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STUDIES**



**ASSESSMENT OF EMPLOYEES' JOB SATISFACTION IN  
ADDIS ABABA WATER AND SEWERAGE AUTHORITY**

**BY**

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**JUNE, 2018**

**ADDIS ABABA**

**ASSESSMENT OF EMPLOYEES' JOB SATISFACTION  
IN ADDIS ABABA WATER AND SEWERAGE  
AUTHORITY**

**BY**

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## DECLARATION

I under signed declare that this Thesis is my work and has not been presented for a degree in any other University, and that all sources of material used for the thesis have been duly acknowledge

**Name** RahelSeyoum      **Signature** \_\_\_\_\_      **Date** \_\_\_\_\_

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

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St. Mary's University, Addis Ababa

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## **ABBREVIATIONS**

**AAWSA** – Addis Ababa Water and Sewerage authority

**MD**– Mekanisa District

**JS** – Job Satisfaction

**SPSS** - statistical packages for the social sciences

## ***ABSTRACT***

*The general objective of this study was to explore job satisfaction of Addis Ababa Water and Sewerage Authorities. To achieve the objectives of this study, observation was made and self-administered questions were distributed to 95 respondents and 91 respondents returned the questionnaires; hence the rate of return was 96%. The respondents were selected using stratified sampling technique and within each stratum simple random sampling techniques was applied. The data collected from the questionnaire were analyzed using statistical tools such as mean and standard deviation. The result of this study illustrates, the employees were found least satisfied with promotion, benefits and nature of work. However demographic characteristics have insignificant association with job satisfaction. Based on the findings of the study, the researcher forwards some recommendations to the management of AAWSA to achieve employee job satisfaction by improving scheme of promotion and update organizational benefits based on the current market for similar skills and professions. Because the satisfied employee is a productive employee and more concerned to the work and the organization itself.*

**Keywords:** *Compensation, Contingent reward employee, job satisfaction, working condition.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. BACKGROUND OF THE STUDY

In developing countries, large segments of the population are deprived of getting a good job to satisfy their needs. Satisfaction can be classified as a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations" (Tanjeen, 2012) in order to evaluate employee's work performance, the manager must consider employee job satisfaction because employee job satisfaction is related to employee service quality and employee work performance. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected. Job satisfaction relates to inner feeling of workers. Employee's job satisfaction is the feeling and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the ones needs in working place (Togiaetal. 2004). Employee is one of the key factors of the organization success. Organizations often attempt to satisfy its employees to gain their commitment and loyalty. However, it is not easy for the organizations to be successful in making individuals satisfied because people work for a wide variety of different reasons, some want material success while others might emphasize job challenging. People will be more committed and more productive during their job if they are more satisfied (Al-hussami, 2008).

Employee's satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. There are numerous theories of job satisfaction and consequence models that have gained prominence, among them being the two factor theory (Herzberg, 1959) which postulates that satisfaction and dissatisfaction in the work place are driven by motivation and hygiene factors respectively, the work of specter (Specter, 1997) which states that job satisfaction is a cognitive and effective response to work.

Personal attributes exert significant influence in the determination of job satisfaction and this is hence a construct of importance in our model. The evidence from publication revealed that there is strong association of job satisfaction and productivity. Various studies have established that dissatisfaction with one's job may result in higher employee turnover, absenteeism, tiredness and grievance. In contrary, improved job satisfaction results in increased productivity (White, 2008).

Factors leading to satisfaction, describes as motivators, were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as hygiene factors, leading to job satisfaction including pay, physical working conditions, job security, company policies, quality of supervision and relationship with others (Robins, 2003). Satisfied employees tend to be more productive and committed to their jobs (Allhussami, 2008).

## **1.2 BACK GROUND OF THE ORGANIZATION**

It was since 1893 E.C (1900 G.C.) that piped water service started operations in Addis Ababa. In the beginning the provision of potable water was delegated to the then Ministry of Works. And following the defeat of Fascist Italian invaders in 1934, this responsibility was transferred to the newly re-established Municipal Office. In order to cater for the increasingly growing demand for water and waste water disposal services there arise a need for the establishment of an autonomous body that would primarily focus on the provision of the services. Accordingly, Addis Ababa Water and Sewerage Service Authority were set up as per proclamation No. 68/1963, in 1963 E.C. (1971G.C.). And in 1987 E.C. (1995 G.C.) additional powers were invested on the authority, while being reestablished with a slightly different name, i.e., Addis Ababa Water and Sewerage Authority (AAWSA). Accessible online at [aawsa.gov.et](http://aawsa.gov.et). November, 15, 2017.

This research aims to assess employees' job satisfaction of AAWSA MD. It focuses on the relative importance of job satisfaction of the employees and its impacts on Pay, Promotion, Supervision, Benefits, Contingent Rewards, Operating procedures, Co-workers, Nature of work & Communication are important factors contributing to job satisfaction. It also investigates the impact of personal variables like age, sex difference, educational level, work experience, and position in the authorities.

### **1.3. STATEMENT OF THE PROBLEM**

Employee's job satisfaction is one of the most important attitudes that influence employee's behavior and work outcomes. On a daily basis, a manager must be able to infer the job satisfaction of others by careful observation of and interpretation of what they say and do while going about their jobs. Attitudes that devalue a job and its outcomes could eventually lead to job dissatisfaction, which is likely to diminish one's overall well-being. Job satisfaction has been raised as a vital issue and emphasized as a way to reduce employee turnover, perk up work place environments, and help organizations effectively. What is lacking in empowerment research is an exploration of the relationship of the individual components of empowerment to employee outcome variables such as commitment and intention to leave the job (Osborne, 2002). It is hoped that the implementation of such concepts and strategy will help management to diminish employee turnover, thus increasing employee's loyalty, especially in professional works. Hiring cost is much higher than retaining cost. Job dissatisfaction causes turnover and absenteeism. Job satisfaction therefore is very important to retain the employees with their job (Robins, 2003).

Satisfied employees tend to be committed. On the other hand, dissatisfied employees show absenteeism, soldiering (deliberately working at slow pace), turnover, etc. to ensure proper utilization of human resources available in the organization, researchers continue research to assess the levels of employees' satisfaction and their relative importance for shaping job satisfaction of employees. Today, the demand for water and sewerage services has become very high as private sectors also become involved. In addition, employees' satisfaction should be measured to avoid employees' turnover, to attract and retain competent employees, and avoid dissatisfaction. AAWSA is the only authority which supplies water for the residences of Addis Ababa and, an employer of 3970 employees. AAWSA employee turnover in 2008 E.C was 16% (HR of AAWSA, 2009).

As per the researcher's personal knowledge made before conducting this study, I have observed low motivation, absenteeism; employees spend more time searching for other jobs and high turnovers. When the researcher made discussions with some common staff in AAWSA has also come to realize and enable to understand there was a significant gap in the job satisfactions of employees of the authority. Discrimination of employees in promotion, low salary and incentive mechanisms, causes for high turnover of employees and employees' instability, which has

initiated the researcher to study the issue under the research topics on job satisfaction of employees in AAWSA MD, and possible solutions will be provided to the following basic research questions.

## **1.4 RESEARCH QUESTIONS**

The basic research questions are

1. What is the level of job satisfaction of employees of AAWSA MD?
2. How much are employees satisfied with the nature of work of AAWSA MD?
3. How much employees are satisfied with pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication in AAWSA MD?
4. What are the most dominant factors of job satisfaction?

## **1.5. OBJECTIVES OF THE RESEARCH**

This section deals with the objective of the study at two levels: The general objective which deals with the topic and the specific objectives which are stated in line with the research questions.

### **1.5.1.GeneralObjectives**

The general objective of this research is to assess the job satisfaction of employees in Addis Ababa Water and Sewerage Authorities Mekanesa District.

### **1.5.2 Specific objective**

1. To assess the levels of job satisfaction of employees in AAWSA MD.
2. To determine the satisfaction level of employees in working condition of AAWSA MD.
3. To determine the satisfactions level of employees with Pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication.
4. To examine the most dominant factors of job satisfaction.

## **1.6. SIGNIFICANCE OF THE STUDY**

The study will inform managers so that they have better understanding about which factors affect the job satisfaction of employees which would enable them to improve work place treatment and practices to increase employee's job satisfaction and to provide the basis for which management

and policy makers of the authority to establish policies that enhance the job satisfaction of its employee's.

- The study recommends adoptable policies and strategies for mitigating organizational correlates of job satisfaction.
- The results of this study may help administrators make organizational or administrative changes that may lead to increased employees' satisfaction.

Finally, the research output serves as reference material to other researchers.

## **1.7 SCOPE OF THE STUDY**

The research is restrained only on identifying factors of employee's job satisfaction in Addis Ababa Water and Sewerage Authorities. The research was conducted on the employees of the authority who are working in Mekanasa District. The study was concentrated on finding out the causes of job satisfactions of the authority and determines whether there is a difference in the way among the employees perceive the existing conditions in the authority.

## **1.8 ORGANIZATION OF THE STUDY**

This study is organized in to five chapters. The first chapter contains background of the study, statement of problem, objectives, research questions, significance, and scope of the study. The second chapter has the literature review of the study. In this part literatures related to theories of job satisfaction, factors affecting job satisfaction are reviewed & conceptual framework of the study. In addition, prior studies were reviewed. The third chapter explains methods of the study. In this chapter, the type, and design of the study, the subjects and sampling of the study, procedures of data collection, and the data analysis techniques are discussed. The fourth chapter is about the results and discussion of the results of the study. In this part of the study, the analyses of the collected data are summarized, and then findings are be discussed and interpreted. The fifth chapter includes the summary, conclusions, and recommendations of the study.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter is aimed at providing more inclusive theoretical concepts on the assessment of job satisfaction. The literature review section discusses about job satisfaction. Under this sub-section issues like definition of job satisfaction, theories of JS, determinants of JS, measurement of JS and the effects of JS and conceptual framework were addressed.

#### **2.1. THEORETICAL REVIEW**

##### **2.1.1. Meaning of Job satisfaction**

Job satisfaction is concerning one's thoughts or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work (Tanjee, 2011). An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction is an affective or emotional response towards various facets of one's job. In other words, job satisfaction involves a person's positive or negative feelings about his or her job (Lisa & Timothy, 2004).

The most used definition of job satisfaction in organizational research is that of Locke (1980), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Locke developed three important dimensions of job satisfaction. They are Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or co-workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied. Job satisfaction represents several related attitudes.

Sowmya1 & Panchanatham, (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled. Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest. Job satisfaction refers to a collection of opinions that an individual holds towards his or her job. A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job (Langton & Robbins, 2006). Job satisfaction is simply how people impression about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being. Many researchers have studied the importance of enhancing job satisfaction and it is discussed in different literatures. The effect of job satisfaction is linked with vital organizational elements. The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behavior (OCB), organizational commitment, and productivity. (Langton & Robbins, 2006) states that there is consistent negative relationship between job satisfaction and absenteeism, but the correlation is moderate. Absenteeism caused by low job satisfaction is consistent with both the involuntary and voluntary absence.

### **2.1.2. Importance of Job satisfaction**

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programs, policies etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance. Thirdly, its strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization (Shaha, Arun Kumar 1990).

If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee- feeling in order to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved. The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities.

In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization ( Srivastava 2004).

Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively. Since Herzberg's 1959 work on satisfiers and employees who are not satisfied in the work place, job satisfaction has frequently been held up as means of improving employee

motivation. With the improvement come increasing individual productivity, job longevity and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenant of managerial faith. Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. In truth, employees and managers may have different reasons for wanting organizational conditions that foster job satisfaction. Employees spend most working hours at work, thinking about work, resting up for work, or preparing for work, because work provides “daily meaning as well as daily bread.” Yet work is not always a place where workers feel satisfied. Human resource manager may be concerned about employees’ job satisfaction for different reasons than their employees. Altruistic managers want satisfied employees because they care about their employees. Result-oriented managers want satisfied employees because satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts. In fact, studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover (Millia M. Bruce and J. Waton 2009).

### **2.1. 3. Theory of Job satisfaction**

Before explaining the theories of job satisfaction, the researcher wants to make clear about two factors, intrinsic and extrinsic, as follows; Job outcomes include intrinsic and extrinsic work outcomes. The distinction between intrinsic and extrinsic outcomes is important for understanding the reactions of people to their jobs. In a general sense, intrinsic outcomes are objects or events, which follow from the employee’s, own efforts, not requiring the involvement of any other person. More simply, it is an outcome clearly related to action on the employee’s part. Such outcomes typically are thought to be solely in the province of professional and technical jobs; and yet all jobs have potentially opportunities for intrinsic outcomes. Such outcomes involve feeling of responsibility, challenge, and recognition; the outcomes result from such job characteristics as variety, autonomy, identity, and significance. Extrinsic outcomes, however, are objects or events, which follow from the employee’s own efforts in conjunction

with other factors or person's not directly involved in the job itself. Pay, working conditions, co-workers, and even supervision are objects in the work place which are potentially job-outcomes, but which are not a fundamental part of the work. Dealing with others and friendship interactions are sources of extrinsic outcomes.

**Job-Satisfaction Outcomes:** Job-satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the job holder views those outcomes. These outcomes have different values for different people. For some people, responsible and challenging work may have neutral or even negative values. For other people, such work outcomes may have high positive values. People differ in the importance they attach to job-outcomes. Those differences alone would account for different levels of job-satisfaction for essentially the same job tasks. Another important individual difference is job-involvement.

People differ in the extent that: Work is a central life interest; they actively participate in work; they perceive work as a central to self-esteem; and they perceive work as consistent with self-concept. Persons who are not involved in their work cannot be expected to realize the same satisfaction as those who are. These variables accounts for the fact that two employees could report different levels of satisfaction for the same performance levels. A final individual difference is the perceived equity of the outcome in terms of what job holder considers fair reward. If the outcomes are perceived to be unfair in relation to those of others in similar job requiring similar effort, the job holder will experience dissatisfaction and seek means to restore the equity, either by seeking greater rewards (primarily extrinsic) or by reducing effort. Thus it is seen that job performance includes many potential outcomes. Some are of primary value to the organization- for example the objective outcomes. Other outcomes are of primary importance to the individual- job satisfaction. The concept of job satisfaction underwent several changes and in course of time several theories were advanced. There are vital differences among experts about the concept of job satisfaction. In this section the researcher will examine some widely used theories in contemporary job satisfaction research.

### **2.1.3.1 Fulfillment theory**

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/ positive

relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by Willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor/variable that should be included to predict job satisfaction accurately is the strength of the individuals' desire of his level of aspirations in a particular area. This led to the development of the discrepancy- theory of job satisfaction.

### **2.1.3.2 Discrepancy theory**

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationships between what one wants from ones job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity theory of job satisfaction.

### **2.1.3.3 Equity Theory**

Equity theory is primarily a motivation theory, but it has some important things to say about the causes of satisfaction /dissatisfaction. The proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity, which in turn is determined by his input- output balance compared to his comparison of others input-output balance is the perceived ratio of what a person receives from his job relative to what he contributes to the job. This theory is of the view that both under and over rewards lead to dissatisfaction. While the under-reward causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort (Edward Lawler 1973)

### **2.1.3.4 Herzberg Motivation/ Hygiene Theory**

This theory was developed by Herzberg, Manusner, Peterson and Cap well who identified certain factors as satisfiers and dissatisfies. Factors such as achievement, recognition, responsibility etc.,

are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction. On the other hand, factors such as supervision, salary, working conditions etc. are dissatisfiers, the absence of which causes dissatisfaction. Their presence however, does not result in job satisfaction. The studies designed to test their theory failed to give any support to this theory, as it seems that a person can get both satisfaction and dissatisfaction at the same time, which is not valid.

Fredrick Herzberg's motivation/hygiene theory assumes that one group of factors, motivators, accounts for high level of motivation. Another group of factors, hygiene or maintenance factors can cause discontent with work. The implications of Herzberg's research for management and HR practices is that although managers must carefully consider hygiene factors in order to avoid employee dissatisfaction, even if all these maintenance needs are advanced, people may not be motivated to work harder. Only motivators cause employees to exert more effort and thereby attain more productivity, and this theory suggests that managers should utilize the motivators as tools to enhance employee performance. Herzberg's two factor theory of job satisfaction describes that different factors combine to create job satisfaction and dissatisfaction among employees. Herzberg identified the factors as either motivators or hygiene factors. Motivators promote job satisfaction. They include achievement, responsibility, the work itself, recognition, and advancement/promotion.

Herzberg's motivation-hygiene theory refers to the relationship between job satisfaction and job dissatisfaction that are affected by motivators and/or hygiene factors. Herzberg states that motivation factors can create high levels of job satisfaction, although the lack of these factors does not guarantee job dissatisfaction. In addition, hygiene factors can lead to dissatisfaction, but their absence does not guarantee satisfaction (Qasim, Cheema & Syed, 2012). As such, job satisfaction and job dissatisfaction are independent of each other. Herzberg states that the opposite of job satisfaction is not dissatisfaction, but a lack of satisfaction or no job satisfaction. This would mean that the opposite of dissatisfaction is not satisfaction, but a lack of dissatisfaction or no job dissatisfaction. Hygiene factors do not directly lead to job satisfaction however; their absence may lead to job dissatisfaction (Qasim, Cheema & Syed, 2012). They consist of organizational policies, supervision and leadership, pay or salary, work conditions, and communication with supervisors/work partners. Therefore, employers should seek ways of

eliminating dissatisfaction resulting from hygiene factors and focus on improving the motivators in the work environment to increase job satisfaction (Qasim, Cheema& Syed, 2012).

Motivator factors: -As it is described above Herzberg's motivator factors include the work itself, recognition, advancement, and responsibility. These factors are related to an individual's positive feelings about the job and to the content of the job itself. According to (Qasim, Cheema& Syed, 2012) these positive feelings, in turn, are associated with the individual's experiences of achievement, recognition, and responsibility. As a result, motivators are referred as intrinsic factors; hence, they reflect lasting rather than temporary achievement in the work setting. Intrinsic factors are directly related to the job and are largely internal to the individual (Qasim, Cheema& Syed, 2012).

Hygiene factors:- Herzberg's' hygiene factors as described above include company policy and administration, technical supervision, salary, fringe benefits, working conditions, job security, and interpersonal relations. (Qasim, Cheema&syed, 2012) stated that hygiene factors are extrinsic factors or factors external to the job because of hygiene factors are associated with an individual's negative feelings about the job and are related to the environment in which the job is performed. They serve as rewards for high performance only if the organization recognizes high performance. However, Herzberg's also emphasizes that it is important to understand that those factors that lead to job satisfaction are not the same as those factors that lead to job dissatisfaction. Job security, benefits, and feeling safe cannot increase employee job satisfaction, but if these are not present, they can lead to job dissatisfaction (Qasim, Cheema& Syed, 2012).

### **2.1.3.5 Maslow's Hierarchy of Needs Theory**

One theory of human motivation that has received a great deal of exposure in the past was developed by Abraham Maslow. Until the more basic needs are adequately fulfilled, a person will not strive to meet higher needs. In this theory Maslow classified human needs into five categories that ascend in a definite order as follows: Physiological needs, Safety and security needs, Belonging and love needs, Esteem needs and Self- actualization needs. As assumption often made by those using Maslow's hierarchy is that workers in modern, technologically advanced societies basically have satisfied their physiological, safety and belonging needs. Therefore they will be motivated by the needs for self-esteem, esteem of others, and then self-



actualization. Consequently, conditions to satisfy these needs should be present at work; the job itself should be meaningful and motivating.

### **2.1.3.6 Process Theories of Motivation**

Process theories suggest that a variety of factors may prove to be motivating. Depending on the needs of the individual, the situation the individual is in, and the rewards the individual expects for the work done. Theorists who hold to this view do not attempt to fit people into the single category, but rather accept human differences. One process theory by Lyman Porter and E.E Lawler focuses on the value a person puts on a goal as well as the person's perception of workplace equity, or fairness, as factors that influence his or her job behavior. In a work situation, perception is a way an individual views the job. Motivation is influenced by people's expectations. If expectations are not met, people may feel that they have been unfairly treated and consequently become dissatisfied. Using the Porter and Lawler model, suppose that a salesclerk is motivated to expend efforts on her job, from this job he/she expects to receive two types of rewards: intrinsic (internal) and extrinsic (external). For this sales- clerk intrinsic rewards could include a feeling of accomplishment, a feeling of recognition, or other motivators. Extrinsic rewards might be such items as pay, benefits, good working conditions, and other hygiene factors. The salesclerk compares his/her performance with what he/she expected and evaluates it in light of both types of rewards he/she receives. He/she then reaches some level of job satisfaction or dissatisfaction. Once this level is reached, it is difficult to determine what he/she will do. If he/she is dissatisfied, he/she might put forth less effort in the future, he/she might work harder to get the rewards he/she wants, or he/she might just accept his/her dissatisfaction. If he/she is highly satisfied, it does not always mean he/she will work harder. He/she may even slack off a bit, saying, "I got what I wanted (David McClelland, 1961)

### **2.1.3.7 Expectancy Theory**

According to (Chloe Mailer1998) Expectance theory concentrates, as the name implies, on the expectations which employees bring with them to work situation and the context and manner in which these expectations are satisfied. The underlying hypothesis is that "appropriate levels of effort, and hence productivity, will only be extended if employees' expectations are fulfilled". It does not assume a static range of expectations common to all employees but rather points to the

possibility of different sets of expectations. Rewards are seen as fulfilling or not fulfilling expectations. Expectancy theory challenges management to demonstrate to employees that extra effort will reap a commensurate reward. The link between effort and reward needs to encompass both the pay packet and a variety of other extrinsic or intrinsic rewards. Reward schemes must therefore create a positive link between the size of the pay packet and the effort expended for employees primarily motivated by money. For others links must be created between effort and rewards which include job satisfaction and praise and other forms of recognition.

### **2.1.3.8 Variance Theory**

Variance theory is based on a simple idea: if you want x from your work then you are satisfied to the extent that it provides you with x. The major problem for variance theorists is defining what it is that people want from their jobs. One way of solving this is to borrow concepts from motivation theory so that variance in what is wanted and what is available from a job occurs: for example, in the extent to which self-actualizing needs can be fulfilled. This means that by borrowing from motivation theory some researchers can specify in advance the variations in job satisfaction that employees could meaningfully report in their jobs. Another approach assumes the relevant variances depend on the nature of the work and thus differ from occupation to occupation. This provides a more flexible framework with which to analyze problems of low job satisfaction within occupations. Either approach, specifying in advance the relevant facets of job satisfaction or identifying them through investigation, enables researchers to establish whether there are significant individual differences present in reported levels of job satisfaction or whether there is a high degree of consensus among staff about what aspects of work lead to high levels of satisfaction and dissatisfaction. By identifying what aspects of a job give rise to high and low levels of satisfaction, managers are better placed when considering what changes can be made to improve job satisfaction.

### **2.1.3.9 Locke's theory on job satisfaction**

According to Tietjen & Myers (1998) Locke's composite theory of job satisfaction is founded from the many other concepts which Locke has developed through study and research on related topics such as goal setting and employee performance. Initially Locke's job satisfaction theory is developed by criticizing Herzberg's theory of job satisfaction. After criticizing Herzberg's

work, Locke continued with his theory on values, agent/event factors, and finally an adjusted view of job satisfaction.

The two basic points in which Locke's criticize Herzberg's two-factor theory are summarized in brief as follows; the first is that job satisfaction and dissatisfaction result from different causes. The second point is that two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators. (Tietjen& Myers,1998).the point of Locke's criticisms is the concept of mind body dichotomy, unidirectional operation of needs, lack of parallel between man's needs and the motivation and hygiene factors, incident classification system, defensiveness, the use of frequency data and denial of individual differences.

Tietjen& Myers (1998) added that, by distinguishing values from needs, he also argue that they have more in common with goals. Both values and goals have content and intensity characteristics. The content characteristics answer the question of what is valued, and the intensity characteristics answer how much is valued. With regard to finding satisfaction in one's job, the employee who performs adequately on the job is the individual who decides to pursue his or her values.

As values are a point at which Locke's theory of job satisfaction begins to separate from the theory of Herzberg, so too are agent and event factors a source of divergence between the two theorists. The comparison of needs and values by Locke is described as follows. Primarily Locke refers needs as innate, a priori, and the same for all humans. Locke mentioned that needs are objective: they exist apart from knowledge of the needs confront man and require action. Locke refers values to be acquired and posterior. Locke added that values are unique to the individual, and values are subjective: they are acquired through conscious and sub-conscious means; values ultimately determine choice and emotional reaction (Tietjen& Myers, 1998).

#### **2.1.4. Measure of job satisfaction**

A popular measure of job satisfaction used by organizations is measures of the five facets of job satisfaction: pay, security, social, supervisory, and growth satisfaction. The sources of job satisfaction and dissatisfaction vary from person to person Aziri, (2011). As it has been reviewed

above from different literatures (Qasim, Cheema&Syed 2012) summed up the important sources of satisfaction for many employees include the challenge of the job, the interest that the work holds for them, the physical activity required, the working conditions, rewards available from the organization, the nature of co-worker's, and the like.

In most of recent researches, job satisfaction is measured by using scientific research methods such as the questionnaire. According to Aziri, (2011), Minnesota satisfaction questionnaire and job description index are described as the most commonly used techniques for measuring job satisfaction. The Minnesota satisfaction questionnaire measures twenty features of work, which can easily be responded by respondents in a paper-pencil type of a questionnaire. The Minnesota satisfaction questionnaire can be implemented both individually and in-group. It is estimated that responding to this questionnaire usually takes between 15-20 minutes (Aziri, 2011).

The 1967 version of the Minnesota satisfaction questionnaire uses five response categories: the categories are; not satisfied, somewhat satisfied, satisfied, and very satisfied and extremely satisfied. Whereas the 1977 version of the Minnesota satisfaction questionnaire uses the following response categories: very satisfied, satisfied, neither, dissatisfied and very dissatisfied. According to Aziri, (2011) the 1977 version of the Minnesota satisfaction questionnaire is more balanced compared to the 1967 version. The 1977 questionnaire has the following aspects of job: co-workers, achievement, activity, advancement, authority, company policies, compensation, moral values, creativity, independence, security, social service, social status, recognition, responsibility, supervision human relations, supervision-technical, variety, working conditions.

The second job satisfaction measurement technique is the job description index. The job description index is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary (Aziri, 2011). This questionnaire allows acquisition of information on all major aspects of work and considers sex differences. The factors considered by the job description index are the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for promotion. The employees can evaluate descriptors on each of the five factors with three potential options: one, which means that the description is relevant, two, which means

that the description is not relevant, and that means that the employee does not have an opinion (Aziri, 2011).

## **2.1.5 Job satisfaction and its effects**

Many researchers have studied the importance of enhancing job satisfaction and it is discussed in different literatures. The effect of job satisfaction is linked with vital organizational elements. The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behavior (OCB), and customer satisfaction.

### **Job satisfaction and absenteeism**

Robbins (2005), states that there is consistent negative relationship between job satisfaction and absenteeism, but the correlation is moderate. Absenteeism caused by low job satisfaction is consistent with both the involuntary and voluntary absence schools.

### **Job satisfaction and turnover**

According to Locke (1980), there is a moderate negative relationship between job satisfaction and turnover. He also emphasized the importance of job satisfaction by in relation to turnover by considering that the effect of turnover can go as to level of very costly and also disrupting the organizations continuity.

### **Job satisfaction and productivity**

Locke (1980) suggests that the link between an individual's job satisfaction and his or her productivity is very slightly positive. It turns out the productivity can be affected as much by external conditions as it is by job satisfaction. The relationship between job satisfaction and productivity is stronger when the employee's behavior is not controlled by outside factors.

An employee's productivity on machine-paced jobs, for instance, will be much more influenced by the speed of the machine than by his or her level of satisfaction. The evidence also shows that the satisfaction-productivity correlation is stronger for higher-level employees. Locke (1980) added that perceived organizational support reflects the degree to which employees believe that the organization values their contribution and cares about their well being. An employee who believes the employer is supportive tends to perform better and feel a much stronger commitment

to the organization. According to Robbins (2005) at the individual level satisfaction and productivity are slightly related. However stated that when satisfaction and productivity data are gathered for the organization at whole, rather than at the individual level, it is found that organization with more satisfied workers tend to be more effective than organizations with fewer satisfied employees. They concluded that happy organizations are more productive.

### **Job satisfaction and organizational citizenship behavior**

Langton & Robbins (2006) defined organizational citizenship behavior (OCB) as discretionary behavior that is not part of an employee's formal job requirements and is not usually rewarded, but that nevertheless promotes the effective functioning of the organization. According to Robbins (2005), satisfied employees would seem more likely to talk positively about the organization, help other, and go beyond the normal expectations in their job. In addition to this satisfied employees are expected to go beyond the call of the duty in order to reciprocate their positive experience. Examples of such behavior include helping colleagues with their workloads, taking only limited breaks, and alerting others to work-related problems.

Langton & Robbins (2006) emphasizes that job satisfaction comes down to a belief that there are fair outcomes, treatment, and procedures in the workplace. If an employee do not feel that his or her manager, the organization's procedures, or its pay policies are fair, your job satisfaction is likely to suffer significantly. However, when an employee perceives organizational processes and outcomes to be fair, trust is developed. when an employee trust his/her employer, his/her job satisfaction increases, and the more willing to voluntarily engage in behaviors that go beyond the formal job requirements.

Langton & Robbins (2006) stated that in service organizations the way that front-line employees deal with customers, customer retention, and defection are highly determined by satisfied employees. Accordingly, if employees are satisfied then they are more likely to be friendly, upbeat, and responsive which customers appreciate. Because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty (Langton & Robbins, 2006).

### **2.1.6. Employee dissatisfaction**

Langton & Robbins (2006) provided that the tendency dissatisfied employees are more likely to miss work, however the correlation is moderate. Dissatisfied medical employees are also more likely to quit their jobs, and the correlation is stronger than for absenteeism. However, a person's general disposition toward life moderates the job satisfaction-turnover relationship.

According to Robbins (2005) employees, express dissatisfaction by displaying four types of behavior result. The first behavior is to exit. Exit is a behavior which is direct to actively attempting to leave the organization, including looking for a new position as well as resigning. This is a destructive action from the point of view of the organization. The second behavior is voice. Voice is a behavior, which is described by actively, and constructively trying to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity (Langton & Robbins 2006).

Loyalty is another part of change in behavior that employees can show. According to Robbins (2005) employees will passively but optimistically wait for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing. Finally neglect which is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate is another way of determining dissatisfaction by employees.

### **2.1.7 Factors affecting job satisfaction**

Working condition: According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquility. Moreover, they (ibid) warned that if working conditions are two extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management.

**Autonomy:** autonomy refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities (Mahamuda&Nurul.2011).

**Job security:** job security is another very important factor that may affect employee job satisfaction. Employees will often feel more secure if they believe they will not get fired (Mahamuda&Nurul2011).

**Relationship with co-workers:** every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer, they can do their performance in a better and comfortable way (Mahamuda&Nurul2011).

**Relationship with superior:** employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively (Mahamuda&Nurul2011).

**Salary:** one of the most important factors that affect job satisfaction is salary. Companies need to have an instrument in place to assess employee performance and provide salary increases. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher job satisfaction. There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction.

Individuals have infinite needs and money provides the means to satisfy these needs. However, there is no such empirical evidence that asserts that pay alone improves worker satisfaction or reduces dissatisfaction, Arnold and Feldman in (Qasim, Cheema&Syed 2012).

**Career advancement or growth:** If employees see a path available to move up the position in the company they would be more satisfied with their existing job. Organization can persuade employees to learn sophisticated skills or to demonstrate them what they need to in order to be on a path to progression inside the organization (Mahamuda&Nurul2011).

## **2.2. EMPIRICAL REVIEW**

Research conducted by Tanjeen (2012) indicates most employees are satisfied with their job. The variables that lead to higher level of satisfaction are conducive working conditions, pay, job



security, and relationship with co-worker. The study was conducted in telecommunication sector of Bangladesh of six companies and 82 employees were selected as a sample. The recommendations from this study were managers should give some sort of autonomy and decision making power to employees. And another recommendation from this study was, the company should also provide necessary equipment's for employees to perform their job effectively and efficiently.

Another suggestion made was managers should recognize the efforts of employees and appreciate the valuable performance to the organization. Another research conducted by (Qasim, Cheema&Syed, 2012) concludes that among four factors (working condition, remuneration, promotion and fairness) working condition is the one with the heights level of satisfaction with a result of  $p < 0.05$ ,  $p = 0.002$  and  $t = -0.764$ .

A study which was conducted on Russian employee among to identify factors that increase the chance that workers will express high level of job satisfaction. The result proved that to improve job satisfaction organization need to work to promote effective team works (White, 2000). In a case of study on job satisfaction among teachers in educational institutions of katwa municipality in the district of Burdwan, in west Bengal found that teachers job satisfaction not only depends on nature of job but also on institutional scenario, facilities, salaries, and standards of the students (Borty 2004).

A research by Mahamuda and Nurul, (2011) was on factors influencing job satisfaction of pharmaceutical sector employees. The purpose of the study was to measure satisfaction level of employees and to identify factors that improve employee's satisfaction. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. based on the results for the standardized values, the researchers were able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction.

The study entitled job satisfaction among government officials conduct survey among officers working in the cooperative audit and administrative department in the Karnataka (India) government services. It revealed that a healthy organization should minimize job dissatisfaction

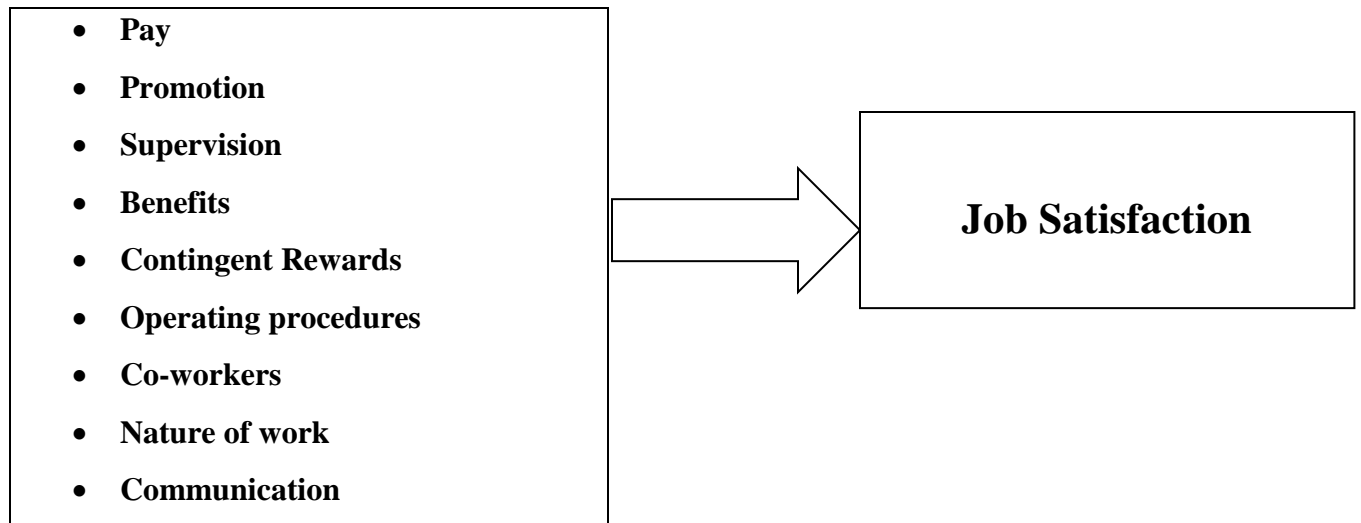
by improving availability of various hygiene factors like better work environment. It may generate motivation and job satisfaction. Besides job environment recognition, appreciation, opportunities for learning and growth generate a high degree of satisfaction (Anandan 1996).

Furthermore, the recommendation made was it is suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample.

### 2.3. CONCEPTUAL FRAMEWORK

As shown in the diagram, the study measured the already identified factors .This study assessed the job satisfaction of employees in Addis Ababa Water and Sewerage Authority. The study investigates Pay, Promotion, Supervision, Benefits, Contingent Rewards, Operating procedures, Co-workers, Nature of work & Communication. JS is generally composed of different factors. For this study, the researcher selected the above factors, investigated, and analyzed the satisfaction level in relation to each individual factor.

**Fig. 2.1. Conceptual Framework of Job Satisfaction**



**Source: Developed by the researcher, 2018**

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

In this chapter, the practical methods used in order to answer the research questions and meet the objective of this research are presented. This chapter describes area of the study, research design, targeted population, instruments, sources of data, reliability and validity, data processing and analysis using statistical tools used.

#### **3.1. RESEARCH DESIGN**

According to Singh (2006), research design is essentially a statement of the object of the inquiry and the strategies for collecting the evidences, analyzing the evidences and reporting the findings. The purpose of this research is to identify and analyze the levels of job satisfactions of the employees of AAWSA. Considering the purpose of the research and the nature of the phenomenon, the methodology both quantitative and qualitative data sets used in the study. Hence mixed methods research that is both descriptive and explanatory methods will be applied.

#### **3.2. TARGET POPULATION**

The target population of this research is permanent employees of the Mekanisa District of AAWSA, who works in various positions of managerial, clerical and non-clerical post. As the study areas with a total number of 244 out of this 185 are male and 59 are female employee's (Source: - AAWSA Human resource March 2018).

#### **3.3 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUE**

In the determination of sample size, the three criteria were very important to gather the required data from sample respondents. These included the level of precision, the level of confidence or risk and the degree of variability in the attributes being measured that enable the researchers to determine appropriate sample size (Miauou& Michener, 1976). Therefore, by considering these issues sample size to collect data through questionnaire for this research was determined by using Yamane's (1967) formula.

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

Where:  $n$  = the sample size  $N$ =the study population  $e$  = the level of precision  $1 - \alpha$  = designates the probability of the event occurring Therefore:

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

$$= \frac{244}{1 + 244(0.08)^2}$$

= 95 Therefore, 95 respondents were used as sample for this study to gather data through questionnaire. The researcher deemed necessary to take independent sample for each job categories to ensure equal representation, because they have different number of employees. Therefore, the sample size for each division was calculated using proportion. The study used Proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each stratum was calculated by using the above formula. Interview was conducted for human resource coordinator.

**Table 3.1 Sample size Determination**

No.	Category based on job	Number of employees	Sample size
1	Water Customer Service Sub Process Employees	132	51
2	Sewerage Service Sub Process Employees	67	26
3	Support Office Employees	45	18
Total		244	95

### **3.4. SOURCES OF DATA COLLECTION**

#### **3.4.1. The primary sources of data**

The primary data was used as the main sources of information and the data was collected from the employees of AAWSA, by using observation in the work place and structured questionnaires.

#### **3.4.2. The Secondary sources of data**

The Secondary data is another source of information which was gathered from review of literatures which is related with the research topic, from different sources like internet, books,

journals, prospectus and other published materials of AAWSA, were extensively reviewed as references. Secondary data is used to increase an Understanding of importance and benefits of employee's level of job satisfaction.

### **3.5. METHODS AND INSTRUMENT OF THE STUDY**

To increase the breadth of information obtain from the respondents in relation to the assessment of employees job satisfaction, this study will use two types of data collection instruments.

The questionnaire is divided into two parts: the first part has consisted of respondent's demographic characteristics which include gender, age, and marital status, level of education, , and work experience. The second part has addressed the opinion of employees about their job satisfaction in the authority. The level that best represent employee's overall opinion is presented with a 6 point Likert Scale ("Agree very much" = 6, "Agree moderately" = 5, "Agree slightly" = 4, "Disagree slightly" = 3, and "Disagree moderately" = 2 and "Disagree very much" = 1). There was no a yes or no question as well as both open and close end question.

Interview: Is an adaptable way of finding things out. The human language is very useful in opening of what lies behind peoples' action (Zikgmund, 1994). Interview allows person to person discussion that can lead to increase insights in to respondents' thoughts, feelings and behavior on important issues of employee satisfaction. Another advantage that can be derived from the interview is its flexibility in expressing different viewpoints on the subject under study. Thus, key informants like HR manager was interviewed in depth using unstructured questions during the working hours.

### **3.6 Methods of Data Analysis**

The researcher plans to collect quantitative data. Respondents were asked to rate their satisfaction with various aspects of their job along a 6-point Likert- type of scale, ranging from 1= disagree very much to 6= Agree very much. It was then coded and edited to have the required quality, accuracy, consistency and completeness. The data was entered into a database and analyzed using a statistical package for social sciences (SPSS). Descriptive statistical results were offered by tables, frequencies distributions and percentages to provide a considerable picture for the data. This was achieved through summary statistics, which included the mean and standard deviation values which was computed for each variable in this study. Regarding the

data collection through interview was analyzed using narrative description. The qualitative data obtained through interview interpreted in combination with the data secured by questionnaire.

### **3.7. VALIDITY**

Validity is the extent to which the measuring instrument (e.g., a questionnaire adopted from Spector 1994) we are using essentially measures the characteristic or dimension we intend to measure (Leedy&Ormrod, 2001:98). This implies, if a questionnaire designed to assess employees satisfaction measures something else. Content validity, as defined by Cohen et al. (2007) is a form of validity that refers to the extent to which the measuring instrument (e.g., test, questionnaire or inventory) shows that it fairly and comprehensively covers the domain or items that it purports to cover. Thus, in the context of the present study, content validity was concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables discussed in literature reviews. These variables included satisfaction with pay, promotion, supervision, benefits, contingent reward, operating procedure, coworkers, nature of work, communication. The content validity was designed on the basis of previous studies, questionnaires and review of related literatures. Face validity refers to the appearance of the test items. It is where, on the surface, the measuring instrument (test) appears, at face value, to test what it is designed to test (Balnaves&Caputi, 2001; Birmingham & Wilkinson, 2003). Like content validity, face validity cannot be checked using statistical significance tests. It is based on subjective judgment. In this study the face validity determined by the researcher and her advisor.

### **3.8 RELIABILITY**

Reliability, as defined by Cohen, et al. (2007), is the consistency, dependability and reliability of the measuring instrument over time, and with the same respondents. It is the extent to which the measuring instrument yields consistent and accurate results when the characteristic being measured remains constant (Leedy&Ormrod, 2001).

**Table 3.2 Reliability test**

No.		Cronbach alphas
1.	Pay	.75
2.	Promotion	.73
3.	Supervision	.82
4.	Benefits	.73
5.	Contingent rewards	.76
6.	Operating procedures	.62
7.	Coworkers	.60
8.	Nature of work	.78
9.	Communication	.71
	Average	.844

The reliabilities (Cronbach alphas) were as follows: all nine subscales of the Job satisfaction survey are positively interrelated. The internal consistencies for each subscale are: pay = .75, promotion = .73, supervision = .82, benefits = .73, contingent rewards = 76, operating procedures = .62, co-workers = .60, nature of work = .78 and communication = .71. Only two of the dimensions were below .70. The internal consistency of the Job satisfaction survey was reported at .91, which exceeds the widely accepted minimum standard of internal consistency of .70 (Nunnally, 1978). It was observed that the average reliability was .844 which is greater than .70. This meant that the measurement scales in this paper were reliable.

### **3.9. ETHICAL CONSIDERATIONS**

Before starting the actual data collection, the purpose of the study, the right to participate and refuse was told to the study subject. While revising the literature which is done previously by different scholars, the researcher tries to acknowledge each of the literature sources. Verbal concept frames the study subject was obtained. Confidentiality of the information will be grunted by not writing name or another thing that enable to identify the study participants. In addition to that a respondent answer kept in a confidential place. The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disrepute. All respondents have a right to privacy, to safety, to know the true purpose of the research, to obtain research results and to obtain from answering questions.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

In this chapter the background information of respondents are presented and discussed in the first section. In the second section, the data collected was discussed, analyzed and interpreted in order to meet the objective of this study to assess the levels of job satisfaction of employees of Addis Ababa water and Sewerage Authority in terms of pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. The statistical methods used for analyzing the data collected include frequency results and descriptive statistics analysis by using SPSS version 20. From the total (95) questionnaires distributed, 91 were collected giving 96% response rate. This study used a mean scale by Tanjeen (2013) 0-1 S-dissatisfied, 1-2 Dissatisfied, 2-3 neither, 3-4 Satisfied and 4-5 strongly satisfied.

#### **4.1. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS**

This section presents the demographic characteristics of the respondents. Descriptive statistics were analyzed and reported to describe the sample characteristics and the research variables (such as gender, age, level of education, and marital status, work experience and basic salary). Frequencies and percentages were also calculated.



**Table 4.1. Demographic Characteristics of Respondents**

No.	Item	Responses	Frequency	Percent (%)
1	Gender	Male	67	73.6
		Female	24	26.4
		<b>Total</b>	<b>91</b>	<b>100.0</b>
2	Age	Less than 22	4	4.4
		22-30	36	39.5
		31- 40	22	24.2
		41 -50	23	25.3
		Above 50	6	6.6
		<b>Total</b>	<b>91</b>	<b>100.0</b>
3	Educational Background	Diploma	47	51.6
		Degree	43	47.3
		Masters	1	1.1
		<b>Total</b>	<b>91</b>	<b>100.0</b>
4	Marital Status	Single	40	44.0
		Married	51	56.0
		<b>Total</b>	<b>91</b>	<b>100.0</b>
5	Work Experience	Less than 5 years	24	26.3
		5-10 Years	27	29.7
		11-16 Years	6	6.6
		Above 16 years	34	37.4
		<b>Total</b>	<b>91</b>	<b>100.0</b>
6	Basic salary	5000- 7500	15	16.5
		7,501- 10,500	35	38.5
		More than 10,501	41	45
		<b>Total</b>	<b>91</b>	<b>100.0</b>

**Source: - Own Survey Data, 2018**

As shown on the above table the gender distribution of the study sample is that 67(73.6%) of the total respondents are male, 24 (26.4%) are female. This implies that the proportion of male in AAWSA employees is much larger than that of female AAWSA employees., according to this AAWSA must create equal job opportunities for female employees. In terms of the age of the respondents, the researcher categorized it in to five age groups. The first category was less than 22 years, out of the total respondents of 91 of them were belong to that category and represents 4 (4.4%) of the respondents. The second category was 22 – 30 years of age range. There are 36 employees in this category and they represented 39.5% of the total respondents. The third category was 31 – 40 years of age and it represented 22 (24.2%) of the total respondents. The fourth category was 41-50 and represents 23(25.3%), and the last category above 50 years of age represents 6(6.6%). Based on the above shown data the highest portion of the respondents are under the 22-30 years of ages category and less than 22 years of age category have the lowest number of the respondents. According to the age group data majority of AAWSA employees are categorized with in a youth population group that means AAWSA has large productive population to achieve its organizational goals.

It is also shown on table 4.1. That the educational level of respondents where 47 (51.6%) of the respondents are diploma holders, 43 (47.3%) of the respondents are Degree Holders and only 1(1.1%) are master. From these figures one can easily understand that most of the respondents are Diploma and above holders, therefore, it is believed that they would easily read, understand and able to fill out the questionnaire, as well as understand about the job satisfaction of the organization. In addition, it can be seen that 40(44%) of the respondents are single, 51 (56%) of the respondents are married. From this one can understand that most of the respondents are married and lower numbers of the respondents are single, which can be interpreted as the result of this study is mainly of married employees.

The above table shows the work experiences of AAWSA employees. As stated on the above table, out of 91 respondents, 24(26.3%) of respondents has less than 5years of work experience, 27 (29.7%) of respondents have work experience ranging from 5-10 years, 6 (6.6%) of respondents have work experience of 11-16 years, 3 4 (37.4%) have work experience of above 16 years respectively. From this, it can be understood that majority of the respondents have

served for more than 16 years, hence they would have a good experience of the organization to discuss about their of job satisfaction.

About basic salary which is paid for respondents, from the table above it is observed that 15 (16.5%) of the respondents get paid a monthly salary of range from 5000- 7,500 birr (ETB), 41(45%) of the respondents get paid an amount ranging between 7,501 to 10,500 birr, 35 (38.5%) of the respondents are paid more than 10, 501 birr.

## **4.2. RESULTS & DISCUSSION**

The data analysis method used was descriptive statistics method using Statistical Packages of the Social Science (SPSS) software. The survey questionnaire was distributed to 95 sample respondents, and 91 respondents completed and returned the questionnaire. Therefore, the data analyzed was made on 91 completed form of the survey questionnaire. This aspect was divided in to 9 (Nine) main scales areas such as pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of works and communication. The survey explored 36 items of job satisfaction factors. The feedback of the respondents for the variables indicated below were measured on six point Likert scale with measurement value 1= Disagree Very Much, i.e. very much disagree with the case described; 2= Disagree Moderately, i.e. not satisfied with the case described but is moderate; 3= disagree slightly, i.e., not agreed with the case described but it is slight; 4= agree slightly, i.e., feeling alright with the case described and considered as slightly agreed; 5=Agreed moderately, i.e. supporting the case described and considered as agreed reasonably, and 6= agreed very much, i.e. very much supporting the case described and considered as very much satisfied. Out of the 36 individual items of measurements, 16 of them were written in a positive direction (straight items) and 20 items are written in a negative direction. Responses to items written in the positive direction are numbered 1 for the strongest disagreement and 6 for the strongest agreement. Items written in the negative direction are reverse scored. Negatively worded items use 1 for the strongest agreement and 6 for the strongest disagreement.

The individual item means are used to determine the item job satisfaction scores. Individual item job satisfaction scores are interpreted as follows: 4.00-6.00 satisfied, 3.00-3.99 = neutral and 1.00-2.99 = dissatisfied. Individual item means are summed to determine the subscale score.

The job satisfaction subscale consists of 9 subscales - pay satisfaction, promotion satisfaction, supervision satisfaction, benefit satisfaction, reward satisfaction, operating procedures, coworker's satisfaction, work itself and communication satisfaction.

**Table 4.2.1. Employees Satisfaction on Pay**

		Frequency	Percent	Mean	Std
I feel I am being paid a fair amount for the work I do	Disagree very much	3	3.3	4.12	1.25
	Disagree moderately	7	7.7		
	Disagree slightly	15	16.5		
	Agree slightly	29	31.9		
	Agree moderately	25	27.5		
	Agree very much	12	13.2		
	Total	91	100		
Raises are too few and far between	Disagree very much	9	9.9	4.08	1.48
	Disagree moderately	7	7.7		
	Disagree slightly	6	6.6		
	Agree slightly	28	30.8		
	Agree moderately	27	29.7		
	Agree very much	14	15.14		
	Total	91	100		
I feel unappreciated by the organization when I think about what they pay me	Disagree very much	17	18.7	3.40	1.57
	Disagree moderately	14	15.4		
	Disagree slightly	5	5.5		
	Agree slightly	30	33.0		
	Agree moderately	20	22.0		
	Agree very much	5	5.5		
	Total	91	100		
I feel satisfied with my chances for salary increase	Disagree very much	31	34.1	3.30	4.87
	Disagree moderately	19	20.9		
	Disagree slightly	6	6.6		
	Agree slightly	21	23.1		
	Agree moderately	10	11.0		
	Agree very much	2	2.2		
	Total	91	100		
<b>Aggregate mean</b>				<b>3.72</b>	<b>2.29</b>

Based on the above table Scores on the pay satisfaction, the highest rated item on the pay was “I feel I am being paid a fair amount for the work I do.” to which employees indicated satisfaction (M = 4.12, SD = 1.25). The lowest rated item on the pay satisfaction subscale was “I feel satisfied with my chance for salary increase” to which they indicated neutral (M= 3.30, SD = 4.87). The mean for the pay satisfaction was 3.72and SD= 2.29. Therefore, this finding shows

that employees of AAWSA are neutral with their pay. A satisfied employee tends to be more active and productive. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Researchers have poised a causal relationship between salary and job satisfaction, whereas increased salary results in increased job satisfaction (Beutell& Witting, Berman, 1999), found that a positive attitude, which may arise from job satisfaction, among other factors in one’s life, helps one earn more money.

**Table 4.2.2. Employees Satisfaction on promotion**

		Frequency	Percent	Mean	St.
There is really too little chance for promotion on my job	Disagree very much	-	-	2.03	1.21
	Disagree moderately	12	13.2		
	Disagree slightly	16	17.6		
	Agree slightly	33	36.3		
	Agree moderately	17	18.7		
	Agree very much	13	14.3		
	Total	91	100		
Those who do well on the job stand a fair chance of being promoted	Disagree very much	10	11.0	3.52	1.58
	Disagree moderately	18	19.8		
	Disagree slightly	21	23.1		
	Agree slightly	7	7.7		
	Agree moderately	26	28.6		
	Agree very much	9	9.9		
	Total	91	1000		
People get ahead as fast here as they do in other places	Disagree very much	11	12.1	2.41	1.44
	Disagree moderately	17	18.7		
	Disagree slightly	14	15.4		
	Agree slightly	26	28.6		
	Agree moderately	18	19.8		
	Agree very much	5	5.5		
	Total	91	100		
I am satisfied with my chances for promotion	Disagree very much	31	34.1	3.30	4.84
	Disagree moderately	19	20.9		
	Disagree slightly	6	6.6		
	Agree slightly	21	23.1		
	Agree moderately	10	11.0		
	Agree very much	2	2.2		
	Total	91	100		
<b>Aggregate mean</b>				<b>2.82</b>	<b>2.26</b>

Table 4.2.2. Shows Employees Satisfaction on promotion. The highest rated item on the promotion satisfaction subscale was “I am satisfied with my chances for promotion”, to which the respondents indicated satisfied (M = 3.30, and SD = 4.84). The lowest rated item on the promotion satisfaction subscale was “There is really too little chance for promotion on my job” to which they indicated dissatisfaction (M= 2.03, and SD= 1.21). The mean for the subscale was 2.82 and SD= 2.26. Employees who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs, whereas, employees are found to be dissatisfied about their promotion. Promotion being one of the major factors leading to satisfaction of employees, lack of proper promotion can lead to employee absenteeism and later to turnover. It also provides opportunities for personal growth, more responsibilities and increased social status (Maniram, 2007).

**Table 4.2.3. Employees Satisfaction on Supervision**

		Frequency	Percent	Mean	St.
My supervisor is quite competent in doing his/her job	Disagree very much	2	2.2	4.52	1.14
	Disagree moderately	4	4.4		
	Disagree slightly	6	6.6		
	Agree slightly	29	31.9		
	Agree moderately	32	35.2		
	Agree very much	18	19.2		
	Total	91	100		
My supervisor is unfair to me	Disagree very much	35	38.5	2.56	1.62
	Disagree moderately	17	18.7		
	Disagree slightly	13	14.3		
	Agree slightly	10	11.0		
	Agree moderately	11	12.1		
	Agree very much	5	5.5		
	Total	91	100		
My supervisor shows too little interest in the feelings of subordinates	Disagree very much	8	8.8	3.36	1.18
	Disagree moderately	16	17.6		
	Disagree slightly	15	16.5		
	Agree slightly	39	42.9		
	Agree moderately	13	14.3		
	Agree very much	-	-		
	Total	91	100		
I like my supervisor	Disagree very much	6	6.6	4.39	1.49
	Disagree moderately	9	9.9		
	Disagree slightly	5	5.5		
	Agree slightly	16	17.6		
	Agree moderately	33	36.3		

	Agree very much	22	24.2		
	Total	91	100		
<b>Aggregate mean</b>				<b>3.70</b>	<b>1.35</b>

According to the responses of respondents shown on the above table, the highest rated item was “My supervisor is quite competent in doing his/her job” to which the (M = 4.52, and SD = 1.14). The lowest rated item was “My supervisor is unfair to me” to which they indicated dissatisfied (M = 2.56, and SD = 1.62). The mean for the Supervision satisfaction was 3.70 and SD = 1.35. According to (Qasim, Cheema& Syed, 2012,Hygiene factors consist of organizational policies, supervision and leadership, pay or salary, work conditions, and communication with supervisors/work partners. Therefore, employers should seek ways of eliminating dissatisfaction resulting from hygiene factors and focus on improving the motivators in the work environment to increase job satisfaction.

**Table 4.2.4. Employees Satisfaction on Benefits**

		Frequency	Percent	Mean	St.
I am not satisfied with the benefits I receive	Disagree very much	8	8.8	3.73	1.54
	Disagree moderately	14	15.4		
	Disagree slightly	15	16.5		
	Agree slightly	28	30.8		
	Agree moderately	9	9.9		
	Agree very much	17	18.7		
	Total	91	100		
The benefits we receive are as good as most other organizations offer	Disagree very much	12	13.2	3.28	1.36
	Disagree moderately	10	11.0		
	Disagree slightly	30	33.0		
	Agree slightly	26	28.6		
	Agree moderately	5	5.5		
	Agree very much	8	8.8		
	Total	91	100		
The benefit package we have is equitable.	Disagree very much	9	9.9	3.37	1.27
	Disagree moderately	15	16.5		
	Disagree slightly	19	20.9		
	Agree slightly	31	34.1		
	Agree moderately	15	16.2		
	Agree very much	2	2.2		
	Total	91	100		
There are benefits we	Disagree very much	10	11.0	3.83	1.47

do not have which we should have.	Disagree moderately	9	9.9		
	Disagree slightly	10	11.0		
	Agree slightly	29	31.9		
	Agree moderately	23	25.3		
	Agree very much	10	11.0		
	Total	91	100		
<b>Aggregate Mean</b>				<b>3.55</b>	<b>1.41</b>

Based on the above table the highest rated item on the benefits satisfaction was “There are benefits we do not have which we should have. (M = 3.83, and SD = 1.47). The lowest rated item on the benefits satisfaction subscale was “The benefits we receive are as good as most other organizations offer” to which they indicated ambivalence (M = 3.28, and SD = 1.36). The mean for the benefit satisfaction was 3.55 and SD = 1.41. Here can be illustrated that employees are not satisfied with their benefit. According to scholars Job security, benefits, and feeling safe cannot increase employee job satisfaction, but if these are not present, they can lead to job dissatisfaction. Here the employees are not satisfied with the benefits received; however they are not completely dissatisfied rather ambivalent which means that a little improvement could change their level of satisfaction (Qasim, Cheema& Syed, 2012).

**Table 4.2.5. Employees Satisfaction on Contingent rewards**

		Frequency	Percent	Mean	St.
When I do a good job I receive the recognition for it that I should receive	Disagree very much	17	18.7	3.13	1.45
	Disagree moderately	17	18.7		
	Disagree slightly	14	15.4		
	Agree slightly	25	27.5		
	Agree moderately	16	17.6		
	Agree very much	2	2.2		
	Total	91	100		
I don't feel that the work I do is appreciated	Disagree very much	11	12.1	3.83	1.68
	Disagree moderately	17	18.7		
	Disagree slightly	3	3.3		
	Agree slightly	22	24.2		
	Agree moderately	21	23.1		
	Agree very much	17	18.7		
	Total	91	1000		
There are few rewards for those	Disagree very much	5	5.5	4.00	1.48
	Disagree moderately	13	14.3		



who work here	Disagree slightly	12	13.2		
	Agree slightly	26	28.6		
	Agree moderately	17	18.7		
	Agree very much	18	19.8		
	Total	91	100		
I don't feel my efforts are rewarded the way they should be	Disagree very much	10	11.0	3.92	1.55
	Disagree moderately	9	9.9		
	Disagree slightly	11	12.1		
	Agree slightly	23	25.3		
	Agree moderately	24	26.4		
	Agree very much	14	15.4		
	Total	91	100		
<b>Aggregate Mean</b>				<b>3.72</b>	<b>1.54</b>

The highest rated item on the contingent reward satisfaction was “There are few rewards for those who work here” to which the respondents indicated dissatisfaction ( $M = 4.00$  and  $SD = 1.48$ ). The lowest rated item on the contingent reward satisfaction was “When I do a good job I receive the recognition for it that I should receive” to which they indicated neutral ( $M = 3.13$ , and  $SD = 1.45$ ). The mean for the satisfaction of contingent reward was 3.72 and  $SD = 1.54$ . It is shown here that employees of AAWSA are not satisfied with the recognition towards their efforts or good performance, it may be is nonexistent.

**Table 4.2.6. Employees Satisfaction on operating procedure**

		Frequency	Percent	Mean	St.
Many of our rule and procedures make doing a good job difficult	Disagree very much	8	8.8	3.83	1.08
	Disagree moderately	-	-		
	Disagree slightly	31	34.1		
	Agree slightly	27	29.7		
	Agree moderately	18	19.8		
	Agree very much	7	7.7		
	Total	91	100		
My efforts to do a good job are seldom blocked by red tape	Disagree very much	8	8.8	3.64	1.19
	Disagree moderately	6	6.6		
	Disagree slightly	20	22.0		
	Agree slightly	33	36.3		
	Agree moderately	24	26.4		
	Agree very much	-	-		
	Total	91	100		
I have too much to do at work	Disagree very much	2	2.2	4.96	1.07
	Disagree moderately	-	-		
	Disagree slightly	4	4.4		
	Agree slightly	22	24.2		

	Agree moderately	28	30.8		
	Agree very much	35	38.5		
	Total	91	100		
I have too much paper work	Disagree very much	9	9.9	3.76	1.73
	Disagree moderately	17	18.7		
	Disagree slightly	18	19.8		
	Agree slightly	15	16.5		
	Agree moderately	6	6.6		
	Agree very much	26	28.6		
	Total	91	100		
<b>Aggregate Mean</b>				<b>4.04</b>	<b>1.26</b>

The highest rated item on the operating procedures subscale was “I have too much to do at work” to which the respondents indicated satisfaction ( $M = 4.96$  and  $SD = 1.07$ ). The lowest rated item was “My efforts to do a good job are seldom blocked by red tape to which they indicated agree slightly ( $M = 3.64$  and  $SD = 1.19$ ). The mean for the subscale was 4.04 and  $SD = 1.26$  according to (Robins, 2003) extrinsic factors, described as hygiene factors, leading to job satisfaction including pay, physical working conditions, job security, company policies, quality of supervision and relationship with others.

**Table 4.2.7. Employees Satisfaction on Coworkers**

		Frequency	Percent	Mean	St.
I like the people I work with	Disagree very much	-	-	5.32	1.06
	Disagree moderately	2	2.2		
	Disagree slightly	2	2.2		
	Agree slightly	9	9.9		
	Agree moderately	25	27.5		
	Agree very much	53	58.2		
	Total	91	100		
I find I have to workharder at my job because of the incompetence of people I work with	Disagree very much	15	16.5	3.42	1.55
	Disagree moderately	12	13.2		
	Disagree slightly	15	16.5		
	Agree slightly	26	28.5		
	Agree moderately	14	15.4		
	Agree very much	9	9.9		
	Total	91	100		
I enjoy my coworkers	Disagree very much	2	2.2	4.56	1.33
	Disagree moderately	11	12.1		
	Disagree slightly	1	1.1		
	Agree slightly	20	22.0		
	Agree moderately	34	37.4		
	Agree very much	23	25.3		

	Total	91	100		
There is too much bickering and fighting at work	Disagree very much	21	23.1	2.81	1.47
	Disagree moderately	26	28.6		
	Disagree slightly	10	11.0		
	Agree slightly	19	20.9		
	Agree moderately	13	14.3		
	Agree very much	2	2.2		
	Total	91	100		
<b>Aggregate Mean</b>				<b>4.02</b>	<b>1.35</b>

According to the responses of the respondents shown on the above table the highest rated item on the co-worker satisfaction was “I like the people I work with” to which the respondents indicated satisfaction (M = 5.32, and SD = 1.06). The lowest rated item on the co-worker satisfaction was “There is too much bickering and fighting at work” to which they indicated dissatisfied (M = 2.81, and SD = 1.47). The mean for the subscale was 4.02 and SD = 1.35). It is very interesting that employees are mostly satisfied with their coworkers. According to Maniram, factors which are conducive for working environment are, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, the personality-job fit etc. are important factors which will enhance the level of job satisfaction (Maniram, 2007).

**Table 4.2.8. Employees Satisfaction on Nature of work**

		Frequency	Percent	Mean	St.
I sometimes feel my job is meaningless	Disagree very much	30	33.0	3.29	1.92
	Disagree moderately	7	7.7		
	Disagree slightly	5	5.5		
	Agree slightly	20	22.0		
	Agree moderately	13	14.3		
	Agree very much	16	17.6		
	Total	91	100		
I like doing the things I do at work	Disagree very much	12	13.2	4.03	1.63
	Disagree moderately	9	9.9		
	Disagree slightly	3	3.3		
	Agree slightly	24	26.4		
	Agree moderately	26	28.6		
	Agree very much	17	18.7		
	Total	91	100		
I often feel that I do not know what is going on with the organization	Disagree very much	18	19.8	3.19	1.77
	Disagree moderately	23	25.3		
	Disagree slightly	13	14.3		
	Agree slightly	14	15.4		

	Agree moderately	6	6.6		
	Agree very much	17	18.7		
	Total	91	100		
My job is enjoyable	Disagree very much	14	15.4	3.64	1.45
	Disagree moderately	5	5.5		
	Disagree slightly	12	13.2		
	Agree slightly	34	37.4		
	Agree moderately	20	22.0		
	Agree very much	6	6.6		
	Total	91	100		
<b>Aggregate Mean</b>				<b>3.53</b>	<b>1.69</b>

The highest rated item on satisfaction of the nature of work was “I like doing the things I do at work” to which the respondents indicated satisfaction ( $M = 4.03$  and  $SD = 1.63$ ). The lowest rated item on the work itself subscale was “I often feel that I do not know what is going on with the organization” to which they indicated dissatisfaction ( $M = 3.19$  and  $SD = 1.77$ ). The mean for the subscale was  $M = 3.53$  and  $SD = 1.69$ . Nature of work is one of Herzberg’s hygiene or maintenance factors, to either facilitate or impede job satisfaction. Therefore, its absence leads to dissatisfaction as shown on the above finding. Herzberg’s hygiene factors include company policy and administration, technical supervision, salary, fringe benefits, working conditions, job security, and interpersonal relations. Further explained by (Qasim, Cheema & Syed, 2012).

**Table 4.2.9. Employees Satisfaction on Communication**

		Frequency	Percent	Mean	St.
Communications seem good within this organization	Disagree very much	3	3.3	4.38	1.24
	Disagree moderately	6	6.6		
	Disagree slightly	5	5.5		
	Agree slightly	34	37.4		
	Agree moderately	25	27.5		
	Agree very much	18	19.8		
	Total	91	100		
The goals of this organization are not clear to me	Disagree very much	39	42.9	2.47	1.77
	Disagree moderately	23	25.3		
	Disagree slightly	3	3.3		
	Agree slightly	10	11.0		
	Agree moderately	5	5.5		
	Agree very much	11	12.1		
	Total	91	100		
I feel a sense of pride in doing my job	Disagree very much	6	6.6	4.36	1.32
	Disagree moderately	2	2.2		

	Disagree slightly	11	12.1		
	Agree slightly	22	24.2		
	Agree moderately	34	37.4		
	Agree very much	16	17.6		
	Total	91	100		
Work assignments are not fully explained	Disagree very much	8	8.8	3.38	1.49
	Disagree moderately	23	25.3		
	Disagree slightly	18	19.8		
	Agree slightly	21	23.1		
	Agree moderately	10	11.0		
	Agree very much	11	12.1		
	Total	91	100		
<b>Aggregate Mean</b>				<b>3.64</b>	<b>1.45</b>

Based on the responses of respondents shown in the above table, the highest rated item on the communication satisfaction was “communications seem good with in this organization” to which the respondents indicated satisfaction ( $M = 4.38$  and  $SD = 1.24$ ) with the idea. The lowest rated item on the communication satisfaction subscale was “the goals of this organization are not clear to me” to which they indicated dissatisfaction ( $M = 2.47$  and  $SD = 1.77$ ). The mean for the communication was  $3.64$  and  $SD = 1.45$ . From this responses of the respondents it can be understood that the employees of AAWSA are not clear with their assignments or goals of the organization. Sharing of the goals of the organization helps to better accomplish them and its absence may lead the employees to dissatisfaction. Tietjen & Myers (1998) by distinguishing values from needs, they have more in common with goals. Both values and goals have content and intensity characteristics.

Generally the overall job satisfaction of employee of AAWSA MD shown low level of satisfaction. Accordingly, the aggregate mean score results of all items pay  $3.72$ , promotion  $2.82$ , supervision  $3.70$ , benefits  $3.55$ , contingent reward  $3.72$ , operating procedure  $4.04$ , coworkers  $4.02$ , nature of work  $3.53$ , communication  $3.64$ . In which it can be translated that over 50% of responders were not satisfied with their jobs. When we compare the mean score of some factors of job satisfaction, promotion benefit is and nature of work is lease satisfied and the satisfaction level of coworkers, operating procedure pay and contingent reward are high.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. SUMMARY OF MAJOR FINDINGS**

Job satisfaction refers to a collection of opinions that an individual holds towards his or her job. Job satisfaction is simply about what people's impression is about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being. The effect of job satisfaction is linked with the overall operation of an organization and its vital elements; these vital organizational elements can be productivity and profitability. Thus implies that satisfied employees tend to be more productive and committed. Therefore, on the basis of this research analysis we can summarize this study as the JS of employees of AAWSA are related with their feeling towards their work (nature of work, supervision, and communication), a good treatment by their organization (operating conditions, pay, promotion, contingent rewards, and benefits). Accordingly it can be further summarized that majority of the respondents are male 67(73.6%) and young in age categorized between 22-40 years of age totaled to 63.7% of the respondents. A high number of respondents are married 51(56.0%), and most of them are Diploma holders 47 (51.6%) ,The most employee work experience is Above 16 year (37.4%)earning the highest basic salary rate of 7501-10500 birr 41(45%). Based on the 9 subscales used to determine the level of job satisfaction of employees of AAWSA they are found to be dissatisfied with their promotion 2.82,Nature of work 3.5and benefit 3.5. However they are found satisfied with their coworkers 4.02, and operating procedure 4.04 pay 3.72 and contingent reward 3.72. the all over average of job satisfaction of employees was 3.63. That means the average satisfaction of employees of AAWSA MD is low.

## 5.2. CONCLUSIONS

Conclusions are drawn in a way of answering the research questions, resulting from the data analyzed, interpreted are presented below:

- Regarding to the levels of employees satisfaction in AAWSA Most employees have high level of satisfaction with their coworkers and operating procedure and low level of satisfaction with their possibility of promotion and nature of work and benefit. Herzberg's theory of job satisfaction includes achievement, responsibility, the work itself, recognition and advancement/promotion. According to Locke (1980), there is a moderate negative relationship between job satisfaction and turnover. He also emphasized the importance of job satisfaction in relation to turnover by considering that the effect of turnover can go as to level of very costly and also disrupting the organizations continuity.
- The employees of AAWSA MD are lease satisfied with the nature of work of the organization. Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under condition of moderate challenge, employees experience pleasure and satisfaction.
- The satisfaction levels of employees with pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication in AAWSAMD as follows. They are satisfied with their operating procedure, coworkers, pay and contingent reward. They are lease satisfied with promotion, nature of work and benefit. The level of job satisfaction according to communication and supervision is moderate. Employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively, (Mahamuda & Nurul 2011). Mangers should recognize the efforts of employees and appreciate the valuable performance to the organization, (Qasim, Cheema & Syed, 2012).

According to Loke (1980), if organizational participants feel that they are working much harder than other is in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or co-workers and they will be dissatisfied. The employees of AAWSA are positive about their satisfaction on their coworkers. However, they are not sure if they are not working hard on their job because of the incompetency of their coworkers and if there is not too much bickering (backbiting) and fighting going on at work.

- Regarding to the dominant factors of job satisfaction in related with the employees of AAWSA. All factors have their own impact on employee's level of satisfaction on their jobs within their organization. From the finds operating procedure and coworkers are the most dominant it is because the mean of the two factors was very high than the other factors of job satisfaction.

According to Robbins (2005) at the individual level satisfaction and productivity are slightly related. However stated that when satisfaction and productivity data are gathered for the organization at whole, rather than at the individual level, it is found that organization with more satisfied workers tend to be more effective than organizations with fewer satisfied employees. They concluded that happy organizations are more productive.

Based on the overall job satisfaction of employee of AWSSA shown low level of satisfaction. Employees highly satisfied with their operating procedure ,coworkers, pay and contingent reward are encouraging and there is dissatisfaction on nature of work , benefit and promotion practices of their organization



### **5.3. Recommendations**

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

- This research study indicates that the employees of AAWSAMD are dissatisfied with their current promotion practices. AAWSA therefore, has to revisit the promotion system and it should be clear fair & equitable promotion scheme in order to satisfy and retain its experienced and valuable staff.
- The study shown that employees of AAWSA MD are lease satisfied with the benefits they receive, therefore, AAWSA need to work on revising its benefit package in order to increase the job satisfaction of employees.
- The study showed that employees have low satisfaction with nature of work.. Therefore, AAWSA should create and maintain balance and safety works, reasonable accommodations may be made to employees enable to perform the essential job functions(both field or office tasks)

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## APPENDIX

### St. Mary's University

#### School of Graduate Studies

#### Department of Human Resource Management

#### Questionnaire to be filled by AAWSA Mekanisa Branch Employee

Dear respondent, this questionnaire is prepared to assess the job satisfaction of employees of Addis Ababa Water and Sewerage Authority Mekanisa Branch. The research output is mainly to fulfill the partial requirement of Masters of Business Administration in concentration with Human Resource Management (MBA in HRM). The information gathered will be used fully and with due attention for academic purpose only. I, therefore, would like to assure you that the data collected will not be misused in any way. Therefore, your genuine, honest and prompt response is valuable input for the quality and successful completion of the paper.

Thank you in advance for your sincere cooperation.

Name RahelSeyoum

Telephone 0913064605

Mail address r.seyoum12@yahoo.com

#### General Instructions

- ❖ It is not necessary to write your name.
- ❖ You are filling in this questionnaire only on voluntarily basis
- ❖ Don't hesitate to raise any concern about this study or to ask any question in this regard.

#### Part I: - General Information

**Instruction:** - Please put a ✓ mark to the choice of your response.

1. Gender

Male

Female

2. Age Category

Less than 22

22-30

31- 40

41 – 50

Above 50

3. Educational Background

Diploma  Degree  Masters  PHD

4. Marital Status

Single  Married  Divorced

5. Work experience

Less than 5 years  5 – 10  11 – 16  above 16 years

6. Basic salary

Less than 5,000  5000 – 7500  1 – 10500  more than 10501

**Part II: - Opinion Survey**

**Please respond according to the instructions below:**

- If you feel that your job provides much less than what you expected, please circle the number under “Disagree very much”
- If you feel that your job provides below what you expect, please circle the number under “Disagree moderately”.
- If you don’t feel that your job provides what you expected, please circle the number under “Disagree slightly”
- If you feel that your job provides equal or less than what you expected, please circle the number under “Agree slightly”
- If you feel that your job provides what you are expecting, please circle the number under “Agree moderately”
- If you feel that your job provides beyond your expectation, please circle the number under “Agree very much”

<b>JOB SATISFACTION SURVEY</b>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6



<b>JOB SATISFACTION SURVEY</b>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

NB. Adopted from Paul E. Spector 1994.