defined job satisfaction as feelings and attitudes people have towards their works. When job satisfaction levels are high, the likelihood of organizational success is also very high. Job satisfaction is directly related to the emotional state of the employees, particularly the employees' happiness and contentment in the work place.

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition of having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their interpersonal relationships, supervisors, and their pay aspect as George, (2008) cited in Elleni, (2011).

Spector, (1997) also defines, job satisfaction as the way people feel about their job and its various aspects. It's the degree or the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation.

According to Hankin, (1982) Job satisfaction is a complex and multifaceted which can mean different thing to different people. It is associated with a personal feeling of achievement, either quantitative or qualitative. It is often suggested that job satisfaction is necessary in order to a high level of motivation and performance.

Ibid, (1997) lists three important features of job satisfaction: First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.

Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

### 2.3. Review of Empirical Studies

The literature on job satisfaction indicates that it would be impossible to draw up a list of all factors contributing towards job satisfaction or dissatisfaction. However, researchers in Ethiopia have investigated the extent to which Media related experience job satisfaction. For Instance, Hiwot, (2015) conducted research on the Job Satisfaction and its determining factors among journalist. The study result indicates that the majority of the journalists lack job-satisfaction. The study concluded that overall level of job-satisfaction among Ethiopian journalists is low. Furthermore, the research result also shows the major factors of job dissatisfaction were eight work-related factors: contingent reward, nature of work, promotion, logistic service, supervision, operational conditions, fringe benefit, and communication.

A comparative study of state and private FM Radio Journalists' Job Satisfaction conducted by Sisay, (2011) indicates that the job satisfaction level of state FM station were moderately dissatisfied and private FM stations' journalists were satisfied. Thus, the job satisfaction level is higher in private stations. Private FM journalists are better in job satisfaction level. In addition, the study found that there were a weak relationship between journalists' job satisfaction and their demographic variables.

Asegid, (2017) also conducted research on radio journalist job satisfaction and determinant factors in Ethiopia. The result of the study indicates low job satisfaction of radio Journalists. The causes of journalist's job dissatisfaction identified by the researcher were: working conditions, organizational system, and relationship with immediate line managers/editors/supervisors. More specifically, working environment was not good, lack of modern facilities, adequate logistic services, necessary inputs, etc. Besides, the result identifies journalists were denied of benefit packages such as insurance coverage, house allowance, and transportation allowance contrary to senior and middle level managers of the corporation. The other major cause in relation to the organizational system was lack of consistent guidelines in the reward, promotion, evaluation, and assignment of employees in general and the journalist in particular creating lots of dissatisfaction.

According to Sisay (2011) cited Amanuel (2005) the study conducted on Federal mass media agencies has revealed that journalists are highly dissatisfied with their job. However, regarding PR job satisfaction level, there is no studies conducted on the area as the knowledge of the researcher. So, the researcher of this study wants to undertake “Survey of Job satisfaction level of PR practitioners in Ethiopia: the case of six FDRE Federal Governmental organizations.” Therefore, this particular study aims to fill gaps in academics and will be a mile stone for further researchers in the field.

## 2.4. Job Satisfaction Theories

Many theorists have tried to formulate an explanation for why people feel the way they do with regard to their jobs. There are various job satisfaction components that are considered to be vital to job satisfaction, namely pay, promotion, benefits, supervisor, co-worker, work conditions, communication, safety, productivity and the work itself.

As Gruneberg, (1979) quoted Campbell *et al.*, (1970), theories of job satisfaction have been divided in into two categories, content theories and process theories. Content theories give an account of the factors which influence job satisfaction; Process theories try to give an account of the process by which variables such as expectations, needs and values interact with the characteristics of the job to produce job satisfaction.

Motivation at work can take place in to two ways. First, people can motivate themselves by seeking, finding and carrying out work or being given work that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise, etc. There are two types of motivation as originally identified by (Herzberg *et al.*, (1957) cited in Armstrong, (2006) are Intrinsic and Extrinsic motivation.

*Intrinsic motivation – the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.*

*Extrinsic motivation – what is done to or for people to motivate them? This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism (Herzberg *et al.*, 1957).*

Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the quality of working life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside.

Decenzo and Robbins, (2010) point out that intrinsic rewards are the personal satisfactions one derives from doing the job. These are self-initiated rewards: prides in one's work, a sense of accomplishment, or enjoying being part of a work team. Job enrichment, for instance, can offer employees intrinsic rewards by making work seem more meaningful. Extrinsic rewards, on the other hand, include money, promotions, and benefits. They are external to the job and come from an outside source, mainly management. Consequently, if an employee experiences a sense of achievement or personal growth from a job, it would label such rewards as intrinsic. If the employee receives a salary increase or a write-up in the company magazine, it would label these rewards as extrinsic.

Intrinsic Job Satisfaction covers people's affective reactions to job features that are integral to the work itself (e.g. variety, opportunity to use one's skills, autonomy); whereas Extrinsic Job Satisfaction covers features external to the work itself e.g. pay, the way the firm is managed Stride, et al., (2007).

The usual approach to the study of motivation is through an understanding of internal cognitive processes- that is, what people and how they think. This understanding should help the manager to predict likely behavior of staff in given situation. These different cognitive theories of motivation are usually divided into two different approaches: content theory and process theory.

*Content theories attempt to explain those specific that actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strength, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on the nature of needs and what motivates.*

*Process theories attempt to identify the relationship among the dynamic variables that make up motivation. These theories are concerned more with how behavior is initiated, directed and sustained. Process theory place emphasis on the actual process of motivation (Hankin, 1982:260).*

### 2.4.1. Content Theories

The content theory of job satisfaction rests on identifying the needs and motives that inspire people. The theory focuses on the inner needs driving people to act in that work environment. Suggesting management by observing employees behavior, can determine and predict their needs, Yadav and Dabhade, (2013). Several factors are believed to influence a person's desire to perform work or behave in a certain way. The need based theories analyze these desires: they explain motivation primarily as a phenomenon that occurs intrinsically, or an individual. Hankin, (1982) listed and explains the following as major content theories of motivation, Maslow's hierarchy of need model; Alderfer's modified need hierarchy model; Herzberg's two factor theory and McClellands achievement motivation theory.

#### A. Maslow's Hierarchy of Need Model

Hankin, (1982) point out that, a useful starting point are the work of Maslow and his theory of individual development and motivation, as published originally in 1943. Maslow proposition is that people are wanting being, they always want more, and what they want depends on what they already have. He suggests that human needs are arranged in a series of levels, a hierarchy of importance. This is an appropriate form of illustration as implies a thinning out of needs as people progress up the hierarchy.

Maslow identify needs hierarchy in to five ranging main levels, from at the lowest level, physiological needs, safety needs, love needs and esteem needs, to the need for self-actualization at the highest level, ( Ibid,1982).

1. *Self-actualization needs* – the need to develop potentialities and skills, to become what one believes one is capable of becoming. Self-actualization needs are not necessarily a creative urge and may take many forms which vary widely from one individual to another.
2. *Physiological needs*– the need for the body's automatic effort to retain normal functioning such as oxygen, food, water, sleep, sensory pleasures, activity, maternal behavior and sexual desire.
3. *Safety needs*– the need for safety and security, freedom from pain or threat of physical attack, protection from danger and deprivation of physiological needs.

4. *Love or (social) needs* – the need for love, affection and acceptance as belonging to a group, social activities and friendship.
5. *Esteem (ego) needs*– the need of self-respect as well as for others which involves the desire for confidence, strength, independence and freedom, esteem others include reputation or prestige, status, recognition, attention and appreciation.

Regarding the above levels of needs Maslow suggests that the hierarchy is not necessarily a fixed order. It depends on the personal attitude, for some people there will be reversal of the hierarchy mentioned. Even if the hierarchy is relatively universal among different culture, there are differences in an individual's motivational content in a particular culture.

### B. Alderfer's Modified Need Hierarchy Model

A modified need hierarchy model has been presented by Alderfer. This model reduces Maslow's five levels of need in to only three levels based on the core need of existence, relatedness and growth (ERG theory).

1. Existence needs are concerned with sustainable human existence and survival and cover physiological and safety needs of a material nature. Existence needs, which include nutritional and material requirements (at work this would include pay and condition).
2. *Relatedness needs*, which are concerned with relationships to the social environment and cover love or belonging, affiliation and meaningful interpersonal relationships of a safety or esteem nature. Through relationships with family and friends and at work with colleagues.
3. *Growth needs*, which are concerned with the development of potential and cover self-esteem and self-actualization. It reflects a desire for personal psychological developments.

### A continuum of needs

According to Alderfer's individual's progress through the hierarchy from existence needs to relatedness needs to growth needs as the lower –level needs become satisfied. These needs are more continuum than hierarchical levels. More than one need may be activated at the same time. The existence needs are concerned with survival or physiological wellbeing of the individual, and they correspond to Maslow's physiological and safety/security needs.

The relatedness needs are concerned with interpersonal and social relationships, and they correspond to Maslow's social needs. The growth needs are concerned with a person's desire for personal development, and they correspond to Maslow's esteem needs (Ibid, 1982)

### C. Herzberg's Two Factor Theory

According to Herzberg *et al.*, (2010) increasing job satisfaction requires decreasing dissatisfaction. Herzberg's Theory related to the idea of a set of factors that were sources of motivation for an employee. These factors were extrinsic and intrinsic motivation and were linked to job satisfaction. An intrinsic motivator is the foundational source of motivation, while extrinsic motivation remained the fundamental source of dissatisfaction. This theory states that satisfaction and dissatisfaction are driven by different factors (motivation and hygiene).

One set of factors are those which if absent, cause dissatisfaction. These factors are related to job context, they are concerned with job environment and extrinsic to job itself. These factors are the 'hygiene' or 'maintenance' factors 'hygiene' being used as analogous to the medical term meaning preventive and environmental. They serve to prevent dissatisfaction. The other set of factors are those that, if present, serve to motivate the individual to superior effort and performance. These factors are related to job content of the work itself. They are the motivators or growth factors. The strength of factors will affect feelings of satisfaction or no satisfaction, but not dissatisfaction. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. The hygiene factors can be related roughly to Maslow's lower level needs and the motivators to Maslow's higher-level needs. To motivate workers to give of their best, the manager must give proper attention to the motivators or growth factors. Herzberg emphasizes that hygiene factors are not a 'second-class citizen system'. They are as important as the motivators, but for different reasons.

Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment. Management should never deny people proper treatment at work.' The motivators relate to what people are allowed to do and the quality of human experience at work. They are the variables which actually motivate people. The work of Herzberg indicates that it is more likely good performance leads to job satisfaction rather than the reverse.

## D. McClelland's Achievement Motivation Theory

McClelland's work originated investigation into relationship between hunger needs and the extent to which imagery of food dominated thought processes. From subsequent research McClelland identified four types main arousal based, and socially developed, motives.

- The Achievement motive;
- The Power motive;
- The Affiliative motive;
- The Avoidance motive.

The first three motives correspond, roughly to Maslow's self-actualization, esteem and love needs. The relative intensity of these motives varies between individuals. It also tends to vary between different occupations. Managers appear to be higher in achievement motivation than in affiliation motivation. McClelland saw the achievement need as the most critical for the country's economic growth and success. The need to achieve is linked to entrepreneurial spirit and the development of available resources.

### 2.4.2. Process Theory

Process theorists see job satisfaction as being determined, not only by the nature of the job and its context, but by the needs, values and expectations that individuals have in relation to their job Gruneberg, (1979).

In process theory, the emphasis is on the psychological processes or forces that affect motivation, as well as on basic needs. It is also known as cognitive theory because it is concerned with people's perceptions of their working environment and the ways in which they interpret and understand it. According to Guest, (1992) cited in Armstrong(2006), process theory provides a much more relevant approach to motivation than the theories of Maslow and Herzberg, which, he suggests, have been shown by extensive research to be wrong. Process or cognitive theory can certainly be more useful to managers than needs theory because it provides more realistic guidance on motivation techniques. The processes are:

- Expectations (expectancy theory);
- Goal achievement (goal theory), and Feelings about equity (equity theory).



### *Expectancy theory*

The concept of expectancy was originally contained in the valency–instrumentality– expectancy (VIE) theory which was formulated by Vroom, (1964) quoted in Armstrong (2006). Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome. This concept of expectancy was defined in more detail by Vroom cited and presented by Armstrong, (2006) as follows: Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible.

Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal or zero strength is indicated by subjective certainty that the act will not be followed by the outcome. The strength of expectations may be based on past experiences reinforcement, but individuals are frequently presented with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is not an adequate guide to the implications of the change. In these circumstances, motivation may be reduced.

Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation – for example, an incentive or bonus scheme – works only if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behavior Armstrong, (2006).

The other groups of theories, namely, process-theories, are tuned towards the understanding of the underlying factors that control the individual's appraisal of job-satisfaction rather than an employee has perceived or professed level of job-satisfaction. Thus, process-theories rather than taking an employee's perceived or professed level of job-satisfaction in a broad-spectrum or

holistic approach prefer to adhere to the basic premises of trait, cognitive and behavioral models and assess job-satisfaction indirectly through environmental or external factors. This proxy strategy, unlike the first, tends to take an inductive approach and build from the specific to the whole, and job-satisfaction is measured through external factors that are deemed to affect or have an association with it, for instance, monetary pay, co-worker, work environment, supervision and feedback, etc. Stell, (2000) cited in Hiwot, (2015).

## 2.5. Factors Affect Job Satisfaction

There are a number of elements and factors that affect the level of satisfaction of employees and that companies, therefore, need to pay attention to, self-management , fairness in the workplace, greeting and smile, interpersonal communication and conflict resolution, motivation and empowerment, delegating work and responsibilities, dealing with coworkers and managing difference in the workplace, stereotype- free zones, safe work environment, learning and achievement, independence, and helpfulness (Chence, 2017).

According to Hankin, (1982) Job satisfaction is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors.

- Individual factors including personality, education and qualifications, intelligence and abilities, age, marital status, orientation to work.
- Social factors including relationships with co-workers, group working and norm, opportunities for interaction, informal organizations.
- Cultural factors include underlying attitudes, beliefs and values.
- Organizational factors including nature and size, formal structure, HR policies and procedures, employee relations, nature of the work, technology and work organization, vision and style of leadership, management systems, working conditions.
- Environmental factors include economic, social, technical and governmental influences.

People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may be even more satisfied if they are then rewarded by extrinsic recognition or an intrinsic sense of achievement.

This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform. It can also be argued that some people may be complacently satisfied with their job and will not be inspired to work harder or better. They may find other ways to satisfy their needs, Armstrong, (2006)

The factors of job satisfaction or dissatisfaction listed by Gruneberg (1997) are: Pay, Security, Work-Groups, Supervision, Participation, Role Conflict and Ambiguity, and Organization Structure and Organizational Climate.

Armstrong, (2006) also explain that the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Purcell *et al.*, (2003) cited in (ibid, 2006) believe that discretionary behavior which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high levels of satisfaction. Their research found that the key factors affecting job satisfaction were career opportunities, job influence, teamwork and job challenge.

There are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with a few aspects of their work but dissatisfied with other aspects. Factors that lead to hold positive or negative job perceptions have been identified as follows by Yadav and Dabhade, (2013).

### 2.5.1. Recognition For Achievement

It is an act of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public. Recognition is also a factor of motivation in Herzberg's two factor theory. For many individuals, achievement sooner or later requires external validation (recognition) if it is to be sustained, Ibid, (1979).

Rewarding people processes that will further the achievement of its business goals and meet the needs of its stakeholders. Reward strategy provides a sense of purpose and direction and a framework for developing reward policies, practices and process. It is based on an understanding of the needs of the organization and its employees and how they can best be satisfied.

It is also concerned with developing the values of the organization on how people should be rewarded and formulating guiding principles that will ensure that these values are enacted.

Reward strategy is underpinned by a reward philosophy that expresses what the organization believes should be the basis upon which people are valued and rewarded. Reward philosophies are often articulated as guiding principles, Ibid, (2006).

### 2.5.2. Promotion

Promotion refers to designate an actual change in upward direction in job status. The promotion to the next level will result in positive changes such as pay, autonomy and supervision.

In many industrial and commercial organizations, as well as in academic life, success is often externally signaled by promotion. Promotion does not universally signal recognition of achievement, however, as in some organizations promotion may result from seniority or length of stay in the organization rather than from achievement on the job. Indeed, in certain occupations, such as in the Civil Service, promotion is often given as a result of success off the job, such as in external examinations. Promotion, of course, has the other function of placing the most able people in the jobs which require the greatest exercise of skill. Promotion generally ceases when it is felt that the individual has reached his optimum level of competence Gruneberg, (1979).

The function of promotion will vary from organization to organization according to the relative importance placed on the two goals of recognition and the efficient utilization of skills Ibid, (1979).

Academic institutions in Britain, for example, promote lecturers to senior lecturers on the basis of past 'achievement' but do not expect any change in basic function from the promoted individual. In this case the function of promotion is clearly one of recognition. On the other hand, competitive industrial organizations must ensure that those promoted are those able to carry out more difficult decision-making so that reward for past services must take second place to the potential for making good decisions at a higher level (Ibid, 1979).

### 2.5.3. Payment

These are the sequences of events in which compensation plays a major role. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. Salaries not market related, can lead to dissatisfaction. It is self-evident that satisfaction with pay is an important element in one's job satisfaction, Ibid, (1979).

The most obvious reward employees receive from work is pay. However, rewards also include promotions, desirable work assignments, and a host of other less obvious payoffs—a smile, peer acceptance, work freedom, or a kind word of recognition, Decenzo and Robins, (2010).

Most scholars agree that it is primarily about aligning an organization's payment arrangements with its business objectives. This means developing payment systems which enhance the chances that an organization's employees will seek actively to contribute to the achievement of its goals. So if improved quality of service is the major business objective, this should be reflected in a payment system which rewards front-line staff who provides the best standards of service to customers. Alternatively, if increased productivity is sought, then a payment system which rewards efficiency would be more appropriate, Torrington, *et al.*, (2005).

#### *Contingent pay*

Additional financial rewards may be provided that are related to performance, competence, contribution, skill or experience. These are referred to as 'contingent pay'. Contingent payments may be added to base pay, i.e. 'consolidated'. If such payments are not consolidated i.e. paid as cash bonuses they are described as 'variable pay'.

#### *Employee benefits*

Employee benefits include pensions, sick pay, insurance cover, company cars and a number of other. They comprise elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration, such as annual holidays, Armstrong, (2006).

### 2.5.4. Co-workers Relation

Co-workers relation involves relationships with superiors, subordinates, and peers or colleague. If the employee experiences the healthy relationship with others within the organization so it will boost the morale and satisfaction toward the job and lead to the higher productivity.

Coworkers' relationship contained in an organization is a type of interpersonal relationship Spector, (1985) cited in Hyget (2017).

Research findings also show that coworkers can provide a focal employee with a sense of identity, support, and friendship as Bowler and Brass, (2006) cited in Hyget (2017). Previous research findings showed that job satisfaction has a positive correlation with how well the coworkers' coordinate with one another and coworkers' relationship affects job satisfaction.

#### 2.5.5. Supervision

The supervisor's willingness to delegate responsibility and/or to teach subordinates is known as supervision. If workers view their superiors as fair, competent and sincere, the level of job satisfaction will be high. Vice-versa workers that perceive employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

One of the most dominant dimensions of job satisfaction is employee supervisory relation. "Supervision is the technical and managerial abilities of supervisors, the extent to which supervisors demonstrate considerations for an interest in employees" Steers, (1991) cited in Sisay (2011).

#### 2.5.6. Policy and Administration

These are events in which some or all aspects of the organization were related to job satisfaction. Organizational policy plays an important part in the satisfaction of employee toward the job. These should be framed keeping in view of employee's needs and desire

#### 2.5.7. Working Condition

Physical working conditions and facilities are equally significant for job satisfaction of employees, such as: dining hall, Proper lighting, Drinking water, crèches, clean and washrooms.

#### 2.5.8. Work Itself

The 'work itself' plays a critical role in determining how satisfied a worker is with the job-: the actual job performance related to job satisfaction. Several scholars' works show that the work itself is the most important factor of satisfaction and dissatisfaction.

The kind of work, the extent to which tasks performed by employees are interesting and provide opportunities for learning, the challenge etc must be considered, Yadav and Dabhade, (2013).

### 2.5.9. Compensation Administration

The goal of compensation administration is to design a cost-effective pay structure that will attract, motivate, and retain competent employees. The structure should also appear fair to employees. Fairness is a term that frequently arises in the administration of an organization's compensation program, Decenzo and Robbins, (2010).

Employee benefits have grown in importance and variety over the past several decades. Employers realize that benefits attract qualified applicants, affect whether applicants accept their employment offers or, once employed, and decide to stay with the organization. Benefits, therefore, are necessary components of an effectively functioning compensation program. Nearly two-thirds of workers indicate that their benefits are an important reason they stay with their current employer and are satisfied with their jobs. Benefits offer important financial advantages and security that would be difficult or prohibitively expensive for employees to acquire on their own. For example, it's possible for employees to purchase medical or life insurance on their own, but the group plans offered through an employer provide substantial price advantages (ibid, 2010).

### 2.5.10. Internal Communication

Molineux, (2007) cited in Aadamu, (2007) point out that the better people relate with others at work, the more satisfied they would be with their jobs. The most dissatisfied people are those who feel isolated at work. Similarly, Green (2000) also cited in Ibid (2007) added that, many individuals' social need could be satisfied through their favorable interaction with both coworkers and managers at work. Sympathetic and helpful coworkers can increase employee job satisfaction. Managers who interact favorably with employees assist in solving problems are aware of employees' challenges and are able to communicate effectively and provide constructive feedback periodically. These managerial behaviors can lead to increased job satisfaction for employees.

## 2.6. Effects of Job Satisfaction

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are discussed in detail. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees, Aziri, (2011). Having identified the various sources of job satisfaction it is of great importance to evaluate how these factors influence an individual's behavior. There is sufficient evidence that job satisfaction or dissatisfaction can have positive or negative consequences for employees. Robbins, (2001) cited in Mbundu, (2011) indicated that in recent years, ample research studies have been designed to assess the effects of job satisfaction on employee productivity, absenteeism and turnover.

### 2.6.1. Productivity

Robbins, (1995) cited in Sisay, (2011) says the early views on the satisfaction performance relationship can be essentially summarized in the statement "a happy worker is a productive worker". Satisfaction performance relationship is a source of debate among researchers. Some claimed that there is a strong relationship between satisfaction and performance. But there is no consensus on the cause and effect of both concepts. Some say satisfaction lead to more productivity. Others, however, argued that productivity leads to satisfaction rather than the other way round.

Job satisfaction is good not only for employees but also for employers since it increases productivity, and decreases staff turnover. Hence, Mckenna, (2000) cited in (Ibid, 2011) argues that if an organization does not create conditions for minimal levels of job satisfaction, the outcomes may be deterioration in productivity, increased employee turnover and absenteeism, and a decrease in morale.

### 2.6.2. Turnover

Satisfaction is also negatively related to turnover, but the correlation is stronger than that found for absenteeism, Robbins, (1995) cited in Sisay, (2011). The degree of negative relationship between two (satisfaction and turnover) is not the same for different authorities.



McShane and Glinow, (2005) cited in (Ibid, 2011) state that if the levels of job satisfaction are constantly low employees are more likely to leave their jobs. They argue that the main cause of turnover is job satisfaction. When the turnover rate begins to rise abnormally it can be regarded as a sign of job dissatisfaction and the management (HR department) should evaluate the exit questionnaires to determine the cause of the high turnover and work out suitable remedies. Turnover is of major concern to management; it is costly because of the need to train inexperienced new personnel and the tremendous impact on operations.

### 2.6.3. Absenteeism

It is assumed that job satisfaction is negatively related with absenteeism. This means the more satisfied an employee is in his/her work, the better he/she is going to attend in work or the lesser his absenteeism from work. Different studies support this idea. For instance, Robbins, (1995) cited in Sisay, (2011), say there is a consistent negative relationship between satisfaction and absenteeism, but the correlation is not high. Further, it states that it certainly makes sense that dissatisfied employees are more likely to miss work.

Absenteeism can be involuntary, that means that absenteeism is unavoidable because of sickness, family crises, and other valid reasons. Sometimes absenteeism can be voluntary which means an individual may choose to stay away from work.

Mbundu, (2011) cited Robbins (2001) as he states that there is a negative relationship between satisfaction and absenteeism. According to, Steel and Rentsch, (1995), there is an inverse relationship between job satisfaction and absenteeism, which implies that, when job satisfaction is low, absenteeism tends to be high. Workers who experience low job satisfaction tend to be absent from work more often. Of course absenteeism is unavoidable in certain circumstances, for example sickness, family crises and other valid reasons but absenteeism can point towards employee's negative attitudes towards their work. If workers enjoy their jobs, they will usually exert the effort necessary to do what is expected of them, Paul & Spector, (2005) quoted in Ibid (2011).

According to Robbins, (2001), employees who are dissatisfied with their jobs can express themselves in various ways such as:

- Workers will join a union mainly based on their dissatisfaction with working conditions and their perceived lack of influence to change those conditions Arnold & Feldman, (1996) also cited in Mbundu (2011).
- Strikes and instances of sabotage are extreme examples of dissatisfaction among the work force and are costly in both human and economic terms.
- Employees' lack of pride in their work, an attitude of "Who cares?" and low job satisfaction are serious and can have a direct effect on an organization's productivity.

## 2.7. Measuring Job Satisfaction

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

Armstrong, (2006) the level of job satisfaction can be measured by the use of attitude surveys. There are four methods of conducting them:

1. *Using the structured questionnaires.* These can be issued to all or a sample of employees. The questionnaires may be standardized ones, such as the Bray field and Rothe Index of Job Satisfaction, or they may be developed specially for the organization. The advantage of using standardized questionnaires is that they have been thoroughly tested and in many cases norms are available against which results can be compared. Benchmarking can be carried out with other organizations, possibly using the services provided by the other Institute. Additional questions especially relevant to the company can be added to the standard list. A tailor-made questionnaire can be used to highlight particular issues, but it may be advisable to obtain professional help from an experienced psychologist, who can carry out the skilled work of drafting and pilot-testing the questionnaire and interpreting the results. Questionnaires have the advantage of being relatively cheap to administer and analyze, especially when there are large numbers involved.
2. *Using interviews.* Conducting in-depth interviews by using open-ended questions in which the discussion is allowed to range quite freely. Or they may be semi-structured in that there is a checklist of points to be covered, although the aim of the interviewer should be to allow discussion to flow around the points so that the frank and open views of the individual are

obtained. Alternatively, and more rarely, interviews can be highly structured so that they become no more than the spoken application of a questionnaire.

Individual interviews are to be preferred because they are more likely to be revealing, but they are expensive and time-consuming and not so easy to analyze. Discussions through 'focus groups' (i.e. groups of employees convened to focus their attention on particular issues) are a quicker way of reaching a large number of people, but the results are not so easy to quantify and some people may have difficulty in expressing their views in public.

3. *Using a combination of questionnaire and interview.* This is the ideal approach because it combines the quantitative data from the questionnaire with the qualitative data from the interviews. It is always advisable to accompany questionnaires with some in-depth interviews, even if time permits only a limited sample.

An alternative approach is to administer the questionnaire to a group of people and then discuss the reactions to each question with the group. This ensures that a quantified analysis is possible but enables the group, or at least some members of it, to express their feelings more fully.

4. *Using focus groups.* A focus group is a representative sample of employees whose attitudes and opinions are sought on issues concerning the organization and their work. The essential features of a focus group are that it is structured, informed, constructive and confidential.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **3.1. Research Design**

The research design in this study is a descriptive survey. The primary concern for the researcher in choosing a research design is to ensure that the research design is relevant to the research question. The research question in this study is survey to investigate the current level of job satisfaction among PR practitioners of government organizations in Ethiopia. A survey is useful because it has the capacity to identify the characteristics or attributes of a population from a small sample of respondents.

#### **3. 2. Research Approach**

A primary data were collected through questionnaire and semi structured interview. The qualitative and quantitative data can be mixed and merged into one large database or the results used side by side to reinforce each other. The methodology of the researcher is in large part quantitative supplemented by qualitative method.

In this survey a structured self-administered questionnaire, requiring choices between particular answers was used as a data collecting instrument. Questionnaire was developed to search for possible ten sub scale that define job satisfaction and ensure the content validity of the instrument that shall be adopted. A questionnaire has been adopted from Nadler and Spector's in the Ethiopian context and questions under some facets are tailored to PR profession. Finally additional qualitative data were gathered through a key-informant interview with six federal government organizations PR directorate's director.

After the needed data were collected, during the time of interpretation both qualitative and quantitative data were used. Thus, first the quantitative data analyzed and the findings were presented and the qualitative data was interlinked into these findings to support the findings. Qualitative research aims at discovering the underlying motives and desires, using in-depth interviews for the purpose. Other techniques of such research are attitude or opinion research i.e., research designed to find out how people feel or what they think about a particular subject or institution also qualitative research. Qualitative research is especially important in the behavioral sciences where the aim is to discover the underlying motives of human behavior.

This kind of research can analyze the various factors which motivate people to behave in a particular manner or which make people like or dislike a particular thing Kothari, (2004).

### **3.3. Population and Sampling Procedures**

In this part the research population and related sampling method will be discussed.

#### **3.3.1. Population**

McMillan and Schumacher,( 2006) describe a population as a group of individuals, objects or events that have some common characteristics that comply with certain standards and to which the researcher intends to generalize the results of the research. For this study, the population comprises PR practitioners of six FDRE federal government organizations.

The total numbers of FDRE Federal government organizations are 147 and total PR practitioner's numbers in those organizations are 465. The numbers of PR practitioners in those organizations are different based on the wideness and work espouser they have. Most of federal government organizations PR structure in range has two to four, some have four to six practitioners and a few have 10 and above practitioners; however, those purposefully selected organizations in average have 10 and above human resources.

The other point take in consideration is, all federal government organizations are categorized based on the service they deliver and their work espouser in to six sectors. Agriculture and Industry development sectors, Finance and Economy development sectors, Infrastructure development sectors, social sectors, Institutions of democracy and justice sectors and science and communications technology sectors. According to the data obtained from dissolved government communication affairs office the reason of categorizing federal governmental organizations in to six sectors was to follow up and support, to deliver needed timely information, to give direction and to build PR practitioners capacity by providing appropriate trainings. For the purpose of using and administering the survey questionnaire, the researcher considers six organizations that have more than ten PR practitioners' human resources.

The populations targeted in this research are 90 PRs practitioners of six (6) (FDRE Ministry of Agriculture, Ministry of Finance, Ethiopian Electric Utility, Ministry of Health, Human Rights commission, Ministry of Science and Innovation Technology) governmental organizations are purposefully selected.

### 3. 3. 2. Sampling Method

For this particular study non-probability sampling were used. According to Kothari (2004), non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. In this type of sampling, items for the sample are selected deliberately by the researcher; researcher choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one were typical or representative of the whole.

A non-probability sampling design in the form of a purposive sampling method was adopted to gather the data. The rationale for using this sampling method was due to the respondents being easily accessible and available. Besides, the method is less time consuming and inexpensive to gather the research information. According to Kothari (2004:15), non-probability samples are those based on convenience sampling and purposive or judgment sampling. This sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe. When population elements are selected for inclusion in the sample based on the ease of access, it can be called purposive sampling.

The main aim of sampling is to select a sample that was representative of the population to which the researcher intends to make a generalization. In this particular study the assumption was made that most PR practitioners in government organizations would apply similar objective and structural operations, due to the similar nature of their work all federal governmental organizations are categorized based on the service they deliver in to six sectors.

Sampling is a process of selecting a representative number of events or people with the aim of generalizing the outcomes of the study to a specified population. Therefore in this study researcher believes that selected sample, upon which the study was based, would be adequately representative of the PR practitioners in FDRE federal organizations and generalizes the results to an identified population.

Joseph, (2011) explain that there are four issues to consider when deciding whether to use probability or non-probability sampling i.e. purposive of the study ,cost versus value, time constraint and amount of acceptable error.

The purpose of the study and time constraint leads the researcher of this study to choose non probability sampling. This sampling design adopted because of the relative advantage of time and money inherent in this method of sampling.

Based on the obtained information from FDRE government communications affairs office, all PR at Federal government organizations are organized based on their nature of work and the service they deliver for the public in order to create easy and smooth communication between government communication affairs and federal organizations. Therefore, in order to conduct a study on the PRs practitioners' job satisfaction level the researcher considered to include one organization from all sectors.

Additionally PRs directorates' director of six FDRE federal organizations will selected in purposive sampling technique for in-depth interview with the assumption based on their specific positions, they have had adequate experience and understanding about PRs job satisfaction or dissatisfaction and determinant factors of PRs practitioners.

### 3.4. Data Collection Instruments

For the purpose of this study, two basic instruments were used to collect data: questionnaire and semi structured individual in-depth Interviews. Employing mixed methods are preferable because using both enables researchers to validate and confirm the data and discover something that would be missed either qualitative or quantitative approach had been used.

Moreover, an in-depth interview was made so as to be able to investigate much more detailed information in relation to job satisfaction of PR practitioners in that specific context. In doing so, relevant information that had not been included in the quantitative questionnaires would be investigated. As the in-depth interview were intend to be made making use of a semi-structured interview questions that has sufficient room to incorporate new influencing factors that applies to that specific context. The way that those selected experienced PR directorate director wanted to note.

Surveys can include two basic types of questions: open-ended and closed-ended. According to Scholars an open-ended question requires respondents to generate their own answers. Open-ended questions give respondents freedom of answering questions and an opportunity to provide in-depth responses.

Furthermore, they give researchers the chance to ask questions such as “Why did you say that?” or “Could you explain your answer in more detail?” The flexibility to follow up on, or check out, certain questions enables the interviewers to gather information about the respondents’ feelings and the motives behind their answers, Joseph, (2011).

### 3.4.1. Questionnaire

One of the most data collections methods in this research were asking PRs practitioners about their opinions and attitudes towards their job satisfaction level with their profession through closed and open-ended questions. One of the three main methods of administering a survey questionnaire to a sample of respondents is that of self-administered questionnaires, in which respondents are requested to complete the questionnaire themselves.

Those job satisfactions Questionnaire are one of the commonly used and the internationally standard instrument for assessing and evaluating job satisfaction which is freely available for all interested researchers in the area. The adopted job satisfaction questionnaire uses ten sub scales as Payment, Promotion, Leadership and Supervision, Fringe Benefits, Contingent Rewards, Rules and procedures, Coworkers, Work environment, Internal Communication and General Job satisfaction. To measure job satisfaction level of PRs practitioners JSS instrument is chosen due to appropriateness of for this study. The instrument is composed of 40 questions which each sub scale has four questions in five point Likert scale format.

The questionnaire has three sections. The first part is prepared with the intention to identify biographic information of PRs practitioners. A self-developed questionnaire was used to obtain demographic information relevant to the sample. Selected samples of the study were asked information concerning their sex, age, educational level, salary, educational qualification and year of experiences on the area and their work position in the organization they are working.

The second part of this study utilizes a five point Likert Scales ranked from strongly disagree to strongly agree which includes 1 - “strongly disagree”, 2 - “disagree”, 3 - “neutral”, 4 -“agree” and 5 - “strongly agree. Likert scale is also called the summated rating approach.

A number of statements are developed with respect to a topic, and respondents’ attitude scales were used to the level of from strongly agrees to strongly disagree by five point scales. Each response option is weighted, and each subject’s responses are added to produce a single score on the topic, Joseph, (2011).



Therefore, in this study the ordinal variables considered as the next higher level interval variables and the analysis were done based on this assumption to measure job satisfaction within ten factor or sub scales mentioned above. The questionnaire consists of 40 closed-ended items.

The third part was comprised of five open ended questions. Open-ended questions help the respondents to give their additional opinions and information without any interference from third party. The respondents can give confidentially additional information about their jobs and overall working conditions of their organization.

To determine the clarity and internal coherence of the items, the researcher was conducted preliminary test before the actual distribution of questionnaire on one federal organization which nearby to the researcher work places (Ministry of Labor and social affairs) PRs directorate employee. The purpose of pilot testing was to make sure that the survey instrument and items involved in the questionnaire are clear to the respondents. In doing the researcher ensures that the respondents clearly and easily comprehend the questions. The researcher identified three ambiguous or redundant questions observed in the questionnaire. Therefore, pre-testing were conduct.

The questionnaire contains both closed and open ended questions that were organized in the form of Likert- scale and distributed for the respondents. This is to check the applicability of the questions designed for the major study to be conducted. Pilot study participants were informed about objective of the study, question clarity, applicability, and were also asked to provide additional comments or concerns regarding the survey instrument or facilitation sincerely.

### 3.4.2. An Individual In-depth Interview

The choice of in-depth interview technique for collecting data is important in itself for insuring the quality of the information. Kothari, (2004) noted that personal interview helps: the investigator to follow a flexible way and to seek answers to a set of pre-conceived questions through personal interviews. This method of collecting data is usually carried out where output depends upon the ability of the interviewer to a large extent. In- depth interview allows new ideas to be brought up during the interview as a result of what the interviewee says.

The in-depth interview can provide a detailed background about the underlying reasons why participants give specific answers by forwarding follow up questions, as well as provide extensive information related to the interviewee's opinions, perceptions, values, motivation, feelings and life experiences. Patton (2002) puts how useful the tool could be both to the researcher and the research alike:

*In-depth interviews are one of the most common qualitative methods. One reason for their popularity is that they are very effective in giving a human face to research problems. In addition, conducting and participating in interviews can be a rewarding experience for participants and interviewers alike. For participants in-depth interviews offer the opportunity to express themselves in a way ordinary life rarely affords them. Interviewers engaged in in-depth interviews are offered the privilege of having people who are virtually strangers entrust them with a glimpse into their personal lives.*

For this research, in-depth interview was also used to support quantitative finding of the study. It helped the researcher to get, the deeper understanding of the informant. In-depth interview can provide detailed background about the reasons respondents give specific answers. It also assists to get more accurate responses on sensitive issues.

Though in-depth interview is time-consuming, it is resource intensive, flexible, dynamic, non-directive, unstructured, non-standardized and open-ended. Because of these and other unique features of an in-depth interview, the researcher has applied this tool of data collection method. The interviews were conducted purposively with six FDRE Federal PRs directorate Directors.

The open ended questions used in the questionnaire which prepared based on research question were also used for Semi-structure interview. Questions were prepared based on the research questions formulated for this study.

### 3.5. Procedures of Data Collection

In order to conduct the research on the selected organizations for the sampling letter of asking permission to six FDRE federal organizations were written by Addis Ababa university school of journalism and communication department. .

After it confirmed researcher distributed questioner for selected samples for the study including with the necessary orientation; objective of the study and ethical consideration, as the responses to the questionnaire would solely be used for research only, that no individual would be identified and that all information received from respondents would be kept confidential. All questionnaires were personally delivered by the researcher to the selected respondents' at places of their work and collected after a week from four organizations and from two organizations the collection takes a month.

The interviews were also conducted by the researcher based on prior appointments agreed upon each interview in the respective offices. In order to make the thematic narrations simple and easy, the researcher used voice recorder for each interviewee with their consent. While the interview was being made, the researcher takes notes from the interviewee responses and does not fully rely on the recording in case it fails later.

### 3.6. Data Analysis and Presentation

The completed questionnaires were encoded in to a Statistical Package for Social Sciences /SPSS/ version 24 computer software for further analysis involved descriptive statistics. Subsequently, the encoded data will summarized, and analyzed using descriptive statistical methods such as different types of tabulation, tables making use of percentage, and frequency counts. An attempt has also been made to employ interpretive analysis for the qualitative data obtained through the in-depth interviews.

For the purpose of this study the analysis of data was done by using descriptive statistics percentage, frequency distributions to describe research sample. Quantitative data were presented using figure and tables by utilizing percentage and frequency. Transcribed data from interview was coded with label, with brief explanation, and with signs. Coded data were sorted in to groups and categorized in such a way that they correspond to each other and reflect the intention of the study.

### 3.7. Validity of Questionnaire

In order to identify the validity of questionnaire pilot testing was conducted. The purpose of pilot testing was to make sure that the instrument and items involved in the questionnaire were clear to the respondents and to know the validity of the instruments. The pilot testing was conducted in one FDRE governmental organization, (Labor and social affairs ministry) involving 10 respondents.

The participants were informed about the objective of the study to respond sincerely. These respondents were not used in the main study. The distributed questionnaires are collected directly from participants as the researcher asks them to voluntarily and freely participate in the pilot of research project. The completion of the questionnaires is voluntary and completed anonymously. After the pilot test, each instrument was carefully analyzed to know the validity of the items. As a result, three questions of questionnaire that didn't have clarity or have ambiguity and poor clarity were improved or corrected based on the given comments.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter presents the result obtained from the data collected from participants for the purpose of this study. The demographic information of participant for the study and the results of descriptive statistics data analysis are elaborated in details. The collected data encoded in to computer software for further analysis involved descriptive statistics. For statistical analysis of data, the researcher uses Statistical Package for Social Sciences /SPSS/ version 24.

The data was collected using questionnaire which contains three parts: part one demographic information, part two job satisfaction measurement factors question and part three open ended questions for participants.

#### 4.1. Demographic Characteristics of the Respondents

This part presents the demographic information of the respondents in the study. The demographic information or characteristics for the respondents focused on gender, age, educational level, salary, work position, years of experiences and field of study. The data was collected from six FDRE:- Ministry of Health, Ministry of Finance, Ministry of Agriculture, Ministry of Innovation and Technology, Human Rights Commission and Ethiopian Electric utility. Totally 90 questionnaires was distributed and 85 participants returned the questionnaires.

Table 1: Demographic characteristics of the respondent

Variables	Characteristic or categories	Total sample PR Practitioners	
		Frequency	Percent(%)
Sex	Male	59	69.4
	Female	26	30.6
	Total	85	100
Age	20-30	24	28.2
	31-40	41	48.2
	41-50	17	20.0
	51 and above	3	3.5
	Total	85	100
Educational level	BA,BSC, BED	46	54.1
	MA, MSC	39	45.9
	Total	85	100

Salary	3000-5000	10	11.8
	5001-7000	38	44.7
	7001-10000	26	30.6
	10001-15000	8	9.4
	15001 and above	3	3.5
	Total	85	100
Workposition	Director	5	5.9
	team leader	11	12.9
	PR expert or officer	61	71.8
	Other	8	9.4
	Total	85	100
Experience	1-3	8	9.4
	4-6	30	35.3
	7-10	16	18.8
	10 and above	31	36.5
	Total	85	100
Filed of study	PR	1	1.2
	Journalism	18	21.2
	Language and Literature	43	50.6
	Social science	12	14.1
	Natural Science	11	12.9
	Total	85	100

The above table1 indicates that 59 (69.4 %) respondents are male and 26 (30.6 %) respondents are female. This shows that the male respondents demonstrated higher than female.

As above table 1 indicates more respondents , 41 (48.2 %) age range is between 31-40 years old. 24 (28.2) respondents age range is between 20-30 years old. 17 (20 %) respondents age range is between 41-50 years old, and the remaining, three (3.5 %) respondents age is above 51 years old. In other words, the sample used could be taken as relevant as it cover all age ranges in PRs proportional manner. The majority of respondents' age range is 20-40 years old.

As can be seen from table 1 above, 46 (54.1 %) respondents educational qualification is Bachelor of Art (BA), Bachelor of Science (BSC) and Bachelor of Education (BED) degree holders, and nearest to half respondents, 39 (45.9 %) educational qualification is Masters of Art (MA) and Masters of Science (MSC) or second degree holders.

The above tables revealed that the education status of respondents encompasses both first degree and second degree holders.

Table 1 reflects the representation of the sample population based on the salary they earned. Most respondents 38 (44.7 %) earned between 5,001 – 10,000 ETB (The Ethiopian Birr) per month. 26 (30.6 %) respondents earn between 7,001 – 10,000 ET Birr per month. 10 (11.8 %) respondents earn between 3,000 – 5,000 ETB per month, eight (9.4 %) respondents earn between 10,001 – 15,000 ETB per month, and the remaining three (3.5 %) respondents replied their salary is above 15,001 ETB per month.

The above result indicates that the salary of PRs practitioners differs from each other from organization to organization. The implication is that the salary difference or range is very high; minimum 3,000 and maximum above 15,000 ETB.

Table 1 illustrates the occupations of the sample respondents. The work position of the respondents 61 (71.8 %) is at expert or officer level in different title name and levels. 11 (12.9 %) respondents are team leaders, eight (9.4 %) respondents work position is not PRs but they are working for the accomplishment of the PRs directorate. The remaining five (5.9 %) respondents are PRs directors.

The implication of the above data is the total sample used for this study consists of different work positions that almost include all staff members.

Table 1 depicts respondents' experience on the area. It shows that most 31 (36.5%) and 30 (35.3 %) respondents respectively have more than 10 years and 4-6 years' work experience. 16 (18.8 %) respondents have 7-10 year work experience and the remaining eight (9.4 %) respondents have less than three year work experience.

As the study result indicates, most respondents have more than four year work experience. This has its own advantages for this study because most of the respondents have been detail understanding of PRs practitioners' activity, PRs process, challenges and opportunities which illustrate their job satisfaction level.

Table 1 is about field of study. According to 43 (50.6) respondents, their field of study is language and literature, 18 (21.2 %) respondents studied journalism. 12 (14.1 %) and 11 (12.9 %) respondents are qualified in social science and natural science respectively; surprisingly there is only one person who specialized in PRs and culture.

The result illustrated that most of respondents' educational background is almost relatively relevant and seems adequate for the PRs practices to effectively and efficiently function their duties. However, the data also shows that still there are some respondents who studied other fields which have little or no relevance with PRs profession. From this, we can infer that lack of professionalism could be one of the causes for job dissatisfaction.

#### 4.2. Basic Job Satisfaction Data Analysis Presentation

In this study job satisfaction was the aggregated score of ten dimensions of job satisfaction which are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. Participants of this study were requested to state their level of job satisfaction and dissatisfaction on a Likert 5-point scale, whereby the scale was represented as follow: 1 to Very satisfied, 2 to Satisfied, 3 to Neutral, 4 to Dissatisfied and 5 to Very dissatisfied.

The data obtained from the respondents were captured into separate databases constructed for this purpose and statistical analyses were performed by using SPSS version 24. The given responses for the questionnaire were represented by means of frequencies and percentages using descriptive statistics, from table 1 to 21, and from figure 1 to 22. During the analysis respondents' result strongly agree and agree taken as indicated satisfaction, neutral represents neutral from satisfaction and dissatisfaction and disagree and strongly disagree indicated dissatisfaction.



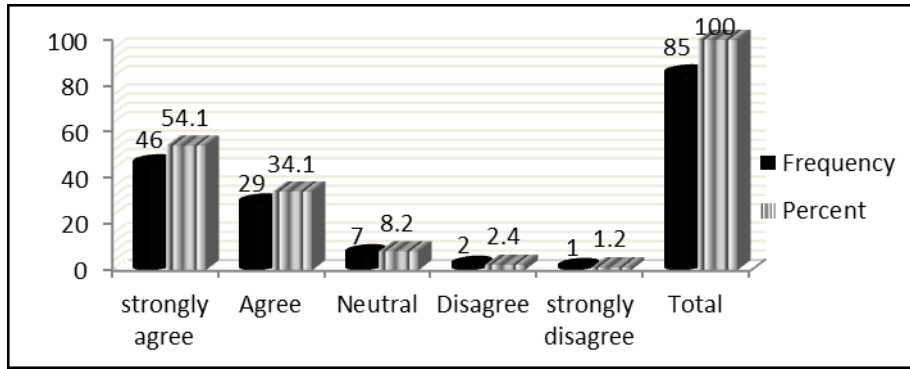


Figure 1: I believe in the goals and objectives of my organization

Figure 1 indicates that 75 (88.2 %) respondents replied strongly agree and agree that they believed in the goals and objectives of their organization'. Only seven (8.2 %) respondents' expressed they were neutral for the above statement, and the remaining three (3.6 %) respondents had no belief in their organizations goals and objectives.

This result indicates that most respondents were satisfied with the goals and objectives of their organization.

Table 2: I like working in PRs profession

Alternatives	Frequency	Percent (%)
strongly agree	23	27.1
Agree	36	42.4
Neutral	12	14.1
Disagree	10	11.8
strongly disagree	4	4.7
Total	85	100.0

The above table 2 shows that 59 (69.5 %) respondents are like working in PR profession whereas 14 (16.5 %) respondents replied as they are not like working in PR profession. The remaining 12 (14.1 %) respondents are not deciding whether satisfied or dissatisfied working in PR profession. One can understand from the above table, most respondents like working in PR profession.

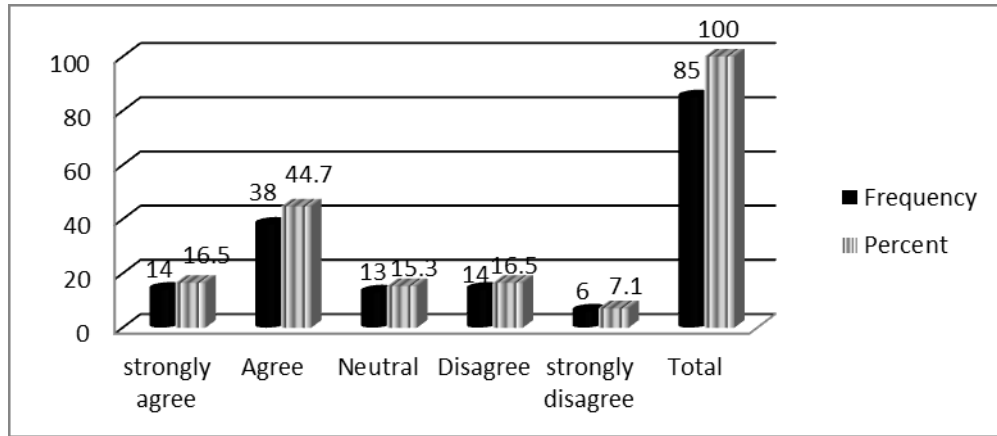


Figure 2: I feel happy and motivated coming to work

Figure 2 above illustrates that 52 (61.2 %) respondents feel happy and motivated going to their work whereas 20 (23.6) respondents are not feeling happy and motivated going to their work. Only 13 (15.3 %) respondents selected the neutral option.

The above data reveals that more respondents were feeling happy and motivated going to their work which in other word means they were satisfied with their work.

Table 3: I am satisfied with my general work condition

Alternatives	Frequency	Percent (%)
strongly agree	20	23.5
Agree	38	44.7
Neutral	12	14.1
Disagree	11	12.9
strongly disagree	4	4.7
Total	85	100.0

The above Table 3 reflects that 58 (68.2 %) respondents are satisfied with their job whereas 15 (17.6 %) respondents were not. The remaining 12 (14.1 %) respondents did not decide whether they were satisfied or dissatisfied with their job.

This result indicates that more respondents were satisfied with their job.

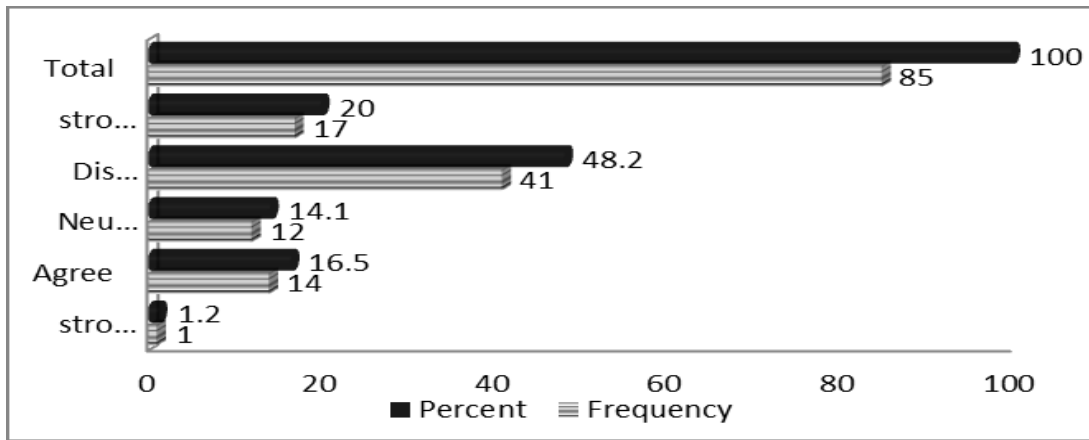


Figure 3: Question I feel I am being paid a fair amount for the work I do

The above figure 3 shows that 58 (68.2 %) respondents were not satisfied with the pay they got for the amount of work they do. 15 (17.7 %) respondents replied that they were satisfied, and only 12 (14.1 %) respondents abstained from choosing whether they whether satisfied or not. According to the data exhibited in figure 3, more respondents were dissatisfied with their payment for the work they do.

Table 4: My pay is fair considering what other organizations in this area pay

Alternatives	Frequency	Percent (%)
Strongly agree	0	0
Agree	17	20.0
Neutral	12	14.1
Disagree	38	44.7
strongly disagree	17	20.0
Total	84	98.8
Missing	1	1.2
Total	85	100.0

As illustrated in table 4, 55 (64.7 %) respondents replied that they disagree and strongly disagree, only 17 (20 %) replied that they are agreed with the idea of above statement. The remaining 12 (14.1 %) respondents remained neutral.

This indicates that most of PR practitioners have the attitude of they are not paid relative to what other organizations are paying for similar positions. Only few respondents assume they are fairly paid in considering what other organizations are paying in the area. So the respondents are not satisfied with their payment amount considering other organizations payment.

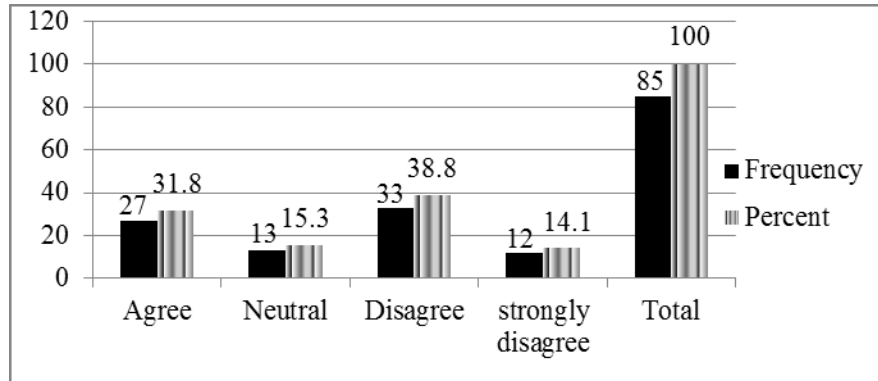


Figure 4: I feel satisfied with my chances for salary increases

Figure 4 indicates that 45 (52.9 %) respondents' response on the feeling with the chances for salary increases is total disagreement. 27 (31.8) respondents explain their agreement with the chances for salary increment. Only 13 (15.3 %) respondents replied they are neutral for the above statement. And in other side no one selected on strongly agree options.

The result can be delivered that more than half respondents are not satisfied with chances for salary increment.

Table 5: I am paid fairly for the amounts of work I do

Alternatives	Frequency	Percent (%)
strongly agree	1	1.2
Agree	20	23.5
Neutral	13	15.3
Disagree	33	38.8
strongly disagree	18	21.2
Total	85	100.0

Table 5 revealed that 51 (60 %) respondents are not satisfied with the payment amount they earned for the work they do. In other side 21 (24.7 %) respondents are satisfied, and the remaining 13 (15.3 %) respondents are neutral from either satisfied or dissatisfied.

The result of respondents indicates that more than half of the respondents have not been paid fairly for the amount of work they do.

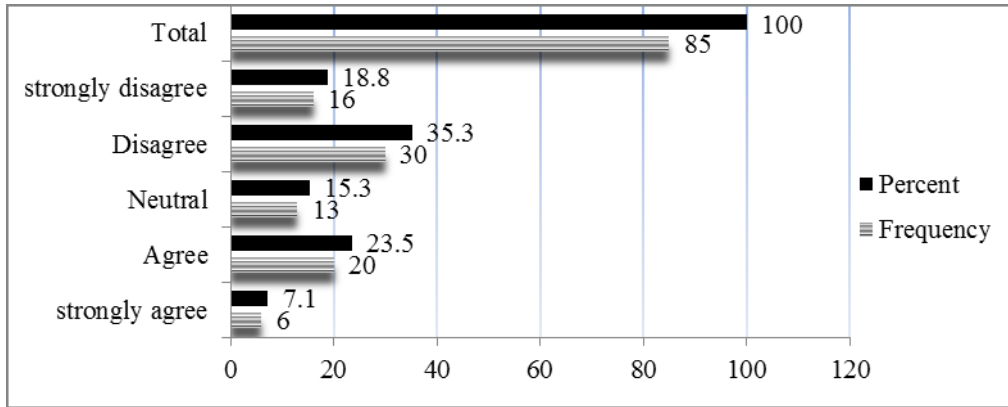


Figure 5: I am rewarded fairly for my contribution.

The above figure 5 clearly shows that 46 (54.1 %) respondents believe that they are not rewarded fairly for the contribution they made in their job in terms of responsibilities, assignments and promotions. The response of 26 (30.6 %) respondents shows that they are satisfied with the above statement. The remaining 13 (15.3 %) respondents selected neutral item from the available options.

The above data result indicates that more respondents are not satisfied with the reward they get for their contributions.

Table 6: Those who do well on the job stand a fair chance of being promoted

Alternatives	Frequency	Percent (%)
strongly agree	1	1.2
Agree	22	25.9
Neutral	12	14.1
Disagree	37	43.5
strongly disagree	13	15.3
Total	85	100.0

Table 6 indicates that a significant percentage of 50 (58.8) respondents are not satisfied with a fair chance of being promoted. 23 (27.1) respondents replied that they are satisfied with the above statement, and the remaining a few 12 (14.1 %) respondents being neutral for this particular statement.

The above table result revealed that more respondents are not satisfied.

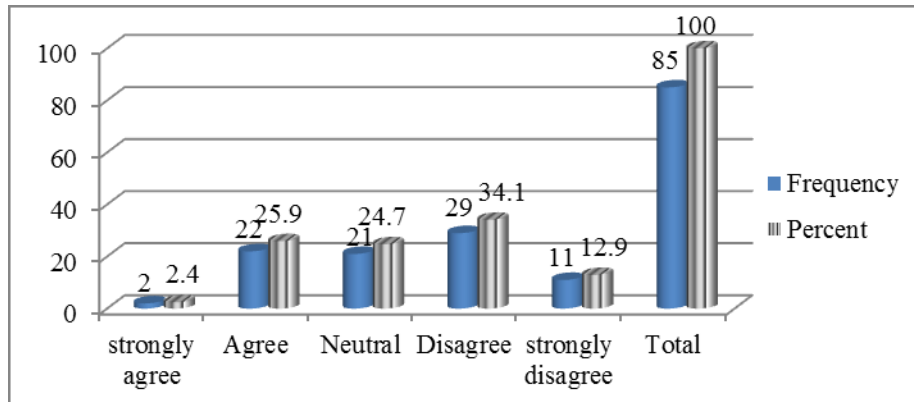


Figure 6: My department appoints the right people for the right jobs

As it illustrated in figure 6 above for the question concerning the appointments of the right people for the right position of PRs practitioners, 40 (47 %) respondents replied on disagree and strongly disagree options. 24 (28.3 %) respondents believe that in their department the right person appointed for the right position. The respondents nearest to one fourth of total sampling number are also neutral on the above statement.

The above data implies that more respondents are not satisfied with appointment of right person for the right positions.

Table 7: I am satisfied with my chances for promotion

Alternatives	Frequency	Percent (%)
Agree	11	12.9
Neutral	22	25.9
Disagree	39	45.9
strongly disagree	13	15.3
Total	85	100.0

Table 7 reveals that 52 (61.2 %) respondents are not satisfied with the chances for promotion. 25 % or n=22 respondents replied on neutral options, and only 11 (12.9 %) respondents response reveals that they are satisfied with the chances of promotion.

This also indicates that more respondents are not satisfied with the chances for promotion in the organization they are working.

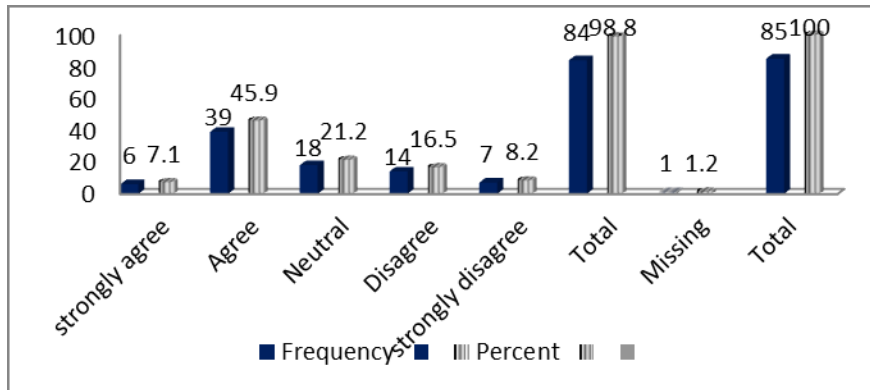


Figure 7: My department's leadership has made sufficient efforts to accommodate the needs of staff.

It is evident from figure 7 above that, 45 (53 %) respondents explained their agreement with the leadership of their department's effort to accommodate the needs of the staff during budget cuts or restructuring. 21 (24.7 %) respondents replied they disagree and strongly disagree with the above statement. A few respondents 14 (16.5 %) are neutral with the above statement.

In general the result shows that they are satisfied with the effort made by their department leadership to accommodate the needs of the staff during budget allocation.

Table 8: My supervisor (boss) is a role model for management

Alternatives	Frequency	Percent (%)
strongly agree	4	4.7
Agree	36	42.4
Neutral	20	23.5
Disagree	17	20.0
strongly disagree	7	8.2
Total	84	98.8
Missing	1	1.2
Total	85	100.0

As illustrated in table 8 above, 40 (47.1 %) respondents replied their agreement with the above statement 'our boss is a role model for management and good leader behavior, and walks the talk'. 24 (28.2 %) respondents are not agreeing with the above statement. The remaining 17 (20 %) respondents responded on neutral option regarding the above statement.

The above table result shows that more respondents are satisfied with the leadership quality.

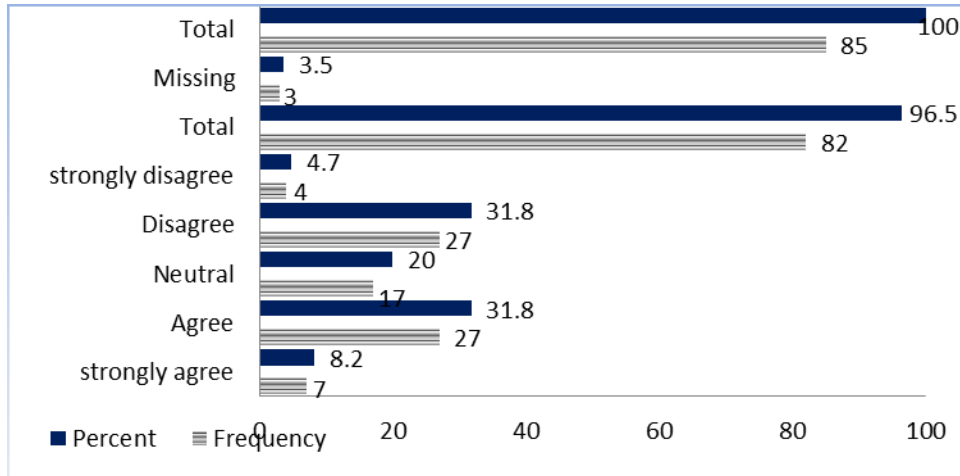


Figure 8: I receive prompt acknowledgment and recognition for doing good work

Figure 8 shows that 34 (40 %) respondents revealed their agreement to the prompt acknowledgment and recognition for doing good work, whereas 31 (36.5 %) respondents replied that they disagree with above statement. The remaining 17 (20 %) respondents remained neutral. The result indicates that even if proportionally highest respondents agree on the above statement, quite good number of the respondents mentioned their disagreement on the issue.

Table 9: My supervisor (Boss) is open to new ideas and suggestions

Alternatives	Frequency	Percent (%)
strongly agree	6	7.1
Agree	36	42.4
Neutral	14	16.5
Disagree	22	25.9
strongly disagree	6	7.1
Total	84	98.8
Missing	1	1.2
Total	85	100.0

It is evident from table 9, 42 (49.5 %) respondents are in total agreement with the above statement. 28 (33 %) respondents replied their disagreement with the above statement, and the remaining 14 (16.5 %) respondents selected neutral options.



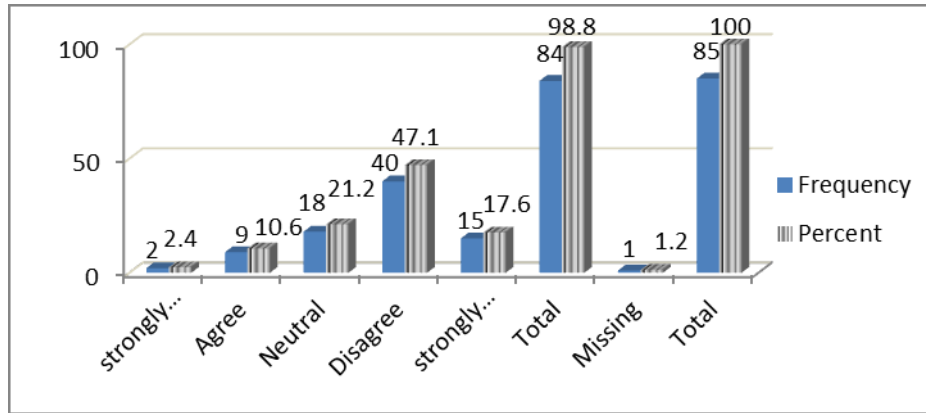


Figure 9: I am satisfied with the benefits I receive.

Figure9 reveals that 55 (64.7 %) respondents are not satisfied with the benefit they receive from the organization they are serving. 18 (21.2 %) respondents replied as they are neutral with the above statement. The remaining a few 11 (13 %) respondents are satisfied with the benefits they receive from the organization they are serving.

The result indicates that the respondents are not satisfied with the benefit packages they got from the organizations they are serving.

Table 10: The equitability of benefit packages

Alternative	Frequency	Percent (%)
strongly agree	1	1.2
Agree	9	10.6
Neutral	16	18.8
Disagree	38	44.7
strongly disagree	20	23.5
Total	84	98.8
Missing	1	1.2
Total	85	100.0

As indicated above in table 10, 58 (68.2 %) respondents replied that they have not equitable benefit package. 16 (18.8 %) respondents selected neutral option, and a few respondents 10 (11.8 %) agree with the above statement which means they have equitable benefit package.

The above result revealed that most of PRs practitioners are not satisfied with equitability of their benefit packages.

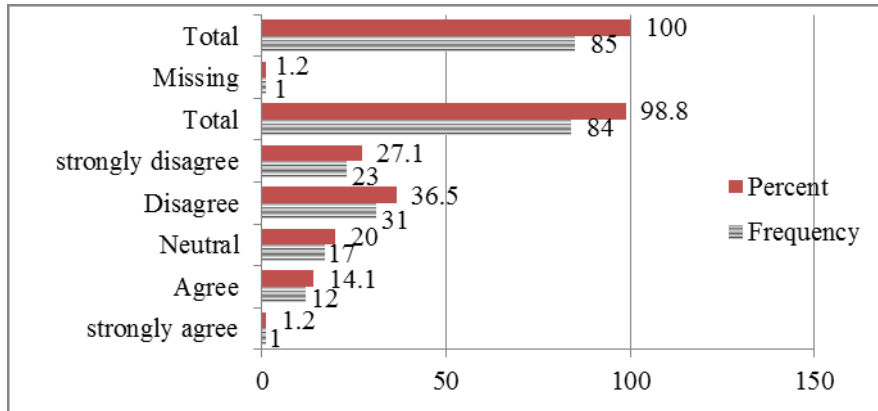


Figure 10: The benefits we receive are as good as most other organizations offer

As shown in the above Figure 10, 54 (63.6 %) respondents response shows they disagree with above statement. 17 (20 %) respondents also replied on neutral options the remaining a few 13 (15.3 %) respondents are replied their agreement which means they have receive good benefit packages as other organizations offers on the field.

The above result indicates that even if a few respondents have receive good benefit packages compared with what other organization offers, most of the respondents are not satisfied, so this could show that they are not satisfied with benefit packages they receive compared with what other organizations offering.

Table 11: There are benefits we do not have which we should have

Alternatives	Frequency	Percent (%)
strongly agree	16	18.8
Agree	18	21.2
Neutral	19	22.4
Disagree	20	23.5
strongly disagree	11	12.9
Total	84	98.8
Missing	1	1.2
Total	85	100.0

The above table 11 also reveals that 34 (40 %) respondents replied that there are benefits they don't have which they should have. In other way 31 (36.4 %) respondents replied that there are no benefits which they should have. The remaining 19 (22.4%) respondents selected the neutral option.

The above table result summarized as more respondents are not satisfied with the benefits which they should have.

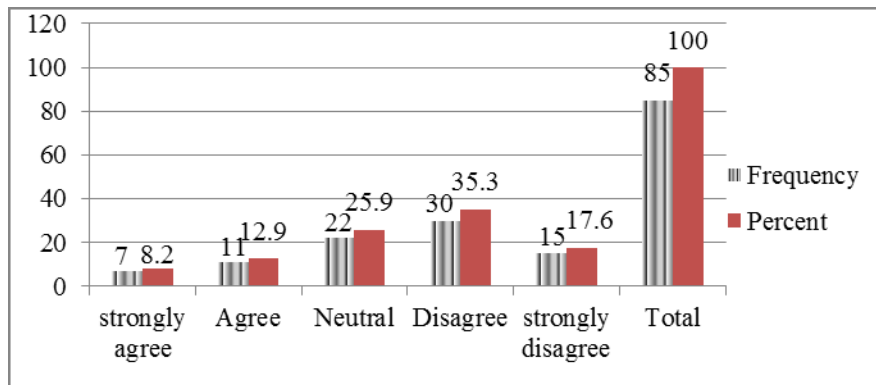


Figure 11: There are institutional awards for outstanding achievements

As shown in figure 11 regarding questions about awards for outstanding achievements, 45 (52.9 %) respondents showed their disagreement. 22 (25.9 %) respondent selected neutral option, and the remaining 18 (21.1 %) respondents replied their agreement which means their organization have awards for outstanding achievements.

So, one can understand from the above table that most of respondents are not satisfied with their organization awarding cultures.

Table 12: I don't feel my efforts are rewarded the way they should be

Alternatives	Frequency	Percent (%)
strongly agree	6	7.1
Agree	23	27.1
Neutral	17	20.0
Disagree	32	37.6
strongly disagree	7	8.2
Total	85	100.0

The above table 12 also revealed regarding rewards, more respondents 39 (45.8 %) replied they do not feel their efforts are rewarded the way they should be, whereas 29 (34.2 %) respondents explained their agreement and the remaining 17 (20 %) respondents selected neutral options for the above statement.

The above table result summary indicates that more respondents dissatisfied with rewards for their effort.

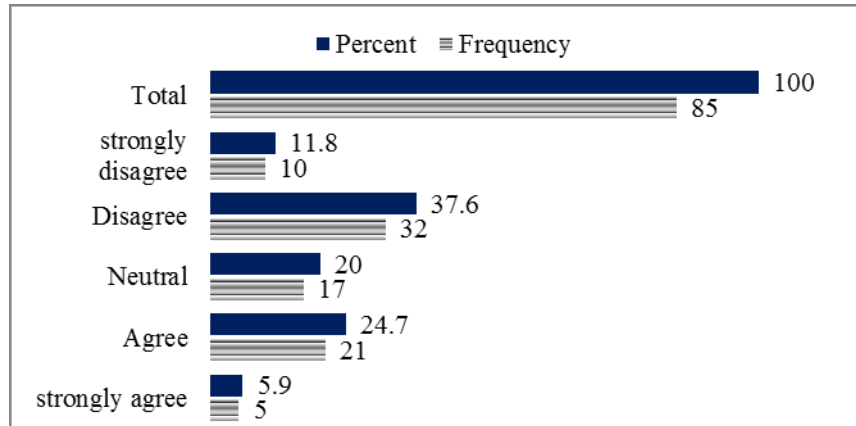


Figure 12: I do not feel that the work I do is appreciated

As shown on the above figure 12 almost half respondents 42 (49.4) disagree which means the work they do is not well noted. 26 (30.6) respondents agree as the work they do is appreciated and the remaining 17 (20 %) respondents being neutral for the above statement.

This result indicates that somehow PRs practitioners satisfied or feel that the work they do is appreciated.

Table 13: When I do a good job, I receive the recognition for it that I should receive

Alternatives	Frequency	Percent (%)
strongly agree	8	9.4
Agree	13	15.3
Neutral	8	9.4
Disagree	45	52.9
strongly disagree	11	12.9
Total	85	100.0

Table 13 indicates that regarding the recognition they should get when good job is done, 66 (65.8 %) respondents disagree and strongly disagree with above statement. 21 (23.7) respondent replied their agreement which means that as they receive the recognition they should have when they do good job. The remaining only eight (9.4 %) respondents selected neutral options.

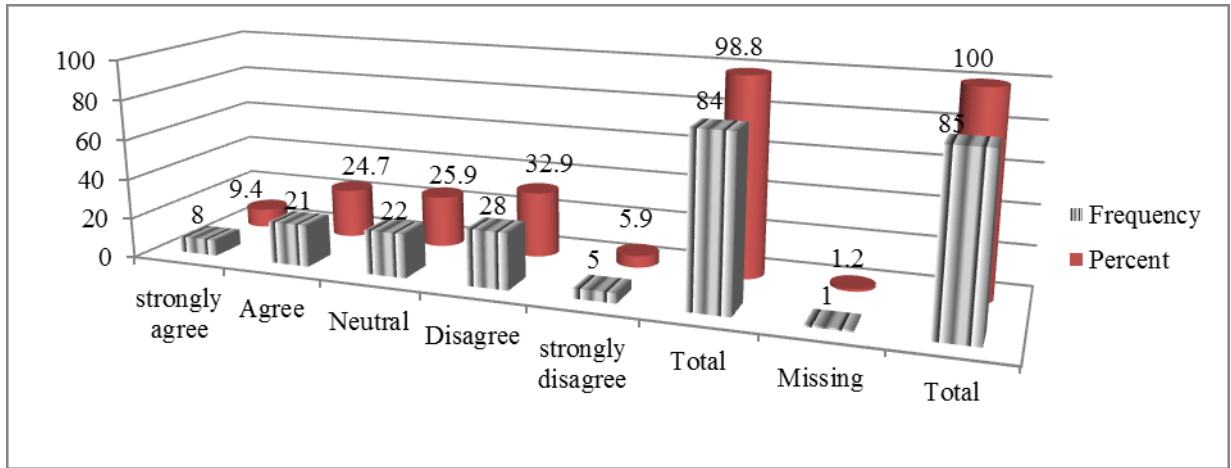


Figure 13: Many of our rules and procedures make doing a good job difficult

Figure 13 illustrate that 33 (38.8 %) respondents replied the disagreement option for the above statement which means in their organization rules and procedures do not make doing a good job difficult. 29 (34.1 %) respondents choose the agreement option for the above statement. The remaining 22 (25.9) respondents selected neutral options.

The result indicates that even if proportionally highest respondents agree on the above statement, quite good number of the respondents mentioned their disagreement on the issue.

Table 14: Many of our rules and procedures are inconsistent

Alternatives	Frequency	Percent (%)
strongly agree	4	4.7
Agree	30	35.3
Neutral	19	22.4
Disagree	26	30.6
strongly disagree	6	7.1
Total	85	100.0

As shown in table 14, 34 (40 %) respondents replied on the agreement option with the above statement. For the same statement 32 (37.7 %) respondents replied on disagreement option. The remaining 19 (22.4) respondents keep neutral on the above statement.

From this result one can infer that the respondents' response shows that they are not satisfied which means the rules and procedures are inconsistency and changed according to managers' interest.

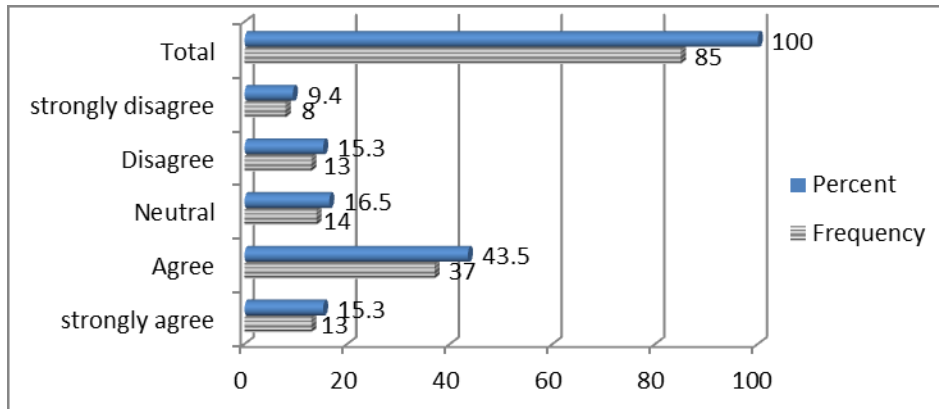


Figure 14: Procedures in my department are not bureaucratic

As indicated above in Figure14, 50 (58.8 %) respondents agreed with the above statement which means procedures in their department are not bureaucratic. However, 21 (24.7 %) respondents response reveals that they disagree with the above statement. The remaining 14 (16.5 %) respondents selected the neutral option.

The above result can be summarized more respondents satisfied with procedures not being bureaucratic in their department.

Table 15: Organizational policies are consistently applied to all employees

Alternatives	Frequency	Percent (%)
strongly agree	2	2.4
Agree	26	30.6
Neutral	15	17.6
Disagree	27	31.8
strongly disagree	15	17.6
Total	85	100.0

Furthermore, Table 15 also reveals that 42 (49.4 %) respondents believe their organizational policies are not consistently applied to all employees. 28 (33 %) respondents replied on agreement option with the above statement. The remaining respondents 15 (17.6 %) selected neutral options for this particular statement.

The result of above table emphasis that half numbers of respondents are not satisfied with the implementation of their organizational policies to all employees consistently.

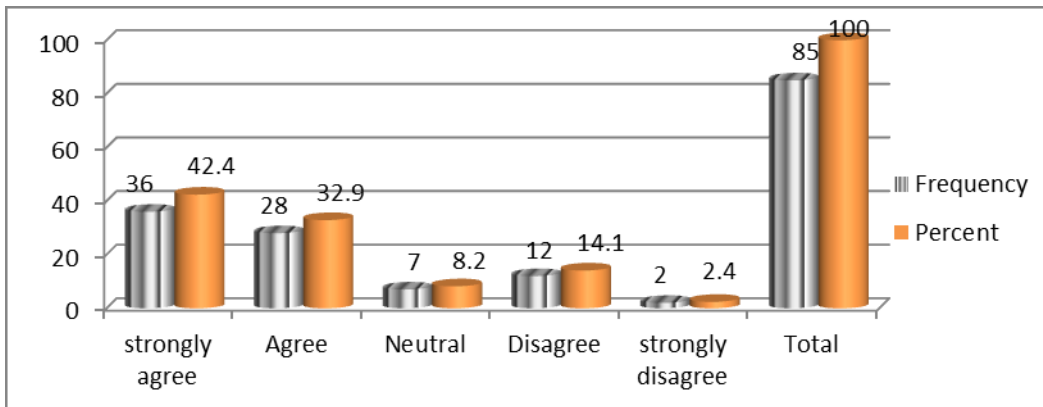


Figure 15: My colleagues and I work together rather than in competition with one another

Figure 15 above indicates that 64 (76.3 %) respondents response shows they works with their colleagues rather than in competition with one another. Small number of respondents 14 (16.5 %) replied on disagreement which means they compete with one another rather than working together with their colleagues. A few (seven or 8.2 %) respondents selected the neutral option for the above statement.

These show that most respondents are satisfied with the above statement which means working together with their colleagues rather than computing with one other.

Table 16: I find I have to work harder at my job because of the incompetence of people I work with

Alternatives	Frequency	Percent (%)
strongly agree	12	14.1
Agree	17	20.0
Neutral	12	14.1
Disagree	37	43.5
strongly disagree	7	8.2
Total	85	100.0

Table 16 also indicates that 44 (51.7 %) respondents selected on disagreement option for the above statement. Whereas 29 (34.1 %) respondents said they agree to the above statement. The remaining 12 (14.1) respondents were selected on neutral option.

The above table result summarized as the respondents are satisfied with their coworkers competence.

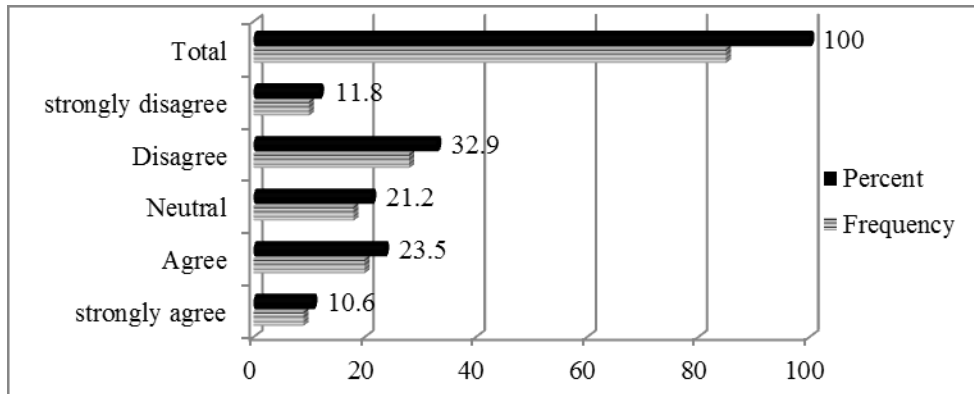


Figure 16: There is too much bickering and fighting at work

The results from figure 16 indicate that 38 (44.7 %) respondents replied on disagree that there is too much bickering at work which means they are working free from bickering and fighting at work with their colleagues. Whereas 29 (34.1 %) respondents replied that there is too much bickering and fighting at work with their colleagues. The remaining 18 (21.2 %) respondents selected neutral options for the above statement.

The result of the above statement summarized that workers or employees are working in harmony free from bickering and fighting with one another the respondents are satisfied with such culture.

Table 17: My colleagues stimulate me to do better work

Alternatives	Frequency	Percent (%)
strongly agree	10	11.8
Agree	43	50.6
Neutral	10	11.8
Disagree	13	15.3
strongly disagree	9	10.6
Total	85	100.0

Furthermore, table 17 also reveals that 53 (62.4 %) respondents replied their complete agreement that their colleagues stimulate them to do better work; however, quite good number of the respondents i.e. 22 (25.9 %) replied they are in opposition to the idea (disagreed). The remaining 10 (11.8 %) respondents selected the neutral options.

The above table result revealed that more respondents' response shows satisfaction with the above statement.



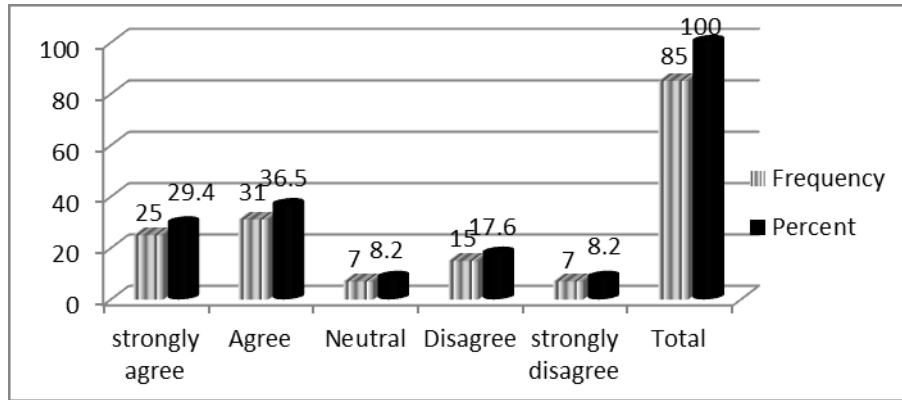


Figure 17: In my experience, communication in my department is open and honest

Results of figure 17 depict 56 (65.9 %) respondents fully agreed that communication in their department is open and honest whereas 22 (25.8 %) respondents response reveals that communication in their department is not open and honest. The remaining seven (8.2 %) respondents stood neutral to the above statement.

The above result emphasis more respondents satisfied with communication being open and honest in their department.

Table 18: I am kept informed of what is happening elsewhere in my department

Alternatives	Frequency	Percent (%)
strongly agree	17	20.0
Agree	20	23.5
Neutral	21	24.7
Disagree	21	24.7
strongly disagree	6	7.1
Total	85	100.0

In terms of table 18 the results indicate that 37 (43.5 %) respondents agreed that they are kept informed of what is happening elsewhere in their department. Whereas 27 (31.8 %) respondents response reveal that they not informed of what is happening elsewhere in their department. The remaining 21 (24.7 %) respondent replied on neutral option for the above statement.

The above result can be summarized more respondents are satisfied with above statement.

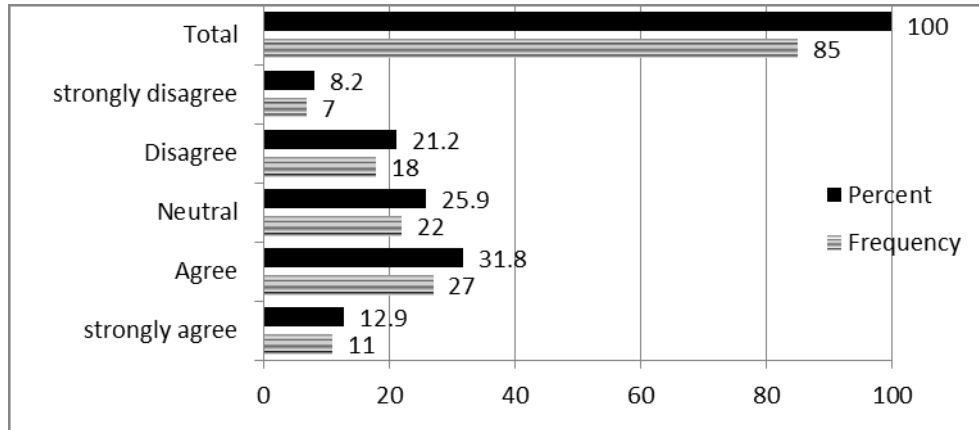


Figure 18: I often feel that I do not know what is going on with the organization

Figure 18 exhibits that 38 (44.7 %) respondents agree they feel they do not know what is going on with their organization. Whereas 25 (29.4 %) respondents chose the disagreement option which means they know what is going on with their organization. The remaining 22 (25.9 %) respondents remained neutral.

It can be summarized more respondents are not satisfied with knowing what is going on with their organization.

Table 19: In this organization, the interdepartmental communication is effective and reliable

Alternatives	Frequency	Percent (%)
strongly agree	9	10.6
Agree	28	32.9
Neutral	14	16.5
Disagree	21	24.7
strongly disagree	13	15.3
Total	85	100.0

Table 19 further shows that 37 (43.5 %) respondents agreed to the statement which means in their organization the interdepartmental communication is effective and reliable. Whereas 34 (40 %) respondents disagreed and the remaining 14 (16.5 %) respondents selected the neutral options. The summary of above table result showed even more respondents said the interdepartmental communication in their organization is effective and reliable, the respondents nearest to this number also replied that the interdepartmental communication in their organization is not effective and reliable.

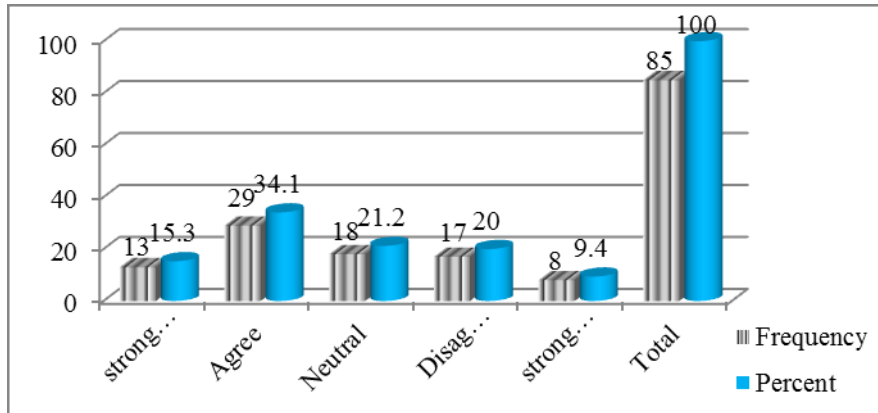


Figure 19: The availability of new technologies at my organization is sufficient

Figure 19 clarify that 42 (49.4 %) respondents replied their agreement which means the availability of new technologies at their organization is sufficient. 25 (29.4 %) respondents replied on the disagreement options. The remaining 18 (21.2 %) respondents chose the neutral option.

The result of the above table can be summarized half of respondents are satisfied with the availability of new technologies in their organization.

Table 20: Transportation and internet access to work are adequate at the organization

Alternatives	Frequency	Percent (%)
strongly agree	13	15.3
Agree	28	32.9
Neutral	13	15.3
Disagree	29	34.1
strongly disagree	2	2.4
Total	85	100.0

From Table 20 it can be derived that 41 (48.2 %) respondents replied on agreement which means the transportation and internet access at their organization is adequate. However, 31 (36.5 %) respondents disagreed with the above statement. 13 (15.3 %) respondents became neutral to the above statement.

One can conclude from the above table result that almost half of the respondents satisfied with the availability of transportation and internet access at the organization they are working.

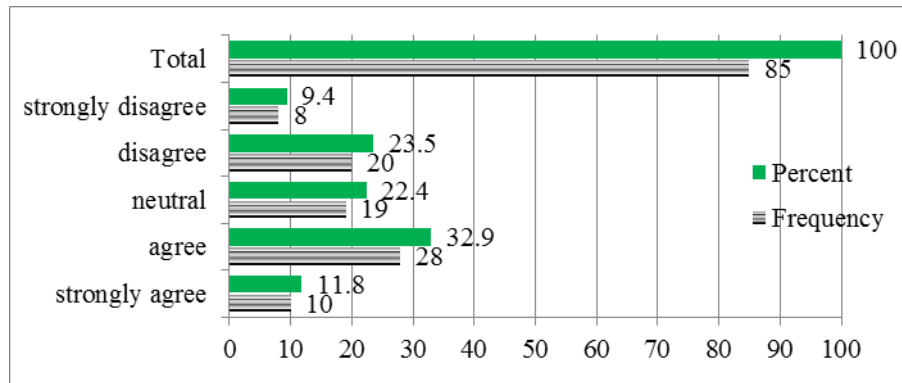


Figure 20: My organization provides education/ training opportunities

As shown on the above figure 20, 38 (44.7 %) respondents agreed with the above statement which means their organization provides them education and training opportunities. 28 (32.9 %) respondents, however, disagreed with the above statement. The remaining 19 (22.4 %) respondents remained neutral.

The datum of above table indicates that more respondents satisfied with the opportunities of education and training provided by their organization.

Table 21: The organization provides important materials for the work I do

Alternatives	Frequency	Percent (%)
strongly agree	9	10.6
Agree	34	40.0
Neutral	17	20.0
Disagree	18	21.2
strongly disagree	7	8.2
Total	85	100.0

The above table 21 shows that 42 (50.6 %) respondents replied the agreement options for the above statement ‘the organization provides important materials for the work I do’. Whereas 25 (29.4 %) respondents replied did not agree. The remaining 17 (20 %) respondents selected neutral options.

It can be summarized half respondents were satisfied with the materials their organizations provides them for the work they do.

### 4.3. Analysis of Open Ended Questions

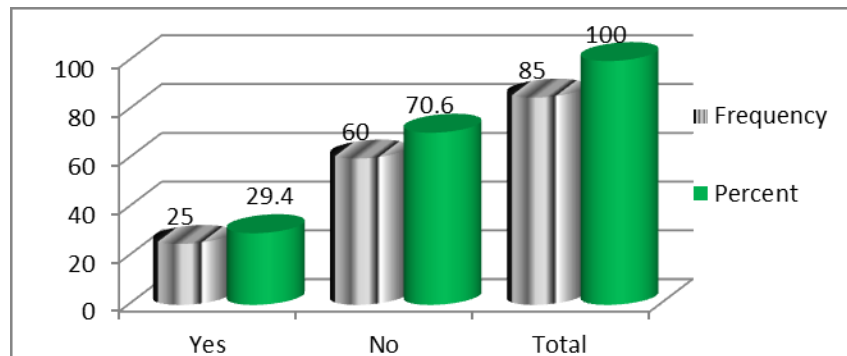


Figure22: Are you satisfied with your job?

As indicated above in Figure 22, 60 (70.6 %) respondents' response showed that they were not satisfied with their job. Whereas 25 (29.4 %) respondents response showed they were satisfied with their job.

The results shown in the above table can be summarized as most PRs practitioners were not satisfied with their job.

Those respondents who reported their satisfaction with their job gave the following reasons for their satisfaction:

- The output of their work and its positive impact on the organization can be seen in the organization they are serving.
- They like the profession especially writing news and articles.
- They are proud of connecting the government with the public and vice-versa.
- They also like the working environment, availability of needed materials and new technologies in their organization.
- There is a good team spirit.
- The filed gave them good opportunity to know and hear about many issues.

The respondents' reason revealed that except two points the remaining was not related with job satisfaction factor. The only two points related with job satisfaction factor are good working environment and coworker's relationship.

Those respondents who had no satisfaction with their job reasoned out their dissatisfaction as follows:

- Low and unfair payment for the amount of work they do.
- Bureaucratic work system.
- Practitioners were not empowered for their work, the new idea and working systems proposed by practitioners have not got acceptance by directors.
- Non supportive response from department heads.
- Creating systematic obstacles and establishing group division between employees, improper relationships with some staff,
- Lack of commitment of the directors, they focus on routine or silly issue; they are unprofessional and have poor leadership skill.
- Lack of needed resources and materials.
- The unprofessional leadership having little or no knowledge about PRs and communication, even they did not know how to communicate with employees.
- Low attention of government for the profession, government did not give attention for the profession: PRs directors are not assigned based on merit rather by political affiliation, the profession was politicized.
- The bad and negative attitudes many people have about PRs profession and the profession is yet not regarded as a value adding to the organization.
- There is no equity and fairness of work distribution for practitioners.
- There is no capacity building training that focused on PRs profession for practitioners compared with other profession and department.
- Attitudes of associating PRs practitioners with politics.
- PRs practitioners should be or supposed to be a member of ruling (leading) political party.
- Weak follow up system and unavailability of motivation system.

The respondents were also asked the major challenges and problems they faced and factors contribute for their job dissatisfaction and replied as follow:

- Lack of professionalism: the activities and jobs of the profession had not standardized as the profession requires.

- Low budget allocation for PRs directorate and lack of needed materials.
- Negative and bad attitude towards the profession.
- Lack of attention or little attention given from top management for PRs department as well as for the profession.
- Low recognition for PRs contribution.
- PRs director assigned based on their political participation without any performance and having professional education background.
- Misconception about PRs profession.
- The rumors about restructuring or dissolving PRs directorate or department.
- Poor management system.
- Negative attitude toward the departments such as jobless department, least qualified department, thinking as only event organizer, associating the profession with propaganda and tool of the leading party.

The respondents also suggested solutions for the problems they mentioned above as follow:

- Conducting research on the profession and identifying problems that faced the profession currently and working with academic institution to fill the identified gaps.
- It is better to assign right person for the right position based on profession and merit rather than on political affiliation or commitment.
- Creating good working environment, team spirit between employees rather than creating division between themselves.
- Providing on work trainings which is directly related to the profession and availing education opportunity to develop their career.
- Improving salary scale of PRs practitioners; the big differences of salary noticed between different organizations as well as in the same organization for PRs practitioners should be minimized.
- Making PRs free from political activities and creating attitudinal changes toward PRs profession, training should prepare for higher officials and for the publics.
- Implementing benefit packages, promotion and career development, and availing recognition and rewarding system.

- To create professionalism PRs association should be established and ethical code should be developed for the profession.
- It needs strong policy which supported by proclamation and regulations, and nationally strong organized office which coordinate, support and follow up PRs works as a national level.
- Creating conducive working environment for practitioners.
- Assigning the right person for PRs director position or hiring by merit based, giving or offering consistent and continual trainings for practitioners.
- Providing necessary materials and technologies for the department.

#### 4.4. Analysis of Interview

For the purpose of this study the researcher conducted an interview with five PR director and one vice director. The researcher gives a code for the respondents in order to keep anonymity. The given code is English alphabet from A to F; respondent A, B, C, D, E and F. The analysis of data collected from those respondents present as follow: The first statement was with regard to salary or payment of PRs practitioners.

##### **Responses on Payment with Regard to Job Satisfaction**

In relation to PRs practitioners satisfaction with payment all six interviewed respondents replied that they are not satisfied in general. They point out that the payment of PRs practitioners is low relatively with the payment for other professions in the organization they are working. Respondent B said that “The salary of our organization is very low in relation with other governmental organizations. The payment mechanism of the government for PRs practitioners is very low; I am also not satisfied with regard to this. In my assumption all PRs practitioners are not satisfied with the salary they earned.”

All respondents point out that the salary of PRs practitioners did not much with the effort they contribute. Respondent ‘A’ replied that “when the salary scale of PRs practitioners prepared the government did not consider work exposure, work load and work wideness in some organization.” Respondent ‘D’ who earned medium salary relatively also gave the idea that support dissatisfaction with the salary by saying “How could human being satisfied? As far as human being need is unlimited PRs practitioners are not satisfied with what we are paid.



The salary problem is not only our organizations but also exists as a country level, payment mechanism is irregular and the Government locks the salary scales of media and other related filed including PRs in country level. Even if the salary of our organization is medium comparatively with other governmental organization, still I am not satisfied with it, and in my assumption all my staff (PRs practitioners) also did not satisfied.”

The other problems mentioned by respondent were not only about irregularity of the salary from organization to organization but also salary difference exists within the same organization. Respondent ‘E’ explains that:

*“Even if our salary is medium relatively with what other governmental organizations paying, in our organization there is salary difference between employees. PRs practitioners are the only directorate paid the least salary in our organization, PRs practitioners who have the same position, similar level, similar work experience with employee in other directorate earned the smallest salary, the salary of PRs director is smaller than senior expert of other departments.”*

The interviewees’ response for question about satisfaction in relation with the salary they paid shows they were not satisfied.

### **Responses on Training and Education Opportunity with Regard to Job Satisfaction**

The information obtained from interview with PRs directors revealed that except in one organization in five organizations training and education opportunity is available. Short term and long term training related with knowledge, skill and attitude were provided for PRs practitioners. Concerning education opportunity in most organizations prepared by Human Resource (HR) directorate. This year also from four organization six PRs practitioners are attending education five persons in masters (MA) and one in PhD program in different universities.

Respondent ‘C’ also said that “Our organization follow the principles all employee should have update themselves with the current knowledge and skills that require for PRs profession. Particularly In our directorate we conducted employees training need assessments twice yearly in order to identify the gap they have in relation to knowledge, skills and attitude and to give conceptual and technical training”.

In other side Respondent 'E' also said that "Training and education opportunity did not get good attention in our organization. Our HR director was not good in doing so, they are negative thinkers, and our organization used an old technology and working systems in general. There is big gap regarding training and education we are not satisfied."

Except respondent 'E' all respondents show their satisfaction in training and education opportunity especially in education opportunity.

### **Responses on Needed Materials and Budget Allocation with Regard to Job Satisfaction**

Regarding availability of needed materials and budget allocation to accomplish jobs performed by PRs directorate except one respondent all interviewed peoples replied that they have enough materials and budget. Respondent A said that "the budget allocated for our directorate is not enough; we faced lack of budget to do whatever we planned"

In other way five respondents discussed that even if the materials they have is not latest they have enough materials help them to perform all activity. In relation to budget allocation respondent 'D' points out that "as a country level we have a shortage of budget, the limitation of allocated budget not only for PRs director but also for all director or departments in all government organizations".

### **Responses on Promotion, Fringe Benefits/ Compensation, Contingent Reward and Career Development with Regard to Job Satisfaction**

Regarding promotion practice all respondents replied that there was no chance of promotion in the organizations they are serving. Only Respondent 'C' explains that PR practitioners who had got the education opportunity and complete their education assigned on the position they fit by their new educational statuses.

Regarding fringe benefits/ compensation except two interviewed director ('E' and 'F') the remaining four interviewed director replied they did not have any benefit packages. According to the response of respondent 'F' they have house and transportation allowance, respondent 'E' also replied they have a certain benefit packages he did not mention it.

To sum up even if two respondents satisfied with the benefit package they received, more respondents' response shows they have not any benefit package and did not satisfied with this regard.

The respondents response in relation to contingent reward, except respondent 'C' there were no institutional awards for outstanding achievements or recognition for the contribution they made in their job. However, respondent 'C's organization has the system of recognizing best performers or model employees indifferent ways. He added that "in our ministry employees who scored outstanding achievements have got the chance of education opportunity whether in the country or abroad. Especially women's have good opportunity in this regard. This year from our directorate two peoples have got the opportunity of educational in Masters (MA) and in Doctorate (PhD) level based on their outstanding performance scored."

In relation with career development all respondents replied that there were no any structure or system that allows PRs practitioners for career development. Almost in all government organization the structure of PRs is similar.

### **Responses on Leadership and Internal Communication with Regard to Job Satisfaction**

Five respondents replied that their organizations higher officials have good attitude and committed for PRs directorate. Respondent 'E' replied that their organization higher official's attitude for PRs directorate were not good. They undermine PR directorate during budget allocation and providing all needed materials. Regarding internal communication also respondent 'E' explains that "Sometimes we PRs practitioners heard about a certain issue after the higher officials delivered to the Media and when media houses aired it." Regarding internal communication all respondents replied that as they have good relationships within their directorate. Interdepartmental communication is also good except in respondent 'E' organization. All PRs staff has good team spirit and good working environments.

### **Responses on Job Satisfaction Levels in terms of all Job Satisfaction Factors**

Two respondents explain that their job satisfaction in terms of all job satisfaction dimensions is medium. The remaining four respondent responses indicate that they are not satisfied with their job in relation to mentioned factors of job satisfaction. To sum up, it can be concluded their job satisfaction level was low in terms of all mentioned job satisfaction factors.

The respondents also point out the major factors for their job dissatisfaction as follow:

The major problems mentioned by respondents were misunderstanding and bad attitudes about PRs profession. Most employee associated PRs work with political issue. They assume that all PRs practitioners work is only about being protocol of higher officials, decorating stages for different events organized by the organization.

According to respondent 'B', "in the past time PR was served the government as propaganda. In other side the professional discipline is also young in our country, furthermore, the problem arose from PRs practitioners themselves, because the community we grew up culture were closed, there is one saying 'right hand should not tell what it gets to left hands'. If you tell the society whatever you have you will get trust and attentions from the public, unless otherwise by hiding facts and realities from the public instead of telling fabricated and false information is dangerous."

Respondent 'C' also forwarded similar idea with the above, "The attitude of peoples regarding PRs profession is not good. At the beginning PRs profession started as propaganda tools and tube of government. Most of PRs practitioners were come from different educational background (filed), without the PRs profession concept. They got only short term training. They were manipulated for the political tools rather than doing professional works on filed. I think there are no enough understanding why PR is needed, what they work and how they work. When I join the profession I also assume myself as a cadre and stands for protecting the government only. So the profession was misinterpreted at the beginning. However, now a day it is on the way of refining the bad images and following a right track."

Respondent 'D' sees the problem of the profession in different dimension. PRs professional problem is not only happening in Ethiopian but also in Africa level. He said that "There are no any attentions given to the profession even in academic level. America is leading the world by using PRs; in Ethiopia if some incident happened at 'Matema' Americans will hear first about the problem than Ethiopians. Because we do not have active and professional PRs practitioners who has good exposure and experience in the area. Government also did not give attention for the profession, for instance the action taken by the government dissolving Government Communication Affairs office give a clue of government stands."

The other problems of the profession mentioned by respondents was PRs directorate seen as spay of government, they related the department with politics and practitioners as politicians. Respondent 'F' says "In any kind of movement or journey for different purpose all employee keep far distance from PRs practitioners, even they do not want to travel with practitioners in one car. This kind of employee attitude and practice ashamed PRs practitioners and made us to hate the profession and dissatisfied with our job".

Respondent 'E' also have the same idea with the above respondent "because of negative attitudes and understanding other peoples have among PRs profession most of practitioners are changing/ leaving the profession by specializing their education in other fields. This kind of actions also kills the development of the profession. It is better to struggle with any challenges faced us."

The other problem raised by respondent 'B' is, media sector profession is not developed as much it should be; in relation to academic and its quality the sector did not get enough attention. According to respondent 'B' any profession can grow when there is computation. He elaborates this idea by saying:

*"There were no private Medias in the country, all existing Medias are owned by government or ruling party, so how the profession could developed? There was no professional computation among journalists and media houses, all of them stands for the protection of the government or ruling parties. Because all government Medias get needed budget from government whether they are working or not they got their salary. There is no check and balance system, there is no investigative journalism practice in our country. Media and media houses including PRs practitioners were working together to protect the government or ruling parties."*

**Those six interviewed peoples were also asked to suggest solutions for the problems they listed above as follow:-**

The first suggestion or comments forwarded from all respondents were government should give attention in academics aspects. University elites also should contribute in identifying the major problems the profession faced by conducting research and studies as well as providing best solutions. Respondent 'A' said that "10 years ago PRs was serving the higher officials as a protocol. Now somehow it solved and changed following implementation of information and media freedom proclamation, rules and regulations as well as guidelines.

Now a day the government stands regarding PRs profession is not clear, all of us are in dilemma, without PRs profession the development of anything in any country does not successful even in private business sector as well as for every individuals PRs is the major tool and weapon in promoting their work and themselves. So government should give attention for the sector. The existing educational policy does not support the development of PR profession. Dissolved Government Communication Affairs office shaped the profession being a political tool which creates the attitude of propagandist producer machines among the public. Government should stop assigning PRs directors just like the dissolved Government Communication Affairs Office assigning the peoples who haven't any relationships with the profession and based on the political commitment they have.

Respondent 'C' also comments:

*“PRs is a pure profession, so the practice of the profession should be following what the science says. PRs should work for mutual benefit rather than working for one party or one side, this also can change the bad attitude and misunderstanding of the public about the profession. Government should also give attentions and strength the field in academic aspects. From academic institution Addis Ababa University starts giving masters of art (MA) in PRs and strategic communication is a good starting. The profession can be developed when it supported by education. The other important solution is developing and implementing professional structures from top to bottom (Federal to regional) in country level. I think if those solutions will apply the image of the profession will be changed.”*

Bad attitude of the society among PRs profession and practitioner (assuming them as spy of government and propagandist of the politics) can be changed by practitioners themselves. If the practitioners implemented all activities expected from them following the rules and ethics of the profession, anybody can respect them according to respondent 'D' idea. He added “For instance in 2001 including me four PRs practitioners were assigned in this ministry. At the time many people's attitude was not good for us. They think us as a politician and take care of being far from us. No one seat together with as even in cafeteria. They assume as we are recording their voice and give for the government. However, we break the bad attitude of employees have among PR profession by doing good jobs.

If we do in professional manner all peoples love and respect the profession and the practitioners, they do not have any reason to hate us. The role of PR is connecting the government with the public and the vice-versa, so the practitioners should know the work of their organization. I have developed good images about my directorate, now a day every directorate trust me and PRs directorate as a whole.”

According to respondent ‘E’ PRs professional association should be established for the development of the profession and to change the existing bad attitudes. PRs practitioners should also develop their capacity by knowledge and skill, if they do good job every one respect and accept them and the profession also. Unstructured profession does not win every challenge they faced. Universities should play their role by conducting research and studies on the area and addressing the findings result to the government and concerned body.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMANDATIONS**

#### **5.1. Summary**

This chapter presents collected data and presentation of results which are presented above in chapter four. The chapter mainly focuses on the interpretation of the result from quantitatively and qualitatively collected data in order to show the result of the study in relation to research question.

For the study of job-satisfaction level of PRs practitioners in Ethiopia, the case of six federal government organizations, and the following research question were stated:

1. To What extent PR practitioners of six FDRE government organizations are satisfied by their jobs?
2. What is the level of job satisfaction of PR practitioners related to, payment, promotion, leadership and supervision, fringe benefits, contingent rewards, rules and procedures, coworkers, internal communication, work environment and general job satisfaction?
3. What factors that influences the levels of job dissatisfaction of PR practitioners of FDRE federal government organizations?

The adopted job satisfaction questionnaires used for this study were 10 sub scales that encompass 40 questions in Likert scale. They are Payment, Promotion, Leadership and Supervision, Fringe Benefits, Contingent Rewards, Rules and procedures, Coworkers, Work environment, Internal Communication and General Job satisfaction. Those job satisfactions Questionnaire are one of the commonly used and the internationally standard instrument for assessing and evaluating job satisfaction.

For this particular study non-probability sampling have been used. Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. In this type of sampling, items for the sample are selected deliberately by the researcher; researcher choice concerning the items remains supreme. Purposively chosen sample can constitute and represent PR practitioners working in governmental organizations.



### **5.1.1. General Job Satisfaction**

With regard to general job satisfaction, the result of the study indicates that most respondents 75 (88.2 %) were satisfied with goals and objectives of their organizations. Regarding their feeling and motivation going to work 52 (61.5 %) respondents result shows that they were satisfied which means they feel happy and motivated going to their work. With regard to their satisfaction in working as PR profession, more respondents 59 (69.5 %) replied as they were satisfied. The last question to this dimensions were 'general work condition with regard to job satisfaction', 58 (68.2 %) respondents replied they were satisfied.

The above result concerning general job satisfaction can be summarized as more respondents' responses show they were satisfied with general job satisfaction i.e. they like working in PRs profession, happy and motivated going to their work, and they believe in the goals and objectives of their department. This indicates that PRs practitioners have good feelings and believe in the goals and objectives of their organization.

### **5.1.2. Payment**

Concerning payment four questions were asked and the results of respondents are summarized as follows: the majority of the employees in the sample offices (68.2 %) approved they are not satisfied with the payment they receive. Regarding the fairness of their organization payment considering what other organizations are paying in the area, 55 (64.7 %) of the respondents confirmed that they were not satisfied. The research result also showed that more than half 45(52.9 %) respondents were not satisfied with salary increment in their organization. Again the survey result indicated that 51 (60 %) of the respondents reported that they are not satisfied with the payments fairness for the amount of work they are doing.

In general, in relation to all four questions raised about payment, the study finding reveals that respondents were not satisfied with the payment they get. The qualitative data of this study also support the result gained from quantitative data. The existing problems regarding the payment are not only about being fewer amounts of salary but also about its being hugely varying from organization to organization. The salary of an expert in a certain government office might be more than the salary paid for a director in other government office.

The problem is employees in similar government organizations having almost the same duties, qualifications and grades are still receiving different payments and benefits. There is a big difference and gap in salary among government organizations.

### **5.1.3. Promotion or Career Development**

The study finding revealed more than half of the respondents 46 (54.1 %) were not satisfied with promotion that has to be given on the basis of contribution to job result and discharging responsibility. Regarding fair chance of promotion, which is believed to be rewarded for outstanding performance, 50 (58.8 %) respondents have expressed their dissatisfaction. In relation to the appointment of the right persons in the right position in their department, the study showed that majority of the respondents 40 (47 %) were not satisfied. In relation to the chances for promotion, 52 (61.2 %) respondents response revealed that they were not satisfied.

The research result shows that PRs practitioners were not satisfied with promotion or career development dimension in their organization. There is no fair reward and chances for promotion. The practitioners who scored outstanding performance were not promoted to better and higher position. The result of qualitative data also shows that promotion and career development opportunity were very low in government organizations. In most governmental organization the structure does not allow promotion or career development.

### **5.1.4. Leadership and Supervision**

This study finding shows that majority of the respondents 45 (53 %) approved their satisfaction with the efforts being undertaken by the management. Regarding leadership quality and being role model for management, the study result reveals that 40 (47.1 %) respondents were satisfied. Concerning acknowledgment and recognition for doing good works, the study result shows that 34 (40 %) respondents were satisfied with their immediate boss or leadership of their department. The respondents response with regard to supervision being open to ideas and suggestions, almost half 42 (49.5 %) respondents reported that they were satisfied.

In general, regarding leadership and supervision factor, respondents' response shows that they were satisfied with their immediate boss or directors' effort to accommodate their needs, their quality and being role model in management, the feedback they give and being open to ideas and suggestion.

### **5.1.5. Fringe Benefits**

In terms of fringe benefits or compensation, more respondents 55 (64.7 %) have reported that they were not satisfied with the benefit they get for the amount of effort they perform. Likewise regarding the equitability of benefits they receive, the study finding revealed 58 (68.2 %) respondents were not satisfied. The fringe benefits they receive were not equitable. In relation to the benefits they receive comparing with what other organizations offer, 54 (63.6 %) respondents were not satisfied. 34 (40 %) respondent's revealed that they received no benefits which they should have. This means the respondents missed or did not get some benefits they should have in the organization they are serving.

To sum up, in terms of fringe benefits factor, the responses of respondents indicate that they were not satisfied. The result obtained from qualitative data also supports the result of quantitative data.

### **5.1.6. Contingent Rewards**

Regarding institutional awards for outstanding achievements, 45 (52.9 %) respondents replied their disagreement which means they were not satisfied. The survey result indicated that 39 (45.8 %) respondents were not satisfied with the reward given for their efforts. In relation to the appreciation for performed jobs, 49.4% respondents reported that the work they do was not well noted. Similarly, 56 (65.8 %) respondents revealed that they were not satisfied with recognitions they should get when good job is done.

In general, the result indicates that respondents were totally dissatisfied with trends of receiving no recognition for good work they do. Qualitative data result also confirms that there was no contingent rewarding system.

### **5.1.7. Rules and Procedures**

Concerning the difficulty of rules and procedures in their organization, the research results showed 33 (38.8 %) respondents were in complete disagreement with their organization rules and procedures. Regarding inconsistency of rules and procedures and if it is changed according to the interest of managers, the survey result indicated that 34 (40 %) respondents confirmed rules and procedures were inconsistent and changed according to interest of managers.

Thus, respondents were dissatisfied with the implementation of rules and procedures in their organization. The research results also showed that 50 (58.8 %) respondents expressed their satisfaction with little or no bureaucracy in their department related to rules and procedures. The study confirmed that 42 (49.4 %) respondents reject that organizational policy is consistently implemented to all employees.

To summarize, rules and procedures are inconsistent and changed according to the interest of the managers, similarly organizational policies are not consistently applied to all employees.

#### **5.1.8. Coworkers**

Regarding coworkers, the survey result indicated that 64 (76.3 %) of the employees preferred working together to working in competition with one another. It means a large number of the respondents work with their colleagues rather than in competition with one another. According to the study finding, 51.7 % of the respondents confirmed their coworkers were competent in performing their responsibility and works. The study result also shows that 38 (44.7 %) respondents were satisfied which means workers or employees are working in harmony free from bickering and fighting with one another.

It is shown in the study that 62.4 % of the respondents replied their colleagues stimulated them to do better work.

In coworkers' job satisfaction dimension, the study result shows that respondents were satisfied with their coworkers in working together, with the competency they have, with creating conducive working environment, and with stimulating and initiating each other in order to have better performance.

#### **5.1.9. Work Environment**

The result of this study indicates that 42 (49.4 %) respondents witnessed the availability of new technologies in their organization. In the same way 41 (48.2 %) respondents were satisfied with transportation and internet access their organization provides for them. With regard to training and education opportunity provided by their organization, 38 (44.7 %) respondents were satisfied with their chance of getting training and education opportunity. The final questions under the above factor deals with the availability of important and necessary materials in their organization, 42 (50.6 %) respondents response indicates that they are satisfied.

The respondents' responses concerning working environment factor can be summarized as more respondents were satisfied. And this result implies the working environment was good in terms of all raised questions. This result was also supported by the results of interview conducted with six PRs directors.

#### **5.1.10. Internal Communication**

This study result reveals that in relation with internal communication openness and honest within their department, 56 (65.9 %) respondents fully agreed which shows satisfaction. 37 (43.5 %) respondents also agreed or satisfied with having information about what is going on elsewhere in their department. However, regarding having information what is happening in their organization 38 (44.7 %) respondents were not satisfied. This means there was no clear information about any issues happening in their organization. For the last question about interdepartmental communication effectiveness and reliability 37 (43.5 %) respondent's response deliver that they were satisfied.

The result of the study shows that partially internal communication was good except unclearness of information regarding over all organizational activity. In the same way the qualitative data also revealed that there were some information gaps between PRs directorates and organizations.

## **5.2. Conclusion**

This study presents job satisfaction level of PRs practitioners in Ethiopia, the case of six federal governmental organizations. Based on the major findings, the following conclusions are drawn.

The result of this study shows that PRs practitioners' job satisfaction level is low. The empirical findings from the study indicate that PRs practitioners working at different federal governmental organization, most respondents were not satisfied and the level of their job satisfaction was also low.

The study finding pointed out that the level of job satisfaction of PRs practitioners in relation to payment, promotion, and fringe benefits, contingent rewards, rules and procedures and internal communication satisfaction was low. Most PRs practitioners' dissatisfaction factor was extrinsic which are external to the job and come from an outside source, mainly from management.

The major factor that contributed for job dissatisfaction of PRs practitioners was first and foremost payment. Relatively medium salaries paid practitioners are not satisfied with the salary they earn. The salary of PRs practitioners was very low when compared with other employees in the organization they are working. And also there was big difference and high gaps on the scale of salary of PRs practitioners when compared with what other governmental organizations are paying in the area for the same position with similar educational status and work experience. The other results this study identified are the absence of promotion and contingent reward system. The employees are not rewarded fairly for their effort and contributions. Moreover, there was no promotion or career development system for their outstanding performance.

The other factors made the respondents dissatisfied with their job which this study identified were internal communication, rules and procedures. Regarding internal communication especially the communication with higher officials and PRs directorate and practitioners were not open and clear. The study result has shown that in some organization important issues were released for media without being informed to PRs directorate. The study result also indicated that PRs practitioners do not know what was going on in their organization. Rules and procedures are inconsistent and subject to change on the basis of managers' interest. Organizational policies are also not consistently applied to all employees. The study result has identified (found out) that there is discrimination in implementation of their organizational policies.

In the other hand, the result of this study has clearly shown that the level of job satisfaction in terms leadership and supervision, coworkers, work environment and general job satisfaction are found to be good and respondents are satisfied.

According to the finding of the study, the major factors which have high contribution for job satisfaction are the internal relationship, coworker and working environment. Especially internal relationships of employees within PRs director are good that created conducive working environments. Over all working environment is also good and attractive for PRs practitioners, and also the needed materials and technologies facility are available.

### **5.3. Recommendations**

Based on the major findings and conclusions drawn, the researcher forwards the following suggestions that may help to improve PR practitioners' job satisfaction by solving existing problems in PRs profession:

To increase PR practitioners' job satisfaction, government should give attention for factors that affect job satisfaction. For an organization to be successful, they need to satisfy their employees since highly satisfied workers exert maximum effort to their organizations success. It is also necessary to improve employees' performance through job satisfaction. In order to create motivated practitioners, who holds positive attitude toward their job, it is recommended that high level of job satisfaction should be created among practitioners. Satisfied employee can show good performance and strives for better achievement which helps the success of the result an organization desires.

In order to solve the problems of the salary and its structure, government should give attention and improvement of PRs practitioners' salary. This factor makes the practitioners unsatisfied with their job. This seems to be the major factor in job satisfaction, because the money employees earn gives them an opportunity to satisfy their basic needs and higher-level needs. Developing structured payment systems enhances the chances that an organization' employees will seek actively to contribute to the achievement of its goals.

There should be proper payment structures and definite payment policies in place, salary should be according to job profile and stress level of employees.

Applying Promotion or career development system should be implemented for best performers in order to initiate and recognize them. Promotional opportunities have a stronger impact on job satisfaction; hence management should use this as a motivating tool to ensure that the employee attains goals at a higher level. Positions that could be utilized as promotion opportunities to employees and that could be motivational and improve on job satisfaction. Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as promotion and career development should be developed by government.

The government should give fringe benefits for employees in order to strongly initiate them toward their works. Individuals have to view their compensation as an indication of their value to the organization.

The employee should get awards for their outstanding achievements which meet with their effort. The rewards can be in cash or in kind. Even if doing so is difficult, it is better to appreciate and give recognition for the achieved results. Rewards always play an important role in organization's growth and development by acknowledging employee for their outstanding performance.

Rules and procedures in their organization should be consistent and not be change according to the interest of managers. Besides, organization policy should consistently apply to all employees.

Public Relation practitioners should be a source of information for anyone within the organization or outside the organization. Any information about work activity or any other related issue should not be hidden from PRs directorate practitioners. In case there is an issue that requests technical or expertise explanation, PRs should know what is going on with media or other concerning bodies. If the employee experiences the healthy relationship with others within the organization, so it will boost the morale and satisfaction toward the job and lead to the higher productivity.



## Reference

- Adamu Leggesse (2007). Job Satisfaction of TVET Teachers in East Shoa Zone of Oromia Regional State. Addis ababa University, Addis Ababa: Unpublished MA Thesis.
- Alison, T. (2004). *The Public Relations Handbook*. 2<sup>nd</sup> edition. Bodmin: MPG Books Ltd.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. 10<sup>th</sup> edition. London and Philadelphia: Kogan Page.
- Asegid Kebede (2017). *Job satisfaction of Radio Journalist and the determinant factors in the Ethiopian Broadcasting Corporation Radio service*. Addis Ababa University, Addis Ababa: Unpublished MA Thesis.
- Austin, E. and Pinkleton, B. (2008). *Strategic Public Relations Management: Planning and Managing Effective Communication Programs*. 2<sup>nd</sup> edition. Lawrence Erlbaum Associates.
- Aziri, B. (2011). *Job Satisfaction: A Literature Review, Management Research and Practice vol. 3 Issue 4*. Faculty of Business and Economics, South East European University.
- Chence, E. (2017). *The Secret of Job Satisfaction: A good work place*. Bergen.
- Creswell, J., Plano C., Gutmann V. & Hanson W. (2003). *Advanced Mixed Methods Designs. Hall book of mixed method research in social and behavioral science*. Thousand Oaks, CA: Sage.
- Creswell, J. (2005). *Educational Research: Planning, conducting and evaluation educational research*. London: Pearson Stephen Taylor.
- Creswell, J. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3<sup>rd</sup> edition. SAGE Publications. Inc.
- Decenzo, D., Robbins, S. and Verhulst, S. (2010). *Fundamental of Human Resource Management. 10<sup>th</sup> edition*. Coastal Carolina University Conway, SC San Diego State University San Diego, CA, John Wiley & Sons Ltd.
- Elleni Ketsela (2017). *Job Satisfaction of Teachers in Some Selected Secondary School of Addis Ababa*. Addis Ababa University. Addis Ababa: Unpublished MA Thesis.
- Federal Negarit Gazeta. (2008). Government Communication Affairs Office Establishment Council of Ministers Regulation No. 158/2008 Addis Ababa, Ethiopia.
- George E., Louw, D. & Badenhorst, G. (2008). Job satisfaction among urban secondary – school teachers in Namibia. *South African Journal of Education*. 20(2) Retrieved December 05, 2018 , from [www.scielo.org.za](http://www.scielo.org.za).
- Gruneberg, M. (1979). *Understanding Job Satisfaction*. London and Basingstoke Associated companies in Delhi Dublin Hong Kong Johannesburg Lagos Melbourne New York Singapore Tokyo: The Macmillan Press LTD.

- Hankin, B. (1982). *Managing job Satisfaction: A Practical Guide*. London hillbex.
- Hayget Adhana. (2017). *Influence of Job Satisfaction on Organizational Commitment of Employees at Ethiopian Management Institute*. Addis Ababa University, Addis Ababa: Unpublished MA Thesis.
- Herzberg, F., Mausner, B., & Snyderman, B. (2010). *The motivation to work*. New Brunswick, New Jersey: Transaction Publishers.
- Hiwot Bezabih (2015). *Job satisfaction and its determining factors Among, Journalists working in Addis Ababa and Federal Mass media Agencies*. Addis Ababa University, Addis Ababa: Unpublished MA Thesis.
- Mbundu, I. (2011). *A Critical Evaluation of Job Satisfaction Levels During the Transitional Period of A Merger: The Case of Walter Sisulu University*. University of South Africa.
- Moyes, G., Shao, L. and Nelsom, M. (2008). Comparative Analysis of Employee Job Satisfaction in the Accounting Profession. *Journal of Business and Economics Research*. Vol.6 No.2.
- Nadler, D. (1975). *Michigan Organizational Assessment Package Progress Report II. Institute for Social research*. The University of Michigan ANN ARBOR.
- Patton, M. (2002). *Qualitative research and evaluation methods*. London: Sage.
- Ralph, T., Ansgar, Z., Piet, V., Dejan, V., Angeles, M., & Ayla, O. (2013). *ECOPSI Research Report Competencies and Role Requirements of Communication Professionals in Europe: Insights from quantitative and qualitative studies*.
- Review of Economic and Business Studies. (2011). *Doctoral School of Economics* . Published by Alexandru Ioan Cuza University Press.
- Rothmann, I. & Cooper, C. (2008). *Organizational Psychology*. London: Sage.
- Rothwell, W. and Kazanas, H. (2003). *Strategic planning for human resource management*. 2<sup>nd</sup> edition. Published by Human Resource Development Press, Inc.
- Sisay Berihu (2011). *A comparative study of state and private FM Radio journalists job Satisfaction: A case FM Addis 97.1 and Fana FM 98.1*. Addis Ababa University, Addis Ababa: Unpublished MA Thesis.
- Spector, P. (2005). *Industrial and Organisational psychology: research and practice*. 4<sup>th</sup> edition Hoboken, N.J: Wiley.
- Steel, R. & Rentsch, J. (1995). Influence of Cumulation Strategies on the long – range prediction of absenteeism. *Academy of Management Journal*, 38(6).
- Stride, C., Wall, T. and Catley, N. (2007). *Measures of Job Satisfaction: Organizational Commitment, Mental Health and Job-Related Well-being: A Benchmarking Manual*. 2<sup>nd</sup> Edition. John Wiley & Sons, Ltd.

- Tench, R.& Yeomans, L. (2006). *Exploring Public Relations*.Printed and bound by Mateu-Cromo Artes Graficas, Spain.
- Vasquez, G. & Taylor, M. (2000). *Public relations: An emerging Social Science enters the new millennium,Communication yearbook*. Thousand Oaks, CA:Sage.
- Welman, J.& Kruger, S. (2004). *Research Methodology for the Business and Administrative Sciences. 2<sup>nd</sup> edition*. Pretoria: Oxford University Press Southern Africa.
- Wilcox, D., Cameron, G., Ault, P.& Agee, W. (2003). *Public Relations, Strategies and Tactics*.7<sup>th</sup> edition Allyn and Bacon.
- Yadav, R. and Dabhade, N. (2013). A Case Study - with Overview of Job Satisfaction Vol 1(8). *Indian Journal of Economics and Development*.

## Appendix1: Questionnaire

### ADDIS ABABA UNIVERSITY

#### SCHOOL OF JOURNALISM AND COMMUNICATION

#### Questionnaires for PRs Director and practitioner's /Experts/

Dear Respondents,

The purpose of this questionnaire is to collect data for the research to be carried out by M.A students/researchers from the School of Journalism and Communication, Addis Ababa. I would like to ask you to be a part of this study as a primary data source. The main purpose of this questionnaire is to investigate job satisfaction level of PRs practitioners working in six selected FDRE federal organizations (FDRE Ministry of Agriculture, FDRE Ministry of Finance, FDRE Ethiopian Electric Utility, FDRE Ministry of Health, FDRE Human Rights commission, FDRE Ministry of Enovation and Technology). I would really appreciate you taking the time to fill out honestly these survey questionnaires for my research work. No need of writing your name, please indicate your responses by putting "X" mark in the box provided. And also you are expected to write response for open-ended questions.

I would like to state that your genuine and accurate responses will have greater contribution to the dependability of the research findings. Therefore, I kindly request you to provide your genuine answers to the questions that appear below. I would like to remind you that the answers you will provide me is solely used for research purpose and kept confidential.

I would like to thank you in advance for your cooperation.

#### Part I- Personal information:-

A) Please encircle your responses for the following personal information

- |                      |                      |                          |                |
|----------------------|----------------------|--------------------------|----------------|
| 1. Sex               | A. Male              | B. Female                |                |
| 2. Age               | A. 20-30             | B. 31-40                 | C. 41-50       |
|                      | D. 51<               |                          |                |
| 3. Educational level | A. Grade 12 complete | B. Diploma/ Level IV & V | C. BA/BSc/Bed  |
|                      | D. MA/MSc            | E. PhD                   |                |
| 4. Salary,           | A. 3000-5000         | B. 5001-7000             | C. 7001-10,000 |
|                      | D. 10,001-15,000     | E. 15,001 and above      |                |

B) Please write your responses for the following personal information

5. Your work position \_\_\_\_\_
6. Years of experiences on the area \_\_\_\_\_
7. Field of study \_\_\_\_\_

#### Part II- Basic Questions:-

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with. On the basis of your answers and those of people like you, I hope to get a better understanding of the things people like and dislike about their PRs jobs.

Remember: Keep the statement in mind when deciding how satisfied you feel about that aspect of your job. Do this for all statements. Please answer each question. Be frank and honest. Give a true picture of your feelings about your present job.

**II. Job satisfaction sub scales**

	Statement	1	2	3	4	5
<b>no</b>	<b>A. General Job satisfaction</b>	<b>Strongly agree</b>	<b>agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Strongly disagree</b>
1	I believe in the goals and objectives of my organization					
2	I feel happy and motivated coming to Work					
3	I am satisfied with my general job satisfaction					
4	I like working in PR profession					
	<b>B. Payment</b>					
5	I feel I am being paid a fair amount for the work I do					
6	My pay is fair considering what other organizations in this area pay					
7	I feel satisfied with my chances for salary increases					
8	I am paid fairly for the amounts of work I do					
	<b>C. Promotion/ Career development opportunities</b>					
9	I am rewarded fairly for the contribution I made in my particular job, in terms of responsibilities, assignments and promotion					
10	Those who do well on the job stand a fair chance of being promoted					
11	My department appoints the right people for the right jobs					
12	I am satisfied with my chances for promotion					
	<b>D. Leadership and Supervision</b>					
13	My department's leadership has made sufficient efforts to accommodate the needs of staff during budget cuts or restructuring					
14	My supervisor (boss) is a role model for management and good leader behavior, and walks the talk					
15	I receive prompt acknowledgment and recognition for doing good work					
16	My supervisor (Boss) is open to new ideas and suggestions.					
	<b>E. Fringe Benefits/ Compensation</b>					
17	I am satisfied with the benefits I receive					
18	The benefit package we have is equitable					
19	The benefits we receive are as good as most other organizations offer					
20	There are benefits we do not have which we should have					
	<b>F. Contingent Rewards</b>					
21	There are institutional awards for outstanding achievements					
22	I don't feel my efforts are rewarded the way they should be					

23	I do not feel that the work I do is Appreciated					
24	When I do a good job, I receive the recognition for it that I should receive					
	<b>G. Rules and Procedures</b>					
25	Many of our rules and procedures make doing a good job difficult					
26	Many of our rules and procedures are inconsistency and changed according to the interest of the incumbent managers					
27	Procedures in my department are not bureaucratic					
28	Organizational policies are consistently applied to all employees					
	<b>H. Coworkers</b>					
29	My colleagues and I work together rather than in competition with one another					
30	I find I have to work harder at my job because of the incompetence of people I work with					
31	There is too much bickering (argue about things that are not important) and fighting at work					
32	My colleagues stimulate me to do better work					
	<b>Internal Communication</b>					
33	In my experience, communication in my department is open and honest					
34	I am kept informed of what is happening elsewhere in my department					
35	I often feel that I do not know what is going on with the organization					
36	In this organization, the interdepartmental communication is effective and reliable					
	<b>J. Work environment</b>					
37	The availability of new technologies at my organization is sufficient					
38	Transportation and internet access to work are inadequate at the organization					
39	My organization provides education/ training opportunities to meet the changing needs of the work place					
40	The organization provides important materials for the work I do					

**Part III- Open ended Questions:-**

**Your answers in this part are to be given by short and brief explanation.**

41. Are you satisfied with your job? A. YES B. No

41.1. If your response for item No 41 is Yes, Please mention the major factors that you are most satisfied with your job? \_\_\_\_\_

41.2. If your response for item No 41 is NO, Please least the major factors that you dissatisfied with your job?, \_\_\_\_\_

43. What should be done to minimize factors that affect PR's practitioner's job satisfaction and to enhance job satisfaction? \_\_\_\_\_

44. What are the major challenges and problems of public relations department/directorate in your organizations as a profession? \_\_\_\_\_

45. What should be done to improve PRs practitioners' job satisfaction of your organization? \_\_\_\_\_

\_\_\_\_\_  
If you have any additional comments?

\_\_\_\_\_  
Thank You!

Appendix 2: Interview Questions

1. በተቋማችሁ የህዝብ ግንኙነት ባለሙያዎች መስራት ያለባቸውን ስራዎች ለመከወን የሚያስችሉ አስፈላጊ ግብዓቶችን እና መሳሪያዎችን ከማቅረብ እንዲሁም በቂ በጀትን ከመመደብ አንፃር ተቋማችሁ ያለበት ደረጃ ምን ይመስላል?  
Are there enough supplies of materials, equipment, adequate budget allocated to PR practitioners to do their job well?
2. ለህዝብ ግንኙነት ባለሙያዎች ሙያዊ ክህሎትና እውቀታቸውን የሚያዳብሩ የአቅም ማጎልባቻ ስልጠናዎች እና የአጫጭር እና የረዥም ጊዜ የትምህርት ዕድሎች በዳይሬክትቶሬት ወይም በተቋም ደረጃ ተዘጋጅቶ ያውቃል? ተዘጋጅቶ የሚያውቅ ከሆነ ለምሳሌ ምን ዓይነት? ካልተሰጠ ለምን?  
Does your organization provide short term or long term on job capacity building trainings and education opportunity for PR practitioners? If so what kind of trainings and if not why?
3. ተቋማችሁ የደረጃ ዕድገት ዕድልን በመስጠትና የደመወዝ ክፍያው ከሌሎች አንፃር ተወዳዳሪ ነው?  
Does your organization Offers Competitive salary and opportunities for promotion and career development?
4. በተቋማችሁ የህዝብ ግንኙነት ባለሙያዎች በስራ አፈፃፀማቸው ባስመዘገቡት የተሻለ ውጤት እውቅና የመስጠት፣ የማበረታቻ ሽልማቶችን የመስጠት ሁኔታ ምን ይመስላል?  
How Firing and promotion Recognition system implemented in your organization for employees score outstanding performance on their work?
5. የተቋማችሁ ከፍተኛ አመራሮች እና ባለሙያዎች ለህዝብ ግንኙነት ዳይሬክቶሬት እና ባለሙያዎች ያላቸው አመለካከት ምን ይመስላል? ተገቢውን ትኩረት እና ለሙያው እውቅና የመስጠቱ ሁኔታ ምን ይመስላል?  
What is the attitude of higher officials and employees regarding PR profession and Practitioners in your organization? Does necessary attention and recognition given to the profession?
6. በእርሶ እይታ በተቋማችሁ ያሉ የህዝብ ግንኙነት ባለሙያዎቹ በስራቸው ራክተዋል ብለው ያስባሉ፣ ካልረኩ በስራቸው እንዳይረኩ ያደረጋቸው ምንድን ናው፣ ከረኩስ በምንድነው የረኩት?  
According to your view do PR practitioners in your organization satisfied or dissatisfied with their job? If they are satisfied what factors makes them satisfied and the vice – versa?
7. በአጠቃላይ ለስራ እርካታ አስተዋፅኦ የሚያደርጉ ነገሮችን ባማከለ መልኩ እርስዎ በስራዎት ምን ያክል ረክተዋል? All job satisfaction factors considered, how satisfied are you with your job? (5=Very satisfied, 4=Satisfied, 3=Neutral, 2=Dissatisfied, 1=Very dissatisfied)
8. በተቋማችሁ የህዝብ ግንኙነት ባለሙያዎችን በስራዎቻቸው ዙሪያ የሚያጋጥሟቸው ችግሮች እና የስራ እርካታቸውን የሚፈታተኑ ነገሮች ምንድናቸው?  
What problems do PR practitioners face in your organization? What factors affect their job satisfaction?
9. የህዝብ ግንኙነት ባለሙያዎቹን የስራ እርካታ ለመጨመር ምን ቢሰራ ጥሩ ነው ብለው ያስባሉ?  
To enhance PR practitioners job satisfaction what should be done?