ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACTORSAFFECTING EMPLOYEES' JOB SATISFACTION: THE CASE OF ETHIO TELECOM, BACK OFFICE DEPARTMENT

BY

YODIT ZEWDU

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ADDIS ABABA, ETHIOPIA

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Acronyms / Abbreviations

CP   Company Policy

RS   Relationship with Supervisors

SS   Safety & Security

TO   Training Opportunity

EJS   Employee Job Satisfaction

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Abstract

This research was conducted to assess factors affecting job satisfaction of Ethio Telecom back office department. To execute the research objective, Census sampling Approach were used, and 313 back office Ethio Telecom employees located in Addis Ababa are participated. The parameters used to assess factors affecting job satisfaction of employees were Recognition, Promotion, Training Opportunity, Safety and Security, Relationship with supervisor, Company Policy and Compensation. The study used descriptive and inferential statistics research design. Primary and secondary data are used for conducting the study. To attain the objective, the study utilized qualitative and quantitative data types. Qualitative methods were employed to summarize interview responses and narrate open ended questions in the questionnaire whereas quantitative methods were used to show the phenomenon in numbers. The survey questions were developed based on Likert scale and employees were asked to rate their level of satisfaction across the parameters identified. After data collection, the collected data was analyzed using SPSS 20.0. The data is then organized, tabulated, depicted, and described in a way that can attain the objective of the study. The study found that Ethio Telecom back office employees satisfaction level is on average level and all factors included in the study except Relationship with supervisors affect the department employees' job satisfaction. Its recommended that Ethio Telecom shall pay attention for the above stated factors which are influencing the overall satisfaction of the department employees and the management specifically shall focus on major factors which play a major role Recognition, Company Policy and Compensation in which in turn enhance the revenue of the company.

Keywords*:* Recognition, Promotion, Training Opportunity, Safety and Security, Relationship with Supervisors, Company Policy and Compensation

CHAPTERONE
INTRODUCTION

1.1 Background of the Study

Work is one of the most important aspects in people's lives in today's highly competitive corporate environment. Since people spend about most of their waking hours at work, employee job satisfaction gains more importance in their working lives. Therefore, job satisfaction plays a vital role for efficient working environment. In accordance with that, influencing factors of job satisfaction are essential for improving the well-being of a large part of our society (Schneider and Vaught, 1993)**.**

Different authors defined job satisfaction in different ways. For instance, Locke (1976) was defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". It is also defined by Newsroom (2011) as "a set of favorable or unfavorable feelings and emotions which employees view with their work" (Mahmood, 2011)

Employees' satisfaction with their jobs is a considerable concern for any organization managers. Various studies have shown that employee absenteeism, turnover, and other behaviors are related to a person's satisfaction with his job and organization (Vroom, 1964; Griffin and Moorhead, 1986). Being aware of the job satisfaction of workers can enable personnel managers to take steps that will insure commitment and involvement from employees.

Satisfaction levels of employees are important for organizations, since satisfied workers contribute to effectiveness and long-term success of the organizations. The effectiveness and productivity of an organization depends on its staff and "a happy worker is an effective one". (Başar,2011). It is not possible for development of an organization

without considering exploiting of the staff's capabilities and improving their working conditions organizations consisting of highly satisfied workers are most probably more successful than other organizations (Başar, 2011).

It is significant to note that the availability of well-satisfied employees is fundamental in order to maximize productivity and at the same time to attract potential candidates (Mullins, 1999). However, designing effective satisfying methods is requiring serious study. It is clear-cut to satisfy one's employees to accomplish organizational goals. As a result of the nature of human being, satisfaction is not an easy task to do (Bateman and Snell (1996) cited in Thomas owusu, (2012). Sometimes, satisfying packages that are designed by an organization may be de-satisfying factors for employees. Nonetheless, if all employees are satisfied, the results can be better productivity and increased employee confidence Flamholtz, (1996). The satisfaction of a company's employees, therefore, plays a major role in achieving high level of satisfaction among its customers (Petcharak, 2004).

Different scholars such as Dr Rashid Saeed,Rab Nawaz Lodhi Anam Iqbal point out the factors affecting job satisfaction of employees and the majority of the previous studies had been conducted in advanced countries mainly on public institution and also a research was conducted by Melaku Tefera ,2016 which focusing on factors affecting job satisfaction of selected Ethio telecom CSD offices located at Churchill (TPO),Jemo and Legehar front offices his finding mainly indicated the important factors which highly contributed for job satisfaction of front office employees This brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments and who are affiliated to different cultures cannot attain job satisfaction from the same factors. Therefore, identification of which satisfaction sachems affect employee of Ethio telecom back office staffs is important. Thus, the problem statement of this research is being posed as "factors affecting job satisfaction of Ethio telecom Back office staffs".

Ethio Telecom Customer Service As part of the dynamic and ever-growing global industry, has endeavored to bring its customers with more flexible and the least

bureaucratic telecom services, which have made the company appear at the front line in Africa among other. (Ethio Telecom 2011). And have two major departments namely front office department and back office department. There are four (4) sections under back office Department namely Services provisioning support and activation section, Billing and credit control section, Customer profile management section and Retention and loyalty section.

The concern of this research is therefore addressing the various factors which affect employees' job satisfaction, Identify the level of job satisfaction; determine the extent to which the organization works to meet employees' job satisfaction and to identify factors which play a major role in affecting employees' job satisfaction in Ethio Telecom back office department.

1.2 Statement of the Problem

The success of any organization depends on the effective utilization and motivation of human resource. Job satisfaction is an integral of the organizational climate and important element in management and employee relationship. Job is the ultimate function of all these, and many individual attitudes put together. Many thinkers consider it a collective force and not a unitary phenomenon. Job satisfaction is an approach that demonstrates that what a person feels about all the aspects of its job (Spector,1986).

According to Nancy C. Morse (1997), "satisfaction is the level of fulfillment of individual's needs, wants, desires and what he gets." Employee satisfaction is measure from happy workers with their satisfied job and working environment. So, employee satisfaction affects organizational effectiveness. In order to consider an organization effective, the organization should encourage employee satisfaction (Bhatti & Qureshi, 2007).

Past studies in Europe and the USA proposed that job performance is positively influenced by employees' job satisfaction (Freeman, 1978). Job satisfaction creates a

pleasant feeling that directs to a positive work attitude. A satisfied employee is more likely to be creative, flexible, innovative and loyal. (Lee-Kelley, Deborah Ann and Jeffery peter, 2007).

EthioTelecom uses different ways that can create satisfaction to its employees in the forms like training, bonus, compensation and benefit recognition. In Ethio Telecom there are ten divisions. Among them is customer service division. Customer service is the process of ensuring satisfaction with a product or service (Ethio Telecom, 2010). Job satisfaction causes a series of influences on various aspects of organizational life. Some of the influences of job satisfaction are related to employee productivity, loyalty and absenteeism. Recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements (Luthans, 1998).

Employee absenteeism causes serious additional costs for companies. Therefore, managers are in permanent peruse of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through an increase in the level of employee satisfaction. The main idea is the higher the degree of job satisfaction is the lower employee absenteeism will be. Low job satisfaction is usually the main reason behind job stress, overall poor performance, lack of productivity, high employee turnover and absenteeism (Vanderberg and Lance, 1992).

Since the formation of Ethio Telecomin2010, the company has designed and undertaken some measures to improve employee satisfaction in the company. One mechanism was employee Job satisfaction survey that is performed on a yearly basis on some satisfaction factors such as satisfaction in the company working condition and salary. For budget year2017/8theaverage satisfaction recorded to be 67% (Ethio employee's satisfaction survey, 2017/8).The result shows the level of satisfaction to be far from the expected target of 98%.

It is imminent that Ethio Telecom will be privatized partly. Hence there will be fierce competition among the coming private operators in the future. With those problems, it will be difficult for the company to cope up and market share of company will lower, and its productivity and survival will be on risk. Hence these could have an impact on the productivity of the division and profitability of the company as a whole

Moreover, though there are many theoretical and empirical researches on the factors affecting job satisfaction in different sectors and companies, but relatively little empirical work has been done on the factors affecting job satisfaction in Ethio Telecom and specifically on back office department. Hence there is still lack of enough research on the area and the fact that the annual employee satisfaction survey emphasis is limited only to those factors and on many meetings held its observed that the staffs at the department are less satisfied and the result of employee satisfaction survey have inspired the researcher to find out which factors contributed for these less satisfied Back office department employees.

1.3 Research Questions

This study intends to seek answers for the following basic research questions:

➢ What is the job satisfaction level of employees in Back office department of Ethio Telecom?
➢ To what extent is the organization committed to meet back office department Staff job Satisfaction?
➢ What factors are affecting employees' job satisfaction in Back office department of Ethio Telecom?
➢ Which factors play a major role in affecting employees' job satisfaction in Back office department?

1.4 Objectives of the Study

The study has the following general and specific objectives

1.4. 1GeneralObjective

The general objective of this study is to identify factors affecting job satisfaction in Ethio Telecom Back office department.

1.4. 2 Specific Objectives

➢ To determine the job satisfaction level in Back-office department of Ethio Telecom.
➢ To examine the efforts made by the company to make employees satisfied with their jobs.
➢ To identify factors which affect employees' job satisfaction in Back office department of Ethio Telecom and
➢ To assess the major factors which affect job satisfaction of employees in Ethio Telecom Back office department.

1.5 Hypotheses

Based on the above research question, the following hypotheses are formulated

H1: Recognition has significant and positive impact on the satisfaction of Ethio Telecom Back office department

H2: Promotion has significant and positive impact on satisfaction of Ethio Telecom Back office department

H3: Company polices have significant and positive impact on satisfaction of Ethio Telecom Back office department

H4: Safety and security have significant and positive impact on satisfaction of Ethio Telecom Back office department

H5: Relationship with supervisor increase the job satisfaction of employees in the Ethio Telecom Back office department

H6: Training opportunity has significant and positive impact on satisfaction of Ethio Telecom Back office department

H7: Compensation has significant and positive impact on satisfaction of Ethio Telecom Back office department

1.6 Delimitation/Scope of the study

The primary focus of this research is to investigate the factors affecting employees'job satisfaction in Ethio Telecom Back Office Department. There are several factors that could affect the job satisfaction of employee in any enterprise or company. Despite many different variables of the satisfaction that could determine employee's satisfaction, in this research the researcher concentrated only on some variables which are more relevant to telecom companies that has been used to assess the satisfaction of employees in other studies conducted in different countries. The researcher takes the variables Recognition, Promotion, Company Policy, Safety and Security, Relationship with Supervisors, training opportunity and Compensation. The study did not comprise other determents on Back office department job satisfaction. Census research approach was used and 313 Ethio Telecom back office department employees were participated in the study.

Although the Company provides various lines of services and operates throughout the country, the scope of this study confined at Ethio Telecom Back office department offices found in Addis Ababa since it is very difficult to consider other areas and sections due to geographic, financial and time constraint. With the time span of January, 2019 the Back offices situated in Addis Ababa are Legehar, Head Office and Dilbetigel Building is assessed.

1.7 Definition of Terms

1.7.1 Conceptual Definitions

Satisfaction: the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction (Armstrong, 2006).

Intrinsic satisfaction: is doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically satisfied, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward. (Ryan and Deci, 2000).

Extrinsic satisfaction: is that the individual's satisfaction stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. (Ryan and Deci, 2000).

Performance: the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behaves in a way for another group of people (Cole and Kelly, 2011).

1.7.2 Operational Definitions

Customer service: Customer service is the provision of service to customers before, during and after a purchase.

Back Office: the portion of a company made up of administration and supports personnel who give support for front office activities. The function includes settlement, clearance, record maintenance, and regulatory compliance and profile management.

1.8 Significance of the Study

The findings of this study have the following benefits:

➢ It helps Ethio Telecom in providing useful information to human resource managers of the company to either continue or revise ways of satisfying their employees.

➢ It assists providing knowledge on factors which affect employees' job satisfaction.

1.9 Organization of the Research Report

The introduction part of the study is discussed in chapter one. Background information, statement of the problem, research questions, and objective of the study, conceptual and operational definitions, significance and delimitation of the studies are discussed in this chapter.

The next chapter is reviewing related literatures on the subject matter. Among the various topics, in both theory and empirical evidences related to the subject matter (reviewing previous studies). The third chapter discusses the methodology of the research. The research design and research methods are explained in this chapter starting from how the data collection instrument is prepared to how the collected data is analyzed.

The following chapter, chapter four, will discuss the empirical findings and analysis of the study with interpretations. The last chapter, chapter five, present summary of major findings, conclusion based on the analysis result and recommendations provided by the researcher.

CHAPTER TWO
LITERATURE REVIEW

2.1 Theoretical Literature

Job satisfaction is defined in the literature with several theorists according to their own workable conditions. This part of the chapter purposes to provide a highlight of the main theories and to give a broad perspective of the main developments in job satisfaction over the last decades.

2.1.1 The Concept of Job Satisfaction

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text follows. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace (Davis et al., 1985).

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

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job (Statt, 2004). The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

According to Aziri job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human beans that have their own wants, needs, personal desires is a very good indicator for the importance of job

satisfaction in contemporary companies. When analyzing job satisfaction, the logic that satisfied employee is a happy employee and a happy employee is a successful employee. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness.

High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.1.2 Types of Satisfaction

The factors affecting job satisfaction can be divided into two groups, namely Intrinsic and extrinsic factors. The intrinsic factors are coming from within employee and carried by every employee since starting work in his workplace. Extrinsic factors are come from outside employees, including the physical condition of work environment, interaction with other employees, payroll systems and so forth. (Herzberg et al., 1959; Herzberg, 1966).

Intrinsic Job Satisfaction Factors. Herzberg (Herzberg et al., 1959; Herzberg, 1966) termed these as satisfaction factors that centered on achievement, recognition,

responsibility, advancement, growth, and the work itself. Although their absence was not necessarily dissatisfying, when present, they could be a motivational force (Herzberg et al., 1959; Herzberg, 1966).

Extrinsic Job Satisfaction Factors. The hygiene factors are supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal life (Herzberg et al., 1959; Herzberg, 1966). They are not necessarily satisfying, but their absence could cause dissatisfaction.

Extrinsic Factors

The extrinsic factors are supervision, working conditions, co-workers, pay, policies and procedures, status, personal life, and job security (Herzberg et al., 1959; Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Thus, a neutral state would obtain.

Supervision: Herzberg (Herzberg et al., 1959; Herzberg, 1966) associated this factor with an employee's general attitude about his/her relationship with an immediate supervisor. Negative perceptions in this category have been shown to have a substantial influence on lower job satisfaction, commitment, and the intent to quit (Mardanov & Heischmidt, 2009; Mardanov, Sterrett, & Baker, 2007). A positive supervisor-employee relationship influences the quality of two-way communication, trust, and performance while increasing job satisfaction, organizational commitment, and lower intentions to quit (Harris, Harris & Eplion, 2007).

Work Conditions: This item concerns the physical work atmosphere including space, lighting, ventilation, and equipment (Herzberg et al., 1959; Herzberg, 1966). In a study of industrial and office workers conducted by Lee in 2006, job satisfaction was found to be positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions or disruptions.

Co-Workers: The quality of interpersonal relationships between co-workers at all levels influences the good feelings and positive support associated with job satisfaction (Harris, Winkowski & Engdahl, 2007). This includes coaching, helping with assignments, and giving instruction. A positive relationship has been found to contribute to satisfaction and mediate against stress (Shirey, 2004). In addition, it reduces the intent to quit (Morano, 1993). On the other hand, the lack of social support increases the likelihood of turnover and contributes to job related depression and burnout (Shirey, 2004).

Pay: Research has shown that compensation does not have a long-term satisfaction effect (Furnham, 2006). However, Furnham found that if pay does not meet expectations or there is disparity, satisfaction is negatively affected. Further, uniform pay adjustments are makes employees less satisfied than merit-based increases. Finally, his study showed that employees would exchange pay for other benefits like time off and job security.

Policies: Herzberg (Herzberg et al., 1959; Herzberg, 1966) tied this factor to employee perceptions about communications, administrative practices, and benefits overall. In this regard, policies, procedures, and practices that reflect a genuine interest in employee well-being encourage organizational commitment (Anuna, 1997). However, if the actual leadership style is inconsistent with extant policy, job satisfaction and commitment will decline (Blevins, 2005; Witt & Kacmar, 2000).

Job Security: This factor refers to objective considerations that could affect job stability or tenure (Herzberg et al., 1959; Herzberg, 1966). It also concerns matters such as level of responsibility and opportunity for advancement (Ito & Brotheridge, 2007). Reductions in these areas lead to lower levels of commitment. Organizational instability and on-going change with potentially negative consequences undermine job security (Cooper, 2006).

Intrinsic Factors

The intrinsic factors are achievement, recognition, the work itself, responsibility, advancement, and growth (Herzberg et al., 1959; Herzberg, 1966). By contrast, their absence was not necessarily dissatisfying. However, when present, they could be satisfying. Accordingly, satisfaction could be enhanced by restructuring work with increased opportunities for advancement, personal development, recognition, and responsibility (Ramlall, 2004).

Recognition: According to Herzberg (Herzberg et al., 1959; Herzberg, 1966), this factor is related to positive or negative feedback about an accomplishment. Recognition is an effective means of satisfaction and a signal from supervision to employees that they are valued for their contributions (Richardson, 2003). Unfortunately, this well-established concept is all too often underutilized by leaders (Nelson, 2002).

Responsibility. This factor pertains to control over one's work or that of others (Herzberget al., 1959; Herzberg, 1966). A meta-analysis by Dole and Schroeder (2001) found that job satisfaction increased and the intent to quite decrease as levels of authority over the job grew. This finding corroborates Herzberg's conclusion.

Advancement. Herzberg (Herzberg et al., 1959; Herzberg, 1966) found that this factor relates to an employee's attitude following a change in position or status. The positive relationship between organizational support for this factor and improved job satisfaction along with a lower degree of intent to quit was found in a study by Jawahar and Hemmasi (2006).

Growth. While advancement pertains to an actual change, growth is about the potential for advancement in the future (Herzberg et al., 1959; Herzberg, 1966). The positive relationship between this factor and job satisfaction was found in a study conducted by Stein and Craft in 2007.

This growth can take the form of vertical or horizontal mobility, developmental opportunities, or acquisition of skills (Carmeli, Shalom, & Weisberg, 2007).

2.1.3Factors of Workplace Satisfaction

The important factors contribute to the higher level of job satisfaction takes more than just good pay and benefit the following lists reveals of the key job satisfaction aspects cited by employees.

- **Security**: Security can be provided by the organization to the employee. It is the steadiness of the employment. It is positive when the employee feels that he has reasonable chances of working under the condition of company stability.

- **Production Incentives**: Incentive is to increase production and to serve the economic needs of the employees. To get the incentives, the employee must be a skilled person. Higher the productive skills, higher the incentives. Simply saying, an incentive is a difference between the extra efforts they put in and extra benefit they get it.

- **Work Environment**: The condition under which a person works is considered as the working conditions. For an employee, the working condition must be safe and secure and pleasant.

- **Communication:** Communication is defined as the "the Transference and understanding of meaning". It is a tool to express the ideas, opinion, messages etc. It acts as a bridge between the communicator and listener. The communication will be effective and perfect only if the listener understood the message communicated by the speaker exactly by using this bridge.

- **Trust:** because of workplace uncertainty in the years following the great Recession, employees indicated that trust between themselves and senior management was another highly important satisfaction factor.

According to Kalleberg (1977), recognition is related with the employee's desire, and it satisfies employees. It shows what an employee wants after performing a certain task. According to Gerald & Dorothee (2004), rewards are very strongly correlated with job satisfaction (Javed et al., 2012). Promotion can be used as an incentive tool. It is a way of

rewarding the employees for meeting the organizational goals thus it serves as a means of synchronizing organizational goals with personal goals (Lazea& Rosen, 1981). According to Rosen (1982) the deciding factor for the position of any individual in the hierarchy is his/her talent, higher the level of talent in any individual higher will be his position in the hierarchy. Human resource policies should be able to keep the right balance among organizational staff, build moral, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance (Barbeito, 2004). In this way, they promote positive work attitudes and behavior among employees.

As supervisors are agents of the organization, measuring perceived supervisor support allows employers to take corrective action to ensure that employees view supervisors favorably and create stronger organizational connections (Eisenberger et al., 2002). Training is the systematic process of providing an opportunity to learn skills and attitudes for current or future jobs (Blanchard & Thacker, 2013). Providing employees with specific training opportunities to enable them to perform their tasks with enhanced knowledge and skills may promote job satisfaction According to Merilee (1997), training helps employees improve their productivity and to increase their job satisfaction.

Compensation is everything received by employees as a reward for its contribution to company or organization. Compensation is everything that employees receive as a reward for their work Ardana (2012). Compensation is also explained as rewards and can be defined as any form of reward given to employees for contributions, they provide to organization. Pangga bean (2004)

2.1.4 Importance of Job Satisfaction

The following are the effect of job satisfaction on employee performance. High Productivity, Low Turn Over, Less Absenteeism and Loyalty.

- **Satisfaction and Productivity**: According to Cornell, "A satisfied worker is a productive

worker". Out of this study, he concludes that if the needs of the worker like pay, promotion etc., are satisfied in his job, he will be a productive worker. He will be motivated to work out of his needs are satisfied and production would be increased. Lawrence and Porter have developed a model suggesting that "Productivity leads to jobs satisfaction"

- **Satisfaction and Absenteeism and Turnover**: The study conducted by C.Rost and Alwin F.Aander explains that satisfied worker will stay in the same job for a long time. The worker will satisfy when his needs are satisfied. Satisfying the needs of the worker can reduce the labor turnover and absenteeism.

- **Loyalty:** When employees feel the company has their best interest at heart, they often support its mission and work hard to help achieve its objectives and become having sense of ownership and also may they be more likely to tell their friends, which helps spread goodwill of the company.

2.1.5 Theories on Job Satisfaction

1. Affect Theory: Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in apposition with little autonomy compared to employee B. This theory also states that too much of a facet will produce stronger feelings of dissatisfaction among the worker.

2. Dispositional Theory: Another well-known job satisfaction theory is the Dispositional Theory It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self- esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/herself) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

3.Two-Factor Theory (Motivator-Hygiene Theory): Frederick Herzberg's two factor Theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation Be an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench, p.133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions, While Hertzberg's model has stimulated much research, and researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Hertzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences,

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conversely predicting all employees will react in an identical Manner to change in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured Motivators

4. Job Characteristics Model: Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.)

2.2 Empirical Literature Review

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

Job satisfaction as an organizational factor has different levels (high and low levels) that are determined by various motivators. Each of these levels illuminates the number of employees' feeling towards their job; and, shows their reaction at workplace. In other words, the high level of job satisfaction would lead to high level of productivity; in contrast, the low level of job satisfaction leads to turnover and absenteeism amongst employees (Wan Ahmad & Abdurrahman, 2015). In continue, the high and low level of job satisfaction will be explained comprehensively According to the impact of organizational motivators (external and internal), the job satisfaction is divided in different levels and each of employees shows various reaction and behavior toward their job and workplace. For instance, the employees who have inconvenient situation and are influenced by negative motivators show abnormal behavior at organization. These

behaviors include turnover, low productivity, slowness, and absenteeism. At especially they can be very threatening for educational organization (Noordin & Jusoff, 2009). Due to this issue, Wegge, Schmidt, Parkes, and Dick (2007) explained that low level of job satisfaction is an important pointer for negative Performances such as absence and return intentions. In this inacceptable situation, employee tries to separate from other employees and the work environment (Tella, Ayeni, &Popoola, 2007; Ahmad, Ahmad, & Ali Shah, 2010).

Several research studies indicate that rewards such as recognition and other rewards are important for job satisfaction (Darling et al., 1997; Nelson, 2005). Based on a survey of 200,000 employees, Go stick and Elton (2007) conclude that if employee recognition is conducted properly, it can increase profitability and customer service levels, and heighten employee engagement and satisfaction. Nelson (2005) concludes that recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the "extra mile"), and decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty).

Daniels (1999) concludes that quality and productivity are enhanced when supervisors simply increased their daily frequency of contingent positive reinforcement. Employees benefits from positive reinforcement and recognition from peers and/or management. Recognition can motivate, helping to build feelings of confidence and satisfaction (Keller, 1999) and inspire loyalty and commitment, as well as encouraging employees to extend their efforts (Robbins & Judge, 2008).

There are many ways employees can be recognized or appreciated. Recognition can include letters or postcards ("Thanks! You Made A Difference" Award), memory items (a plaque or mug) that last longer than cash, nonmonetary awards that have trophy value, lunch with managers/supervisors, a picture displayed in a prominent place, having a room or hallway named after the employee, posting names (employee of the week or month) in

the organization's notice board or website, a video rental certificate, a coffee card, an event ticket, or a candy bar (Darling et al., 1997; Nelson, 2005; University of Iowa,2009).

These informal rewards require minimal planning, efforts or expense (Darling et al., 1997; Gostick and Elton, 2007) and can be given for a number of reasons including recognition for a job well done a birthday, a service anniversary, a special favor, completing an unpleasant task, or saving the company time or money (Darling et al., 1997). Effective recognition measures can also include verbal and written praise, public praise, and symbolic gestures by managers (Nelson & Spritzer, 2002). Recognition efforts that are timely, sincere, and personal can serve as a major means of satisfaction to employees.

Nelson and Spitzer (2003) state that managers need to be in constant contact with the employees if they are to determine what they most value and then find ways to act systematically on those desired forms of recognition and rewards as they perform well. This suggests that managers need to vary the forms of recognition, adding new things, experimenting with them, and eliminating others that have run their course and are no longer satisfying to employees. If managers are timely, sincere, and specific in thanking employees when they have done good work, it will maintain credibility in the recognition process.

2.3 Conceptual Framework

Conceptual framework provides a foundation for focusing on specific variables for the study. These variables are based on the literature reviewed on job satisfaction. Job Satisfaction is influence by factors such as promotion, recognition, company policy, safety and security, relationship with supervisor, compensation and training opportunity. The conceptual framework of the study is as follows: -

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Independent Variables   Dependent Variable

```
┌─────────────────────────┐
│       Recognition       │
└─────────────────────────┘

┌─────────────────────────┐
│        Promotion        │
└─────────────────────────┘

┌─────────────────────────┐
│   Training Opportunity  │
└─────────────────────────┘                ┌──────────────────────────────┐
                                           │  Employee Job Satisfaction   │
┌─────────────────────────┐                └──────────────────────────────┘
│      Company Policy     │
└─────────────────────────┘

┌─────────────────────────┐
│    Safety and Security  │
└─────────────────────────┘

┌─────────────────────────┐
│    Relationship with    │
│       Supervisors       │
└─────────────────────────┘

┌─────────────────────────┐
│       Compensation      │
└─────────────────────────┘
```
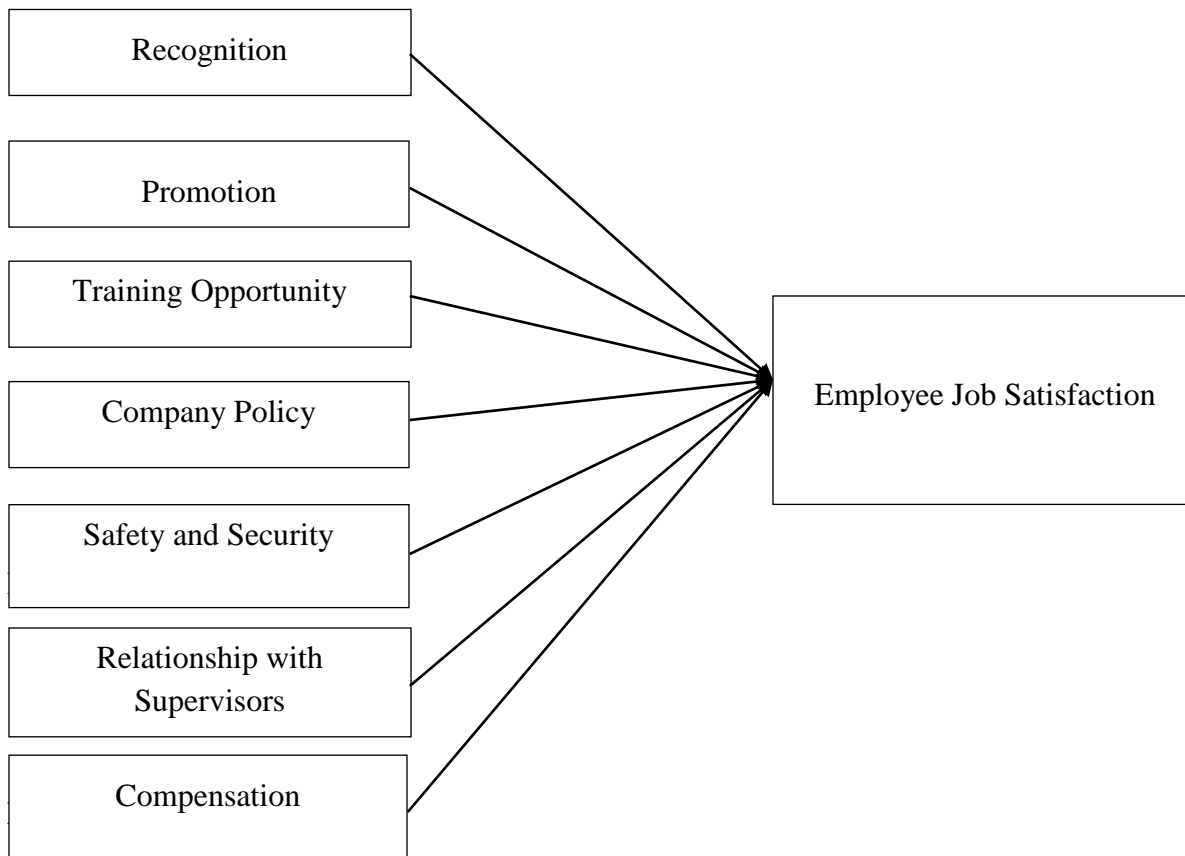
2. 1. Conceptual framework

Source: Adopted from Ferreira T.S., (2017) reconstructed by the researcher

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

This chapter describes the methodology used for the study. The main issues discussed here are the research design, research population, sample size and sampling technique, source of data and data collection tools were used and data analysis methods.

3.1 Research Design and Approach

3.1.1 Research Design

Saunders et al., 2007 defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blueprint for the collection, measurement and analysis of data.

The study used descriptive and explanatory research design that sought to investigate the factors affecting job satisfaction in Ethio Telecom Back office department. The purpose of descriptive research is to describe characteristics of objects, people, groups, organizations, or environments. In other words, descriptive research tries to paint a picture of a given situation by addressing who, what, when, where, and how questions (Zikmund, 2003).

To accomplish the study objective and to answer the stated research question, descriptive and inferential statistics are employed. Descriptive statistics is used to compute frequency, percentage, mean and standard deviation. Inferential statistics such as correlation and regression are also applied to identify the relationship between satisfaction factors and their effects on Ethio Telecom Back office department employees.

3.1.2 Research Approach

A mixed research data type was favored over purely qualitative or quantitative because this mixed research method permits the researcher to easily get information from both qualitative and quantitative data for a better understanding of the problems. So, to conduct the research a mixed method of qualitative (the data generated from interviews with open-ended questions) and quantitative (a survey with a questionnaire) approaches were applied to this study.

3.2 Population, Sample Size and Sampling Technique

3.2.1 Population of the study

According to Sekaran (2003), populations refer to the entire group of people, events, or things of interest that can be a focus for the researcher to investigate the population of the study is all Back-office staffs who work in Ethio Telecom, Back office Department in Addis Ababa. Because of the geographic and time constraints, those employees working outside Addis Ababa were not considered in this study.

3.2.2 Sample Size

The population/ sampling frame of the study is all Back-office division staffs who are working in Ethio Telecom Back office department due to the number of employees' in the department is manageable and also to increase the reliability of the finding Census approach was used. Currently 358 staffs are working under Back office department division who are found in Addis Ababa.

3.2.3 Sampling Technique

Census approach were used to measure the level of satisfaction and to identify the major factors contributed for job satisfaction an open ended Interview also used with HR manager and benefit and compensation director in order to make a balance between the

information gathered from different Respondents through questionnaire with the company's existing practice .An English version of questionnaire were developed because all staffs are a holder of at least a BA degree.

The questionnaire is developed based on literature from various scholars about factors that affect employee job satisfaction of Ethio Telecom Back Office Department employees, and it is divided into four sections: The first part contained statements regarding demographic characteristics of the respondent. The second part looked at intrinsic and extrinsic factors that contributes to the job satisfaction of Back office Department employees, finally employees job satisfaction were assessed .The second and the third sections consists of questions with five multiple choice To measure the satisfaction level a 5 point scale has been used which is denoted by 1=SD (Strongly Disagree), 2=D(Disagree), 3=N (Neutral), 4= (Agree) and 5=SA(Strongly Agree)

3.3 Source of Data and Data Collection Instruments

In order to answer the raised research questions, both primary and secondary data sources were used for the study. The primary data is used because it gives a firsthand data and it enables the researcher to have a deep insight about the problem it was collected from the field survey using questionnaires; the questionnaire is adopted from Minnesota questionnaire (MSQ) and modified by the researcher in order to harmonize with the research requirement. After identifying the problem from the questionnaire an open - ended interview-question was designed to collect primary data with HR Director and Benefit and compensation director to make the balance between the problem and company's current practice. Questionnaires were distributed to all Back-office department employees. Secondary data were obtained through the analysis of various documents relevant for the study. It includes reports, historical records and Company websites which provide baseline information for the study.

3.4 Data Collection Procedures

The data were gathered using a structured questionnaire and using open ended interview with HR manager and benefit and compensation director and collected personally by the researcher. Census method was used to collect the data from Back office department employees. Therefore, after having a list of all Back office employees the researcher distributes the questionnaire for all staffs Then the questionnaires were filled by the responsible persons Moreover, the researchers were told the respondents the time of delivering the response at their earliest convenience; here the time was two weeks.

Two weeks later the researcher checks for response and start collecting the questionnaire as per the stated time by going to the offices of the respondents. and for the interview session the schedule was arranged as per HR manager and benefit and compensation director convenience day and time, the questions were raised after letting the interviewee know that it is for the Academicals purpose and will totally be confidential.

3.5 Data Analysis Method

According to Sarantakis (1998), the analysis of data allows the researcher to organize data collected during the study in order to assess and evaluate the findings and to arrive at some valid, reasonable and relevant conclusion.

The study employed descriptive statistics method in order to measure the relation between variables (dependent and independent). Statistical instrument used for the research analysis are inferential statistics, specifically correlation matrix and multiple regression analysis. According to Cooper & Schindler (2009), the method allows are searcher to digest and understand large quantities of data and effectively communicate their importance aspects in a research study. The Data analyzed using Statistical Package for Social Sciences (SPSS) version 20.0 which is a software tool for data analysis.

3.7 Ethical Issues / Considerations

Before the research conducted, the researcher informed the participants of the study about the objectives of the study, and consciously considers ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher considered these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

The ethical issues which were addressed are the following:

- The objectives of the study are clearly stated in the questionnaires and the participants are informed about those objectives.
- The interviewees took part in the study on voluntarily basis. They also have the right to withdraw from the study any time they want to.
- The study was conducted in such a way that it would not interfere with the business activities of the study sites.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

This chapter presents the major findings and analysis of the data gathered from the respondents of Ethio Telecom back office staffs. The data collection had taken place between Feb 8 to Feb 21 ,2019 The data were gathered by using a structured questionnaire and contain closed ended questions based on five-point Likert scale to measure factors affecting employee's job satisfaction.

Based on the census conducted, 358 questionnaires were distributed, and 313 questionnaires were collected. Due to the incompleteness of data 45 questionnaires had to be discarded and finally, 313 questionnaires were considered for the data analysis. The analysis involves the use of a variety of statistical procedures including basic descriptive statistics and in order to substantiate the relationship between the independent and the dependent variables, correlation and multiple regression analysis were conducted by using SPSS 20.0.

4.1 Descriptive Analysis

4.1.1 Background Information of Respondents

The profile of back office employees working in Ethio Telecom are summarized by the following table.

Table 4. 1. Demographic Characteristics of Back Office Employees

Variables	Description	Frequency	Percentage
Gender	Male	145	46.3
	Female	168	53.7
Age	Less than 25 years old	4	1.3
	25 - 35 years old	238	76.0
	35 - 45 years old	62	19.8
	45 - 55 years old	9	2.9
Education	Diploma	5	1.6
	Bachelor's degree	244	78.0
	Master's Degree	64	20.4
General Work Experience	Less than 5 years	52	16.6
	5 - 10 years	144	46
	10 - 15 years	85	27.2
	15 - 20 years	28	8.9
	20 -25 years	2	6
	Greater than 25 years	2	6
Experience as a person in back office department	Less than 5 years	194	62
	5 - 10 years	88	28.1
	10 - 15 years	15	4.8
	15 – 20 years	10	3.2
	20 – 25 years	4	1.3
	Greater than 25 years	2	6

Source: - Survey Result (2019)

As Table 4.1 depicts the gender distribution of respondents was dominated by Female 53.7%, which shows that the higher proportions of the employees of back office areFemale. There have been many investigations into the relationship between age and different forms of job satisfaction. Significant variations across age are commonly found, with older employees tending to report higher satisfaction than younger ones (Doering,

Rhodes & Schuster, 1983; Glenn, Taylor & Weaver, 1977; Warr, 1992). Observed age differences in overall job satisfaction are greater than those associated with gender, education, ethnic background or income (Clark, 1993; Weaver, 1980) Female dominate working environment may not be the problem aswell as both genders are treated equally.

With regards to age distribution, most respondents (76 %) were in the age category of 25 –35 years old followed by the age group 35 – 45 with 19.8 %. There were 4 people in the age less than 25 years and 9 persons above 45 years. This indicates the young age groups are predominant working as back office department staffs in the company. Debra Hunter's (2007) study confirms existing research that older employees have higher levels of job satisfaction when compared to younger employees in a business environment. As older workers approach retirement they tend to place less importance on salary and promotions. They rather focus on the quality of their work. On the other hand, younger workers tend to link the quantity of work to the amount of compensation they receive. Dominant age group in Ethio Telecom back office department is the younger workers and since these groups are more satisfied by specific intrinsic and extrinsic satisfaction factors there must be accommodative satisfaction factors otherwise, they are likely to consider another company's offer.

Data of Educational qualification of respondents also shows that, most of them (78 %) are BA Degree holders whereas 20.4 % of the employees are Masters' Degree holders. A worker's education level strongly influences the level of his or her job expectations. These expectations focus largely on the worker's sense of personal fulfillment from his or her job. This sense of fulfillment apparently is derived from the perception that the worker's opportunities and it's the company's responsibility to makes feel the workers are having the perceived opportunity on each level of their working environments.

As presented in Table 4.1, when general work experience of respondents assessed, 46 % of respondents have 5 – 10 years of work experience, 27.2 % of them are worked from 10 – 15 years, 8.9 % of respondents have 15 – 20 years of experience, 6% of respondents have 20 - 25 years of experience and 6 % respondents have greater than 25 years of work

experience. The majorities (62%) of the respondents have less than 5 years of experience as a person in back office department employee. 28.1 % of them have 5 – 10 years and 4.8 % have 10 – 15 years of experience respectively. (Table 4.1).There is many variables that employees must consider in deciding to stay within their company (Popoola, 2007). The opportunity to advance plays an important role in an employee's length of employment if an employee feels they cannot achieve a higher level; they are more likely to consider another company's offer. Gray and Phillips (1994) indicate that turnover rates tend to be high in the first year of service and remain high, or even rise during the second year of service before declining. The company should practice advancement in order to satisfy employees in every age of their experience.

4.1.2 Descriptive Statistics of the Variables

To come up with the scores of the variable, items under each dimension's Level of satisfaction ranking is analyzed based on the following criteria of 'Satisfaction Designed by Best (1977: 174)The score between 1.00-1.80 mean lowest satisfaction (Lowest) the score between 1.81-2.61 mean low satisfaction (Low) the score between 2.62-3.41 mean average satisfaction (Average) the score between 3.42-4.21 mean good satisfaction (High) the score between 4.22- 5.00 mean very good satisfaction (Highest).

Table 4. 2. Descriptive Statistics that Measures Level of Satisfaction

Factors		Very Happy (1)	Unhappy (2)	Neither happy nor unhappy (3)	Happy (4)	Very Happy (5)	Total	Mean
		Level of Satisfaction						
Recognition	F	16	41	91	122	43	313	3.40
Promotion	F	26	95	91	84	17	313	2.93
Training Opportunity	F	33	63	58	138	21	313	3.28
Company Policy	F	15	18	125	131	24	313	3.41
Safety and Security	F	21	93	89	80	30	313	3.03
Relationship with Supervisor	F	5	57	41	151	59	313	3.24
Compensation	F	32	129	47	86	19	313	2.91
Aggregate								**3.17**

Source: Survey data (2019)

As table 4.2 depicted Based on the mean value the study sought to establish the level of employees' job satisfaction using each variables Mean value.

Satisfaction Level on Recognition

In terms of level on Recognition in Ethio Telecom back office, the study found that 91 respondent's perceived recognition to be "Neutral". About 122 respondents perceived it "happy", while 41 respondents' perceived recognition as "unhappy". 41 respondents rated the recognition as "very unhappy" and "very happy" 43. At last, the mean score is 3.40, so as recognition is concerned employees are "neither happy nor unhappy". Looking at the employees mean score of 3.40, we can see that recognition influence job satisfaction in Ethio Telecom back office

Satisfaction Level on Promotion

In terms of level on promotion in Ethio Telecom back office, the study found that 91 respondents perceived promotion to be "neither happy or unhappy", 84 of the

respondents perceived the promotion to be "happy "and 95 respondents perceived promotion to be "unhappy". 26 and 17 of the respondents rated the promotion as "very unhappy" and "very happy" respectively. At last, the mean score is 2.93, so promotion is "somewhat unhappy". According to a mean score of 2.93, we can see that promotion influences job satisfaction in Ethio Telecom back office.

Satisfaction Level on Training Opportunity

In terms of level about Training opportunity in Ethio Telecom back office, the study found that 58 respondents perceived Training Opportunity to be "neither happy nor unhappy", 138 respondents perceived the training opportunity to be "happy", while 63 respondents perceived training opportunity as "unhappy".33 respondents rated the training opportunity as "very unhappy" and 21 respondents are "very happy". Finally, the mean score is 3.28, so the training opportunity is "neither happy nor unhappy". According to the mean score of 3.28, we can see that training opportunity influences job satisfaction in Ethio Telecom back office.

Satisfaction Level on Company Policy

In terms of level on company policy in Ethio Telecom back office, the study found that 125 respondents perceived company policy to be "neither happy or unhappy", 131 respondents perceived the company policy to be "happy "and 18 respondents "unhappy". 15 respondents rated the company policy "very unhappy" and 24 respondents were "very happy". At last, the mean score is 3.41, so the company policy is "Neither happy nor unhappy". According to a mean score of 3.41, we can see that company policy influences job satisfaction in Ethio Telecom back office.

Satisfaction Level on Job Safety and Security

In terms of level on job safety and security in Ethio Telecom back office, the study found that 89 respondents perceived job safety and security to be "Neither happy nor unhappy", 80 respondents perceived job safety and security to be "happy", while 93 respondents perceived job safety and security as "unhappy". 21 respondents rated job security as"very

unhappy" and 30 respondents were "very happy". Finally, the mean score is 3.03, so job safety and security in Ethio Telecom back office is "Neither happy nor unhappy". According to the mean score of 3.03, we can see that job safety and security influences job satisfaction Ethio Telecom back office.

Level on Relationship with supervisor

In terms of level on relationship with supervisor in Ethio Telecom back office, the study found that 41 respondents perceived relationship with supervisor in Ethio Telecom back office to be "neither happy nor unhappy" 151 respondents' perceived relationship with supervisor as to be "happy", while 57 respondents perceived as "unhappy". 5 respondents rated as "very unhappy" and 59 rated it as "very happy". Finally, the mean score is 3.24, so relationship with supervisor in Ethio Telecom back office is "neither happy nor unhappy". According to the mean score of 3.24, we can see that relationship with supervisor influences job satisfaction Ethio Telecom back office.

Satisfaction Level on Compensation

In terms of level on Compensation in Ethio Telecom back office, the study found that 47 respondents perceived compensation to be "neither happy or unhappy", 88 respondents perceived to be "happy "and 129 respondents "unhappy". 32 respondents rated the compensation as "very unhappy" and 19 respondents were "very happy". At last, the mean score is 2.91, so the compensation is "somewhat unhappy". According to a mean score of 2.91, we can see that compensation influences job satisfaction in Ethio Telecom back office.

In general, the aggregate mean value of back office employees' job satisfaction is3.17. This value is the reflection of the levels of satisfaction factors. Even if the company has different packages for satisfaction of all employee, this finding revealed that the satisfaction of employee is not that much higher, and it is on average status.

4.2. Inferential Analysis

Inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable. (Sekaran 2000).

4.2.1. Pearson Correlation Analysis

Correlation analysis deal with relationships among variables and helps to gain insight into the direction and strength of relation between the variables. Correlation coefficients take values between -1 and 1 ranging from being negatively correlated (1) to uncorrelated (0) to positively correlate (+1). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation (Gogtay & Thatte, 2017). According to Asuero (2006) a correlation result which is zero indicates zero correlation, a result between 0.1 to 0.29 indicates a little correlation among variables, a result from 0.3 to 0.49 shows low correlation between variables, a result which is between 0.5 to 0.69 shows a moderate correlation, a result from 0.7 to 0.89 indicates high correlation among variables and a result from 0.9 to 1 indicates very high correlation between variables.

Table 4.3. Correlation of Job Satisfaction Factors and Employees Job Satisfaction

Correlations								
Variable	1	2	3	4	5	6	7	8
1 Recognition	1							
2 Promotion	.608**	1						
3 Training opportunity	.276**	.439**	1					
4 Company policy	.444**	.629**	.682**	1				
5 Safety and Security	.655**	.650**	.437**	.684**	1			
6 Relationship with supervisors	.559**	.539**	.586**	.669**	.648**	1		
7 Compensation	.303**	.602**	.564**	.719**	.550**	.481**	1	
8 Employee job satisfaction	.667**	.721**	.601**	.761**	.723**	.622**	.691**	1
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Survey data (2019)

As per the correlation result as shown in Table 4.3 all items of employee satisfaction dimensions have a positive and statistically significant relationship with back office employees job satisfaction with p-value less than 0.001 although the strength of the relationship varies across different items of employee job satisfaction dimension. The strongest correlation is observed between employee job satisfactions and with promotion, safety and security and company policy with correlation coefficient of 0.721, 0.723, and 0.761 respectively. The lower correlation coefficient identified employee job satisfaction with training opportunity (0.27).

So as, according to the correlation result positive coefficient means that there is a direct relationship between dependent and independent variable. Thus, when satisfaction factors are satisfactory then back office employee satisfaction will be enhanced and the vice versa.

4.2.2 Multiple Regression Analysis

Before applying regression analysis to assess effects of satisfaction factors on employee satisfaction, multicollinearity and linearity test were conducted in order to ensure the appropriateness of data.

4.2.2.1 Multicollinearity Test

In this section the correlation between employee job satisfaction and independent variables; intrinsic satisfaction factors (Recognition, Promotion, and Training Opportunity) and extrinsic satisfaction factors (Company Policy, Safety & Security, Relationship with Supervisors & Compensation) have been presented and analyzed.

Table 4.4. Correlation Matrix

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	RECOGNATION	.454	2.205
	PROMOTION	.411	2.435
	TRRANINGOPP	.475	2.104
	COMPANYPOL	.269	3.711
	SAFETYSECU	.346	2.89
	RELATIONSUP	.412	2.429
	COMPENSATION	.416	2.402
a. Dependent Variable: EJS			

Source: Survey data (2019)

Mu''geArslan, F. and Altuna, O.K (2010) cited that the Variance inflation factor (VIF) value above 10 and a tolerance value below 0.10 pose a multicollinearity problem.

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In this study as table 4.4 shows the collinearity statistics analysis shows VIF value ranges from 2.1 to 3.71 and a tolerance value ranges within the value of 0.27 to 0.47. Therefore, according to this value both VIF and tolerance value indicates that this analysis has no serious multicollinearity problem.

4.2.2.2 Model Fitting

Table 4.5. Model Summary

Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.784	.779	.48345

• Predictors: (Constant), C, R, TO, RS, P, SS, CP
• Dependent Variable: EJS

Source: Survey data (2019)

Table 4.5, the result of the multiple regression analysis shows that the independent variable and dependent variable is given by .784. Additionally, R and R square value of the multiple regressions is given by 0.885 and 0.784 respectively. This is interpreted as 78% of variation of back office employee satisfaction is due to the independent variables, while 22% of variation in back office employee satisfaction can be attributed to other variables which are not considered in this study.

Table 4.6 Analysis of Variance (ANOVA)

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	258.604	7	36.943	158.062	.000ᵇ
	Residual	71.287	305	0.234		
	Total	329.891	312			
a. Dependent Variable: EJS						
b. Predictors: (Constant), C, R, TO, RS, P, SS, CP						

Source: Survey data (2019)

Analysis of variance (ANOVA) has been run and the result as it has been shown in Table 4.6 the model has a large regression sum of squares in comparison to the residual sum of squares. The F-value is also 158.062 with p-value F less than 0.001 and hence independent variables explain dependent variables well.

4.2.2.3 Regression Output of Each Variable

Table 4.7: Multiple Regressions Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.62	0.131		-4.743	.000
R	0.364	0.042	0.339	8.585	.000
P	0.129	0.041	0.129	3.105	0.002
TO	0.14	0.035	0.155	4.018	.000
CP	0.265	0.061	0.223	4.354	.000
SS	0.106	0.045	0.107	2.354	0.019
RS	-0.061	0.044	-0.058	-1.402	0.162
C	0.224	0.04	0.232	5.625	.000

a. Dependent Variable: EJS

Source: Researcher survey finding (2019)

According to Table 4.7, multiple linear regression analysis revealed that all factors recognition, promotion, training opportunity safety and security, company policy and compensation were significantly affect employee satisfaction ($p<0.05$) except Relationship with supervisors have insignificant effect on back office employee satisfaction which have p value of 0.162 ($P >0.05$)

The table also revealed that a variable which have a higher standardize Beta coefficient have a stronger relationship with the dependent variable employee job satisfaction which are Recognition having the highest standardize Beta coefficient (0.339) have the first strongest relationship with back office employees job satisfaction where as Compensation and Company policy ranked as having the second and the third strongest relationship with back office employee job satisfaction with standardize Beta coefficient of (0.232) and (0.223) respectively. Therefore, the three independent variables Recognition, Compensation and Company Policy plays a major role in the job satisfaction of back office employees.

4.2.2.4 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable; employee job satisfaction and the independent variables; Recognition, tanning opportunity, Promotion, Company Policy, Safety & Security, Relationship with Supervisors & Compensation is linear; plots of the regression residuals through SPSS software had been used.
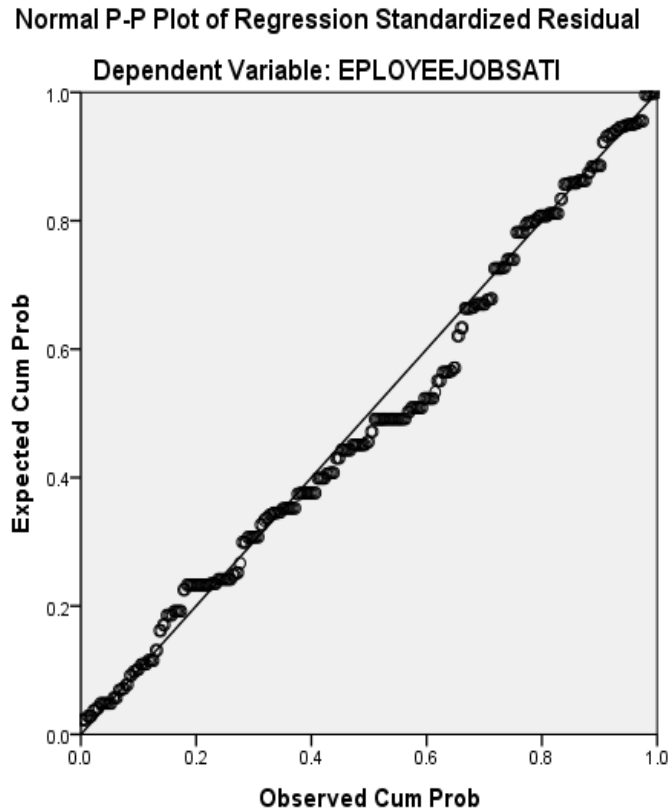
Figure 4. 1 Normal Point Plot of Standardized Residual

Source: Survey data (2019)

As shown in figure 4.1 the scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure 4.1. This result suggests the relationship we are trying to predict is linear. Similarly, the above figure shows the normal distribution of residuals around its mean of zero. Hence the normality assumption is fulfilled as required based on the above figure, it is possible to conclude that the inferences that the researcher will made about the population parameter from the sample is somewhat valid.

4.3 Discussion of Results

The study evaluated using questionnaire with questions tailored towards assessing the factors affection employees' job satisfaction in Ethio Telecom back office division. All the seven hypotheses were subjected to statistical test and regression analysis was used to test all hypotheses.

H1. Recognition has significant and positive impact on the satisfaction of Ethio Telecom back office department.

This study found out that recognition has significant and positive relationship with Ethio Telecom back office employees. The standardize Beta coefficient of the two variables (recognition and employee job satisfaction) is 0.339 at 0.000 significance level. This shows recognition has a positive and significant relationship with back office employee job satisfaction. Research showing that employees are satisfied by the appraisal and recognition of their results. In line with the research done by (Childs, 2005) Recognition ranks as one of the most powerful way for satisfaction and plays a key role in effective reward practices. Therefore, employers must realize that recognition for work done can have positive effects on job satisfaction and that employees should be recognized for the work they did. Therefore, the hypothesis that recognition has a significant and positive influence on back office employees' job satisfaction has been accepted.

H2. Promotion has significant and positive impact on satisfaction of Ethio Telecom Back office department

The study also found out that promotion has significant relationship with back office employees' job satisfaction. The standardize Beta coefficient of the two variables (promotion and employee job satisfaction) is 0.129 at 0.002 significance level. This shows promotion has a positive and significant relationship with back office employees' job satisfaction and this makes employees to view promotion as an important variable.

Pergamit and Veum (1989) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from employee's satisfaction in job, promotion can be one of the factors that an employee can see as an aspect of job satisfaction. When employees perceive that there are golden chances for promotion, they feel satisfied for the respective place in the organization (De Souza, 2002)Since, calculated p-value 0.002 is less than alpha 0.05 the researcher accepts the hypothesis. Therefore, Promotion significant and positive impact on back office employees' job satisfaction.

H3. Company polices have significant and positive impact on satisfaction of Ethio Telecom Back office department

Company policies are considered as one of the major determinant satisfaction factors in any business enterprise. In this study, the standard beta coefficient of company policy is 0.223 with an important sig. level (p=.000) in explaining back office employee job satisfaction. The result also consistence with the result from (Memon, 2010) appropriate company policy increases job satisfaction and hard work among employees within an organization hence increasing job satisfaction and productivity among workers. Hence, this variable has to be considered as one of the major determinants of back office employee job satisfaction in the company. Therefore, company policy (H3) has a significant and positive influence on back office employees' job satisfaction has been accepted.

H4. Safety and security have significant and positive impact on satisfaction of Ethio Telecom Back office department

The standardize beta coefficient of Safety & Security and employee job satisfaction is 0.107 at 0.019 significance level. This shows Safety & Security has a positive and significant relationship with back office employees' job satisfaction. In line with previous study done by Sousa- Poza and Sousa-Poza (2000) find that job security is an important determinant of job satisfaction across countries. Therefore, the student researcher accepts

the hypothesis that safety & security has significant and positive impact on back office employees' job satisfaction.

H5. Relationship with supervisor increases the job satisfaction of employees in the Ethio Telecom Back office department.

The findings of the survey confirmed that relationship with supervisors has negative and insignificant relationship with back office employees' job satisfaction. The standardize Beta coefficient for relationship with supervisors and back office employee job satisfaction, is. -0.058 at 0.162 significance level which shows that there is a negative and insignificant relationship between them. Since the calculated p value (0.162) is greater than alpha 0.05, the student researcher rejects the hypothesis that relationship with supervisors has a significant and positive impact on back office employees' job satisfaction.

H6. Training opportunity has significant and positive impact on satisfaction of Ethio Telecom Back office department

The study shows that the standardize Beta coefficient of the two variables, training opportunity and back office employees job satisfaction, is 0.155 at 0.000 significance level. This shows that training opportunity has significant and positive impact on back office employee job satisfaction. This is in line with (Kwenin, Muathe&Nzulwa, 2013) the performance of organizations is largely based on people's skills, talents and levels of experience. Due to this, training is fundamental in achieving proficiency and job satisfaction among staffs. Therefore, the student researcher accepts the hypothesis that training opportunity has significant and positive impact on back office employees' job satisfaction.

H7. Compensation has significant and positive impact on satisfaction of Ethio Telecom Back office department

The standardize Beta coefficient of compensation and back office employees job satisfaction is 0.232 at 0.000 significance level. This shows that compensation has significant and positive impact on back office employees' job. This result also consistence with the result from Kathawala, Moore and Elmuti (1990) Salary was found to be one of the prime factors for the job satisfaction of salaried employees of the automobile industry from the results of the survey. Therefore, the student researcher accepts the hypothesis that compensation has significant and positive impact on back office employees' job satisfaction

Finally, as per the result the established regression function is: -

EJS = -0.62 +0.339R+0.129P+0.155TO+0.223CP+0.107SS+0.232C

Where, EJS = Employee Job Satisfaction, R= Recognition, P= Promotion, TO= Training Opportunity, CP=Company Policy, SS= Safety and Security, C= Compensation

4.4 Summary of Hypothesis Result

The following table briefly presented the summary of the overall result of the research hypotheses.

Table 4.8: Result Summary of Hypothesis

Hypothesis	Result	Reason
H1. Recognition has significant and positive impact on the satisfaction of Ethio Telecom Back office department.	Supported	Correlation Result Rho = 0.667 Regression Result β= 0.339, sig. 0.000
H2. Promotion has significant and positive impact on satisfaction of Ethio Telecom Back office department	Supported	Correlation Result Rho = 0.721 Regression Result β= 0.129, sig. 0.002
H3. Company polices have significant and positive impact on satisfaction of Ethio TelecomBack office department .	Supported	Correlation Result Rho = 0.761 Regression Result β= 0.223, sig. 0.000
H4. Safety and security have significant and positive impact on satisfaction of Ethio Telecom Back office department	Supported	Correlation Result Rho = 0.723 Regression Result β= 0.107, sig. 0.019
H5. Relationship with supervisor increases the job satisfaction of employees in the Ethio Telecom Back office department.	Not Supported	Correlation Result Rho = 0.622 Regression Result β= - 0.058, sig. 0.162
H6. Training opportunity has significant and positive impact on satisfaction of Ethio Telecom Back office department	Supported	Correlation Result Rho = 0.601 Regression Result β= 0.155, sig. 0.000
H7. Compensation has significant and positive impact on satisfaction of Ethio Telecom Back office department .	Supported	Correlation Result Rho = 0.691 Regression Result β= 0.232, sig. 0.000

4.5 Interview Result

To answer the second research question the extent in which the organization commitment to meet Back office department employees' job Satisfaction. The researcher used an open-ended interview with Ethio Telecom benefit and compensation director, and HR manager and the below result were found.

The company Ethio Telecom in general is really interested to meet the employee's satisfaction and the Human resource Management specifically. The Human Resources division is structured around in four main functions: Compensation and Benefits, Placement, Human Development and Personnel management and each division have their own contribution in work related to employees' satisfaction.

The Compensation and Benefits department is in charge of designing a compensation and benefits policy for all employees. It is also responsible for implementing this policy as well as regularly improving it in order to guarantee equity and competitiveness. It manages the payroll. The Placement Department oversees designing placement. It is responsible for managing the mobility and the promotions within the company in charge for the regulation of fair selection and promotion. It is also in charge of designing and following all the human resources policies whether they are applied according to the policy or not. Human Development department help employees to achieve their potential and develop their skills, the Human Development department are responsible of the training development plans. It is also in charge of the evaluation of the performance of Ethio Telecom employees. And the Personnel Management department has a transverse mission. It supports the other departments by ensuring the administrative management of the personnel, by providing them with the information required. It also plays a great role towards all employees by keeping them informed, by ensuring a good working climate and by checking that the health and safety policy is respected and each department have their own defined policies and regulation are made based on the existing policy by the HR management and the Labor Union.

The project management office (PMO) is also in charge preparing a meeting platform which is held on semi-annual and annual basis between employees with CEO, Directors and managements of the company to review reports /what has been done, challenges faced and the overall discussion of what is planned to be done in the future and all representative of each department employees will be participated and raised any problem faced, suggestion and the gap identified in implementation of policies higher management reflections and all participant discussion are part of the meeting and issues will be communicated through e mail .there is also a briefing session in each and every department level which is held on weekly basis and designed to eliminate information gap, to discuss on new working procedures and to discuss any work related issues if there are any and issues are escalated for the concerned body for suggestions so employees are really participate in the decision making process as part of the company.

Ethio Telecom provides benefits to its Employees Like100% Medical service benefit for local medical expense coverage and up to $ 25,000 international medical expense and for staff families who are lawful spouse and lawful children below age of 18,70 % of medical expense will be covered. And when female employees of Ethio Telecom give birth, a congratulatory birth card with company logo and a flower gift worth more than birr 500 will be presented by the employee's immediate supervisor. In addition, a gift card of birr 5,000 worth will be given to women employee. When a male employee of Ethio Telecom wife give birth give birth, a congratulatory birth card with company logo and a flower gift worth not more than birr 500 will be presented by the employee's immediate supervisor. In addition, a gift card of birr 3,000 worth will be given. Ethio Telecom also provides benefits to employees in the form of Mobile voice in minutes (750 -2200), data (4GB – Unlimited) SMS (300 – 700) and for fixed voice in pulse (600 -1100) and 3G/4G Dongles (6GB – Unlimited) based on the hierarchical level of employees.

Ethio Telecom have a labor union who stands for the voice of employees. The basic labor union works for the interest and well-being of the company's employees. This becomes a reality through the realization of the social and economic needs of its members by laying out the right strategies that could play an important role in increasing the productivity of

the workforce. Furthermore, the Union strives hard for building strong working relationship between the company and its employees, and successful implementation of the company's mission and vision for guaranteeing industrial peace. The Union also endeavors to enhance the employees' role in the success of the company through discharging their duties and upholding their rights also have 50 % internal share in the regulation of fair selection and promotion when employees are transferred to another position As a result, the company becomes profitable and the employees get the chance to receive rewards for their hard work.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the findings on the factors affecting job satisfaction of Ethio Telecom back office department. The findings are outlined according to specific objectives of the study based on the data collected from the study participants. Accordingly, the findings are summarized, and the conclusions and recommendations are forwarded.

5.1 Summary of Major Findings

The objective of the study was to investigate the factors affecting job satisfaction in Ethio Telecom back office department. The study was guided by the following research questions

1. What is the job satisfaction level of employees in Back office department?
2. To what extent is the organization committed to meet back office department Staff Job Satisfaction?
3. Which factors affect job satisfaction of employees in Ethio Telecom Back office department?
4. Which factors play a major role in affecting employees' job satisfaction in Back office department?

1. The first research question looked at the job satisfaction level of employees in Back office department. The study found that overall perception of employee job satisfaction in Ethio Telecom back office employees based on factors recognition, promotion, training opportunity, company policy, safety and security, relationship with supervisor and compensation. The findings are presented in frequencies and the study found that the average mean is 3.17 the overall level of employees' job satisfaction is "neither happy nor unhappy".

2. The second research question looked at the extent in which the organization commitment to meet Back office department Staffs Job Satisfaction. The study found that the company is really interested to meet employees satisfaction and have different policies in general and HR department specifically who oversee each activity related to employee's satisfaction with a strictly followed regulatory body and also the independent labor union which stands for the fair implementation of employee right

3. The Third research question looked at factors which affect job satisfaction of employees in Ethio Telecom Back office department .the satisfaction factors which are included in the study Recognation, Promotion, Traning opportunity, Safety and Security, Company Policy, Compensation affectes the job satisfaction of Ethio Telecom Back Office department employees.

4. The fourth research question looked at the factors which plays a major role in affecting employees' job satisfaction in Back office department. The study found that the independent variables which have the highest standardized beta coefficient have the strongest relationship with dependent variable job satisfaction which are Recognition, Compensation and Company Policy with standardized Beta coefficient (0.339), (0.232) and (0.223) respectively are found to be the factors which plays a major role in affecting Ethio Telecom back office employees job satisfaction.

5.2 Conclusions

Satisfying employees is an important factor for the wellbeing of a company. It's important to know which factors satisfy employees in a given organization so that the management can put more emphasis on satisfying factors. Organizations will benefit in terms of enhanced understanding of factors that influence employee satisfaction which directly impacts the existence of employees

Based on the standardized values, variables that best explain job satisfaction in back office department are Recognition, Compensation and Company Policy. All these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of back office employees' satisfaction. This study's findings confirm that managers need to pay attention to the most important factors influencing the satisfaction of their companies' employees in order to optimize these factors.

And also based on standardized beta values, variables Promotion,Recognation,Traing Opportunity, Safety and Security, Company Policy and Compensation affect employees' job satisfaction in back office department since these factors are within the controls of the organizational management the company need to pay attention to those factors influencing the satisfaction of the company's employees.

Relationship with supervisors has a negative relation with job satisfaction which implies employees of the department are experiencing a bad relation with their immediate supervisors and it might be due to poor communication,leading,motivation and different character sticks they perceived from their supervisors.

The overall level of back office employee job satisfaction is neither happy nor unhappy. This shows a huge gap needs to be filled by the company. Satisfaction factors Recognition, Promotion, Training Opportunity, and Company Policy, Safety and Security and Compensation are influencing job satisfaction of Ethio Telecom back office employees.

5.3 Recommendations

The following recommendations are made based on the research findings:

- Ethio Telecom's management must realize that recognition for work done can have positive satisfaction effects and recommended that back office employees should be recognized for the work they do.

- The study recommends that the management should take various measures to satisfy back office employees and boost their productivity. These measures can be in the form of well- designed compensation plans and reward systems.

- The company should give different trainings for the supervisors which enables them to widen their knowledge about how to lead, communicate, socialize, and motivate the subordinates under them which in turn contribute for the productivity of employees and in general increases the company's revenue.

- Also, it is recommended that Ethio Telecom management needs to give autonomy for back office employees that enables them to perform better and increase their sense of responsibility to the company. Employees feel more accountable for actions in their job. Furthermore, the company policy should be very accommodative.

- The company thinks the policies related to satisfaction methods are accommodative but when it comes to employees perception towards those policies and implementation there is a gaps which results the average level job satisfaction of the back office department employees which implies there is a huge gap between employee perception on satisfaction policies with the management which needs a check and balance mechanism of implementations to the end whether they are implemented according to the policies or not and employees feeling towards each policies needs to be clarified and policies should be revised accordingly.

5.4. Limitation of the Study

Since every research requires enough time, up to date information, reference materials and finance, the major limitation is lack of accurate data and lack of up to date literature in the study area, in Ethiopia. As a matter of resource constraint, the research is delimited to employees of Ethio Telecom found in Addis Ababa, had it been conducted across county level; the findings might have been different. Thus, future research initiatives can explore by administering large target population all over the country. Moreover, the research would have been more successful if it would consider more variables that measure employee satisfaction than existed variables which affect back office employees job satisfaction.

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Appendix 1-Questionnaire Distributed to Respondents

St Mary's University school of Graduate Studies to the Master of Business Administration.

A Survey on Factors Affecting Job Satisfaction at Ethio Telecom Back Office Department

A Questionnaire filled by Back Office Department employees

Dear Respondents,

This study is conducted as part of a research project which shall be submitted in partial fulfillment of Master of Business Administration. The overall purpose of this study is to examine "**Factors affecting employees Job Satisfaction at Ethio Telecom Back Office Department"**. All information provided through this is used only for academic purpose and to be considered with top confidentiality.

I would like to thank you in advance for your participation. Please do not hesitate to call or mail if you have any doubt on the questions.

Yodit Zewdu Mengesha
Tell 0911519926
Email: yodit.zewdu@ethiotelecom.et

Part I: General Information

The following five questions are concerned with demographic data. Please, indicate your choice by checking the box which describes your demographic characteristics.

1. Sex ☐ Male ☐ Female

2. Age ☐ Less than 25 years old ☐ 45 - 55 years old
☐ 25 - 35 years old ☐ above 55 years old
☐ 35 - 45 years old

3. Education ☐ Diploma ☐ Master's Degree
☐ Bachelor's degree

4. General work experience

☐ Less than 5 years ☐ 15 - 20 years
☐ 5 - 10 years ☐ 20 – 25 years
☐ 10 - 15 years ☐ Greater than 25 years

5. Experience as back office employee

☐ Less than 5 years ☐ 15 - 20 years
☐ 5 - 10 years ☐ 20 – 25 years
☐ 10 - 15 years ☐ Greater than 25 years

Part II – Intrinsic and Extrinsic Factors That Influence Back office department staffs.

Please answer the following questions using a 5-point scale with 1 being "Strongly disagree" and 5 being "Strongly agree".

1 = Strongly disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SD)

1. Intrinsic Factors

Intrinsic factors that influence employee job satisfaction refer to those factors that arise from within the employee. This looks at the employee's inner factors that satisfy them with their job.

Factors	Items	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
Recognition	I feel appreciated when I achieve or complete a task.					
	My manager always thanks me for a job well done.					
	I receive adequate recognition for doing my job well.					
Promotion	I am part of the promotional policy of the company					
	The company has a transparent promotion policy					
	I am encouraged to work harder and get promotions					
Training Opportunity	I can learn new skills for career advancement from different training opportunities which are essential for my tasks.					
	The company provides different training opportunities without any bias					

2. Extrinsic Factors

Extrinsic factors that influence employee job satisfaction are those that are determined by the external surroundings of the employee.

Factors	Items	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
Company Policy	The attitude of the administration is very accommodative in my company.					
	I am proud to work for this company because the company Policy is favorable for its workers.					
	I completely understand the mission of my company.					
Safety and Security	I believe safe working at my workplace.					
	I believe my job is secure.					
	My workplace is in an area where I feel comfortable.					
Relationship with Supervisors	I feel my satisfaction has improved because of the support from my supervisor.					
	I feel satisfied at work because of my relationship with my supervisor.					
	My supervisors are strong and trustworthy leaders.					
Compensation	There is a clear link between the work I am doing and my Compensation.					
	I am satisfied with the remuneration I get compared to my task.					
	I am encouraged to work harder because of my salary.					
	My salary and other compensation packages are good in comparison with others					

Part III: Employees Job Satisfaction

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
I have the chance to do work that is suited to my abilities.					
I am always able to see the do result of the work					
I have every chance to do new and original things my own					

I am responsible for planning my work					

Appendix 2 –Interviews Check List

St Mary's University school of Graduate Studies to the Master of Business Administration.

An interview on Factors Affecting Job Satisfaction of Ethio Telecom Back Office Department

Interview Questions answered by Ethio telecom HR Manager and Compensation and benefit Director

Key Informant Interview (K I I) on company Job satisfaction practice:

Dear madam /Sir,

I would like to thank you in advance for your voluntarism to participate in this interview!

This Interview is especially designed to get feedbacks from the Managerial Level and will be used in order to make balance between the information I gathered from different Respondents on the tittle **Factors Affecting Employee Job Satisfaction In Ethio telecom Back Office Department.**

As part of my project, I would like to gather some information from you which will be used for an academic purpose. The information gathered will be strictly confidential and your name will not be mentioned.

Kindly answer the following questions:

• Interview date_____

• Sex: _

1. Educational level

      1.1. First Degree_____1.2. Master's Degree_____

2. What is your position in the organization now? _____

3. At what level of Management you are working? Top / Director

    _____/supervisor____Middle/ Mgr___or Low/ Direct Level_____

4. How long have you been working in the organization as HR Manager and Benefit and compensation Director? _____

Please provide me with relevant explanations for the below open-ended questions

5. Do you feel that the management is really interested in satisfying the employees? Please Explain:

…………………………………………………………………………………………

6. What types of satisfaction methods are provided to the employees by the organization, and how give some examples?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

7. Does the management involve employees in decision making process in connection to their department? How often?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

8. Regulations for Fair Selection and Promotion

…………………………………………………………………………………………………..

…………………………………………………………………………………………………..

Thank you so much for your time and for providing useful information as requested!

Appendix 3: Result of SPSS

Appendix 3a: Cronbach's Alpha

Reliability

Scale: Recognition

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded	0	.0
	Total	313	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.717	3

Reliability

Scale: Promotion

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in
the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.790	3

Reliability

Scale: Training Opportunity

Case Processing Summary			
		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the
procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.810	2

Reliability

Scale: Company Policy

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.645	3

Reliability

Scale: Safety and security

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.812	3

Reliability

Scale: Relationship with supervisors

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the
procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.838	3

Reliability

Scale: Compensation

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.903	4

Reliability

Scale: Employee Job Satisfaction

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the
   procedure.

Cronbach's Alpha	N of Items
.835	4

Reliability

Overall scale of measuring variables

Case Processing Summary

		N	%
	Valid	313	100.0
Cases	Excluded[a]	0	.0
	Total	313	100.0

a. Listwise deletion based on all variables in the
   procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.920	8

Appendix 3b: back office employee profile

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	145	46.3	46.3	46.3
	Female	168	53.7	53.7	100.0
	Total	313	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years old	4	1.3	1.3	1.3
	25 - 35 years old	238	76.0	76.0	77.3
	35 -45 years old	62	19.8	19.8	97.1
	45 - 35 years old	9	2.9	2.9	100.0
	Total	313	100.0	100.0	

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	5	1.6	1.6	1.6
	Bachelor's degree	244	78.0	78.0	79.6
	Master's Degree	64	20.4	20.4	100.0
	Total	313	100.0	100.0	

General work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	52	16.6	16.6	16.6
	5 - 10 years	144	46.0	46.0	62.6
	10 - 15 years	85	27.2	27.2	89.8
	15 - 20 years	28	8.9	8.9	98.7
	Greater than 25 years	2	.6	.6	99.4
	6.00	2	.6	.6	100.0
	Total	313	100.0	100.0	

Experience in the division					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	194	62.0	62.0	62.0
	5 - 10 years	88	28.1	28.1	90.1
	10 - 15 years	15	4.8	4.8	94.9
	15 - 20 years	10	3.2	3.2	98.1
	20 - 25 years	4	1.3	1.3	99.4
	Greater than 25 years	2	.6	.6	100.0
	Total	313	100.0	100.0	