



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF ON EMPLOYEES JOB SATISFACTION IN
BOLE SUB-CITY WORDA 3 ADMINISTRATION OFFICE**

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SEPTEMBER, 2021
ADDIS ABABA

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BY

FIKERTE MESSAY

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LIST OF ACRONOMYS

HRM Human Resource Management

BSCW₃OA..... Bole sub city woreda 3 office administration

JDI Job Descriptive Index

MSQ..... Minnesota Satisfaction Questionnaire

SPSS Statistical Package for the Social Science

WHOWorld Health Organization

ABSTRACT

This paper investigated the assessment of employee job satisfaction in bole sub-city administration office. The purpose was to examine overall job satisfaction, of the employees. The study was conducted through a field survey, drawing on a sample of 171 employees and 16 managers operating in the office using stratified random sampling and convenience sampling. The research examined job satisfaction factors like supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, salary and benefits, overall satisfaction, and job dissatisfaction. Two different types of questionnaires were used for employees and for managers to collect quantitative data and it was analyzed by using descriptive statistics. The finding indicates that most employees are satisfied with the work relationship (79.90%) and supervision practices (65.9%). On the other hand, employees (40.8%) seem to be dissatisfied with the job safety and health management of the office. It affects employees' satisfaction negatively. The result also indicates that the employees are not satisfied with the training and development opportunity provided. This result (54.3 %) leads to dissatisfaction and decreases the organization competitive capacity. The employees are also dissatisfied with the salary and benefits package of the firms (63.7 %). Dissatisfied employees do not give proper service for clients and no longer stay in the organization. Non- managerial employees' show slightly less satisfaction than managerial professionals. The offices management needs to influence civil service HR to make recent market assessment for paying fair salary and benefit, assess the job safety and health dissatisfaction reasons regularly and take appropriate actions timely, redesign the current training and development process, and threatening each department in balance. Based on the major findings, it is recommended that the office should take corrective measures to address the major causes which makes its employees dissatisfied.

Key words: *job satisfaction, dissatisfaction, job satisfaction factors*

Chapter One

Introduction

1.1. Background of the study

Among all the assets of an organization, human resource is the most significant and precious asset which is essential for healthy operation of all other resources of the organization. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. As Lease (1998) said, it is because that “Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives”.

Employee satisfaction takes one of the basic management concerns in every organization (Hoppock & Splegler, 1938). He understands that job satisfaction is a combination of psychological, physiological and environmental circumstances, causes to say a person; I am satisfied with my job. There are diverse variables that can affect the satisfaction of single worker (Singh, 1963). Employees who are satisfied with their jobs perform better and are less likely to be late or absent than those who are dissatisfied with their jobs. Employees who are more productive and able to stay on the job for extended periods of time are considered to have better job satisfaction. This shows that, assessing employee job satisfaction is very important.

Assessment of employee job satisfaction is also an issue for Ethiopian managers. According to previous research, managers must prioritize giving proper recognition to their employees, developing a proper reward system, increasing employee commitment, ensuring a safe, open, and trusting work environment, and focusing on both intrinsic and extrinsic reward elements to motivate employees. These all are related to employee job satisfaction (Melaku H., 2016).

Another study conducted on “Assessment of job satisfaction among pharmacy professionals in south west of Ethiopia shows that poor salary and poor management might be the major factors for dissatisfaction and consequently migration of health professionals in Ethiopia”(Melaku H., 2016).

Employee satisfaction is critical to any organization's success. A high level of employee satisfaction is linked to a reduced turnover rate. As a result, every organization should make it a top priority to keep people happy in their jobs. As a result, work satisfaction is defined as

matching the appropriate individual to the right job in the right culture and keeping them satisfied.

Employee at Bole sub-city worda 3 administration office (BSCW₃AO) tried to conduct different other research works like employee training assessment and customer satisfaction researches, but to date assessment of employee job satisfaction research is not conducted. As per the discussion held with the human resource unit of (BSCW₃AO) dissatisfaction level has relatively increased and this should be proved by this research work. Purpose of this research is therefore, to research this gap and address the problem.

This study aimed to assess the determinants of job satisfaction through administration office employees. Because of that office are one of the major influencers of a given economy. According to Kent (1961) “administration office is an organization whose principal operation is concerned with the giving of different service in general public like giving identification Card, Marriage Certificates, Micro Finance, Trade License, etc..”. Those service required highly motivation and satisfaction. Thus, the researcher is interested to address the job satisfaction of (BSCW₃AO) employee in general.

1.2. Statement of the Problem

Schultz, Bagraim, Potgieter, Viedge and Werner (2003) suggest that job satisfaction is a collection of attitudes of an employee to various aspects related to their job, such as work nature, work place interaction and relationships, rewards and incentive schemes and personal characteristics. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization(Kamal & Hanif, 2011).

There are several issues that affect job satisfactions such as salaries, benefits, allowance, pension fund, working hours and how they respect on their jobs. Many Human resource departments of companies face the problems of job satisfaction every day(Zhu, 2012). Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism(Singh, 1963). The theoretical framework noted here, are the evidence showing that (BSCW₃AO) has faced problems with regard to employees’ job satisfaction. For instance it is facing employees’ complaint regarding satisfaction related issues. They inform their dissatisfaction to HR personally and raise the issue during

meetings. The office has not conducted a research on employee satisfaction. This study is, therefore initiated to address this problem.

Thus, this study is designed to fill the problem of what factors can determine the satisfaction of employees (BSCW₃AO).

1.3. Research Questions

The following research questions guide this study.

1. What is the level of employees' overall job satisfaction in (BSCW₃AO)?
2. What are the factors that influence employee job satisfaction in (BSCW₃AO)?
3. What measures should be taken to improve or enhance the job satisfaction of employees?

1.4. Objectives of the Study

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

1.4.1. General Objective of the Study

The general objective of this research is the assessment of on employees job satisfaction in bole sub-city administration office in Addis Ababa.

1.4.2. Specific Objectives of the Study

1. To study the overall level of employee job satisfaction in (BSCW₃AO)
2. To describe factors that influence employees' job satisfaction in (BSCW₃AO) employees
3. To determine What measures should be taken to improve or enhance the job satisfaction of employees

1.5. Significance of the Study

This study has many uses for different concerned bodies. It was generating the solution for risen problem by giving information that was necessary to increase Job satisfaction of their employees by focusing on the factors that lead to job satisfaction. In addition, it may help on the improvement of employee performance by ensuring job satisfaction as satisfied employees will

sustain organizational effectiveness and induce long-term success for Addis Ababa city government sectors and serves as an input for the following decision makers;

The findings were the primary response for the researchers' questions. It was also used as a starting point for the primary researcher as a starting point for more investigation in the problem. The findings will help the researchers relate the theories regarding the problem with the real-world practice. This study gives additional knowledge about employment satisfaction and how to overcome the challenges specifically related to Addis Ababa city government sectors for the reader.

Finally, for the organization, it helps them to analyze their strengths and weaknesses. And also, gave the pointer to their employment satisfaction what should be improved and gave additional information that helps them to select the best decision among the alternatives.

1.6. Delimitation/ Scope of the Study

The research was delimited methodologically, conceptually, geographically, capacity of the researcher and timely.

- **Methodologically:** - the research was investigating primary data analysis by gathering data from Bole sub-city worda 3 administration employees. In which 187 employees are selected from all departments randomly and gather secondary data for private sector employees.
- **Conceptually:** - the research was investigating only on employment satisfaction of Addis Ababa city government employees.
- **Geographically:** - the research will be delimited on Bole sub-city worda 3 administration office.
- **Capacity of the researcher;** as researchers are the beginner researchers, the research was delimited with the capacity to analyze and interpret the collected data properly.

1.7. Organization of the Paper

The study will have five separate chapters. The first chapter will have an introduction part includes background of the study, statement of the research problem, objectives of the study, significance of the study, scope and limitation of the study. The second chapter will present

important related literature review, chapter three will have research methodology, and the fourth chapter is about data presentation, analysis and interpretation and finally, the last chapter will contain summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

This chapter composes relevant literature to conduct the study. It includes both theoretical and empirical literature review. First part review theoretical one then on second part about empirical..

2.1.1. Maslow's hierarchy of needs

One of the most well-known motivation theories, Maslow's hierarchy of needs, is credited with laying the groundwork for job satisfaction theory. People aim to satisfy five specific wants in life, according to this theory: physiological requirements, safety requirements, social needs, self-esteem requirements, and self-actualization needs. In this theory it states that the lower needs must be met before the others can be achieved (Mondy R.W., 2016). This theory helped as a good foundation from which initial researchers could advance job satisfaction theories. The theory creates an important influence to recent business life about motivation (Joshi & Joshi, 2009) and it offers organizations to inspire their employees in the point of view that motivated employees estimated to be more satisfied.

2.1.2. Herzberg's two-factor theory

Frederick Herzberg proposed in the late 1950s that job satisfaction has two dimensions: "motivation" and "hygiene." Dissatisfaction job characteristics (hygiene variables) differ from those that affect satisfaction (motivators) in that motivators lead to satisfaction, but their absence may not lead to dissatisfaction. The motivators comprise achievement, recognition, and intrinsic interest in the work itself. The ongoing significance of Herzberg is that there must be some straight link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction (Hackman, Richard & Oldham, 1976)

A. Hygiene factors

Hygiene factors are job structures that correlate to Maslow's lower order of needs, such as policies and procedures, salary, benefits, and working conditions. Refining these factors may lead to a reduction in job dissatisfaction and, as a result, an increase in motivators. Inadequate hygiene variables may result in discontent, but good hygiene elements may not always result in

job satisfaction. The hygiene aspects must be attached first, then the motivators can be added later. Organizations cannot afford to ignore hygiene factors as employees will be generally unhappy and thus likely to pursue other opportunities, while ordinary employees might stay on, and compromise the organization's success(Robbins and Judge, 2007).

B. Motivators factors

According to Herzberg, motivators contain job gratified such as responsibility, self-esteem, growth, and autonomy. These satisfy high order needs and can result in job satisfaction. Conceding employees more responsibility and creativity in their jobs is an example of a motivator which may inspire them to apply more energy and accomplish well(Robbins and Judge, 2007).

2.2. Theories of job satisfaction

Job satisfaction is often observed as a correlation between the perceived rewards that must be received and results truly received in different theories(Singh & Sinha, 2013). Some of the prominent theories that describe the concept of job satisfactions are Content Theories, Process Theories, Situational Theories, Discrepancy Theories, & the Value Theories(Singh & Sinha, 2013).

2.2.1. Situational theories

The Situational Occurrence Theory was developed in 1962. The theory assumed that job satisfaction is determined by two factors (situational characteristics and situational occurrences). Situational characteristics are related to pay, supervision, working conditions, promotional opportunities and company policies that accepted by the employee during his/her employment time. On the other hand, situational occurrences are things that happen later taking a job (job that may be tangible or intangible; positive or negative). The theory generalizes that job satisfaction is a product of both situational factors and situational occurrences(Kaila, 2011).

2.2.2. Discrepancy theory

This theory argues that job satisfaction includes both outcomes one feels he should receive, and perceived outcomes received. It is stated in the following equation form: A= outcomes one feels he should receive; B= perceived outcomes received; A=B Perceived satisfaction; A>B Perceived dissatisfaction and A<B Perceived over satisfaction(Singh & Sinha, 2013).

2.2.3. The value theory

This theory was suggested that job satisfaction happens when the job results or incentive that the employee obtains matches with results that are planned by him (Singh & Sinha, 2013). The concept focuses on any results that people want irrespective of their quality or quantity. Thus, the price attached to the result is more significant. Those who get better outcomes or results get more satisfied and the reverse is also true. The significant contribution of this concept is the difference between the present feature of the job and those that employees want like compensation, learning opportunities, advancement (Taye, 2018).

2.2.4. Content Theories

The Content Theory, suggests that job satisfaction occurs when the employee's need for growth and self-actualization are met by the employee's job (Joshi & Joshi, 2009). The Content Theories focus on identifying specific factors that motivate an employee to work. Hitt, Miller and Colella (2009), Werner (2007), Ivancevich, Konopaske and Matteson (2008), Hellriegel, Slocum and Woodman (1998) state that these theories are often referred to as Needs Theories since it focuses on an employee's personal needs and motives.

The Content Theories are concerned with the types of incentives or goals that an employee strives to attain in order to be satisfied and perform well (Joshi & Joshi, 2009). The Content Theories include the Scientific Management Approach, The Human Relations Approach, Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory and Alderfer's ERG Theory.

2.2.5. Process Theories

Hitt, Miller and Colella (2009) identified the second conceptual group as the Process Theories that attempt to explain job satisfaction by focusing on the cognitive processes in which employees engage to influence the direction, intensity, and persistence of their behavior. Adams and Vroom have become the most prominent theorists within this framework (Worrell, 2004). Ivancevich, Konopaske and Matteson (2008) assert that this theory is concerned with answering the questions of how an employee's behaviors energized, directed, maintained, and stopped.

This theory attempts to identify the relationships among the dynamic variables that make up motivation and the action required to influence behavior and action (Mullins, 2007). This theory of job satisfaction suggests that employees select their behaviors in order to meet their needs

(Peerbhai, 2005). People perceive their job as a series of inputs and outcomes. Inputs are factors such as experience, ability and effort, while outcomes include imperative issues like salary, recognition and opportunity (Worrell, 2004).

2.2.6. Affect Theory

The key principle of Locke's Range of Affect Theory (1976) is that satisfaction is determined by a divergence between what one needs in a job and what one has in a job. Further, the theory states that how much one values a given feature of work. According to this theory the influence of the various features of job satisfaction can be determined if we know the value a person places on a particular work-related outcome. The greater the value placed on each factor, the greater the move in satisfaction changes that will be created. This theory also supports that if too much value is placed on a particular factor; stronger spirits of dissatisfaction will happen (Sherwood et al., 1967).

2.2.7. Expectancy theory

Expectancy theory states that job satisfaction is based on people's opinions about the probability that their effort will lead to performance (expectancy) multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence)(Vroom, 1964). This theory is based on the belief that the amount of effort exerted on a job depends on the expected return and may result in increased pleasure or decreased displeasure, and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. The central principle of expectancy theory is the understanding of individuals' goals and the linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction. This theory recognizes that there is no universal principle that explains people's motivation and is regarded as a contingency model. Understanding what needs a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs(Vroom, 1964).

2.2.8. Equity theory

This theory highlights the contrast of current conditions against some standard by using the relationship between two variables (inputs and outcomes). Inputs are what an individual gives to an exchange, while outcomes signify what an individual gets from an exchange. Equity theory proposes that individuals allocate weights to numerous inputs and outcomes according to their

own insight of comparative importance. Equity theory is a process of job satisfaction that emphasizes on persons' insights of how impartially they are preserved related to others (F. Keifer, 1967). This suggests that, if people notice that their treatment as less satisfactory than that of others with whom they compare themselves, they are likely to be less inspired to achieve well. This theory therefore suggests that people compare the ratio of their outputs to inputs with the ratio of outputs to inputs of others.

2.2.9. Job Characteristic Theory

Hackman and Oldman to clarify features of job satisfaction create Job Characteristic Model (Hackman, Richard & Oldham, 2018). It states that job characteristics are the finest interpreters of job satisfaction since job satisfaction is affected by communication of task characteristics, characteristics of workers and organizational characteristics (Green, 2001). According to Job Characteristic Model, job satisfaction is based on five job characteristics, which are under three psychological states; experienced meaningfulness of the work, experienced responsibility for outcomes of the work, knowledge of the actual results of the work activities. Experienced meaningfulness has three job characteristics; they are skill variety, task identity and task significance. Job characteristic of experienced responsibility is autonomy and job characteristic of knowledge of the actual results is feedback. The most commonly known job characteristic method with the six jobs traits: variety, autonomy, task identity, feedback, dealing with others and friendship opportunities (Atasoy, 2004).

2.2.10. McGregor's Theory X & Theory Y

Douglas McGregor presented Theory X and Theory Y, which holds two different statements consistent to relationships between managers and employees (Mondy R.W., 2016). The main assumption of Theory X is that employees dislike work and have tendency to avoid it. This kind of individuals must be constantly measured and endangered with penalty in order to succeed the anticipated goals. On the other hand, Gerçeker (1998), stated that theory Y is assumed that employees could have self-direction or self-control if he/she is dedicated to the works.

2.3. Determinants of job satisfaction (Variables)

Previous researchers identified a number of determinants that explain why an employee is satisfied or dissatisfied with his work. These determinants can be mainly divided in to two basic categories those connecting to the organization and those linking to the individual characteristics

of the worker himself (Singh, 1963). Supervision, work group, job content, occupational level, specialization, age, gender, working condition, opportunities of promotion, employee morale and reward systems are some of the determinants of job satisfaction (Smith et al., 2020). Job satisfaction will not automatically lead to low absenteeism. Job satisfaction is associated with dissimilar biosocial and behavior variables. The situation of the employee will be good pointer for job satisfaction. Low job satisfaction leads to absenteeism and this low absenteeism increase (Singh, 1963).

2.3.1. Job related factors

A. Salary

Pay is the leading and most important feature of satisfaction for almost each type of employee in public, private, small, medium and large institutions and that reasonable pay system is related with job satisfaction (Rapai & Nicosia, 2017). When a worker is paid well for the services presented to the employer, it displays the worker that their presence in the organization matters (Chiu et al., 2002). The significance of money in employee job satisfaction should not be misjudged subsequently everyone wants money and all employees work so that they can make money (Saeed et al., 2013). The core drive after all of this is nothing but money. So, money and compensation play a significant role in the job satisfaction of the employees. For them, the service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries, which are a great motivator as well as employee job satisfaction.

B. Work environment

According to Kawada & Otsuka (2011) an environment is anything that aids and supports employees to be or to implement in a definite way. It is one of the significant guides of determining their working comfort and their satisfaction. Subsequently it is a fact that employees expend most of their time in an organization, it is very essential for organizations to familiarize and keep suitable working conditions. An organization should deliver its employees with all the required resources and make it probable for the employee to do a job. This will help employees to accomplish tasks effectively and which certainly contribute to job satisfaction. Working conditions have recognized to be a strong effect on the job satisfaction of employees (Saeed et al., 2013).

Additionally, the physical design too, to some extent affects the job satisfaction of employees and that work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction. For them, a healthy work environment and relations motivate the employee to do good, consequently increasing the level of their performance.

C. Supervisor

Employees need supervisors who have a connection with them and who believe them, appreciate them and show impartiality and if the supervisor is offensive the worker is left with no choice but to be dissatisfied with their job (Al-Hussami, 2008).

Encouraging sights of supervisors and the administration, perceived supervisory support, and perceived quality of supervision have positive associations with job satisfaction of employees (Britton, 1997). Subsequently the supervisors are symbolic for the organization, if they are sympathetic and cooperative, employees observe the organization as the same (Emhan et al., 2014).

D. Staff relation

Several studies conducted among healthcare professionals fact to the importance of interpersonal relationships in job satisfaction, and show that they lead to increased patient safety, improved quality of care and greater patient satisfaction. Highly functioning teams have also been shown to offer great support to inexperienced staff. Specifically, within healthcare, there has been a rising need to improve teamwork. Introducing team-building activities has resulted in stronger interpersonal relationships, improved staff communication, understanding and clarity of roles as well as greater job satisfaction.

Humans are social beings; they wish to have positive communication with others. Because most employees spend such a large percentage of their waking time at work, it is rational to hypothesize that the need to have positive relationships with their coworkers should be a shield to job satisfaction (Paoline et al., 2006). Research states that increase in sense of belongingness and coordination among employees and open communication rises the degree of job satisfaction (Rapai & Nicosia, 2017).

E. Job security

Job security defines an employee's personal feelings about the forthcoming security of his/her engagement condition. These feelings are said to vary from individual to individual. These job

security feelings are the consequence of actual practices in the employment marketplace (Emberland & Rundmo, 2010). If employees are satisfied and gratified with the job security they will spontaneously be dedicated to and faithful to their organizations(Lane et al., 2010).

An employee who is satisfied with his /her job security has a tendency to achieve well than the one who is not (Ruvio & Rosenblatt, 1999). When measuring the attractiveness of labor market reforms towards flexible labor market policies, the problem of job insecurity and its effects on job satisfaction are vital to policy makers as low job satisfaction indicates lower productivity(Thomas A Wright et al., 2002).

F. Reward and recognition

Recognition is a process of giving an employee a definite position within an institution(Danish & Usman, 2010). Recognition” is still an important management tool, it is somewhat diverse. Usually, it is a non-financial prize given to employees selectively, in gratitude of high level of conduct or accomplishment that is not dependent on achievement of a given target.

Recognition can be as simple as giving someone response on what they have done right, or just saying “thank-you”. It is about recognizing exertion, commitment and education, even if the consequences were not as planned and it is also about, most important, rejoicing achievements(Milne, 2007).

Incentive’s reward and recognitions are the major factors that influence on employee motivation. As the employees involve in their working activities deliberately for their own sake, then they will feel deep-down inspiration in their actions as their activities will basically be pleasurable and reasonable (Vansteenkiste et al., 2006). Board (2007) says that concrete incentives are effective in increasing performance for tasks not done before, to inspire “thinking smarter” and to support both quality and quantity to reach aims. Boggie (2005) says that poor wage and lack of recognition often leads to a difficult with employee retention.

An employee becomes more faithful to their organization and satisfied when the organization recognizes their work (Yaseen, 2013). Many organizations are lost this very valuable component and yet the cost of practical implementation of this component is very small. Through recognition, employees are being recognized that they are valuable to the organization.

G. Promotion

Promotion refers to advancing in career or career development. There is an agreement among the researchers that job satisfaction is strongly associated to opportunities for promotion (Veum, 1999). The positive relationship between job satisfaction and promotion is dependent on perceived fairness by employees (Sinding & Waldstrom, 2014). Several research findings have described presence of a moderate positive relationship between promotion and job satisfaction (Robinson, 2000).

H. Employee engagement

Organizations that develop high levels of engagement among their employees enjoy increased levels of performance that their competition simply does not (Macey & Schneider, 2008). Engagement and performance are a secondary concern to work that is inferred as meaningful and purpose-driven and eventually, work that stimulates the “engagement of condition.”

The interest in employee engagement for human resource development however lies not solely at the outcome, but rather at the junction between the result and the person’s understanding of their work. As such, learning how to form understandings of work that engage, that form desire, and that are inferred as meaningful are gaining momentum in human resource development (Shuck et al., 2013).

I. Benefits

Benefit refers to any additional advantage an employee receives from his/her employer. Everyone receives wage, but benefits go beyond that and include items such as vacation time, pensions and health insurance coverage.

J. Training

Training and development denote to any exertion to advance present status of future employees’ skills, abilities, and knowledge. Training offers probabilities to employees raise and augments their knowledge and skills for effective development (Ministry of Health, 2011). These training programs positively increase employees’ development that is good for capabilities (Imran & Irfan, 2011). By receiving these training programs employees are capable to get self-confident, development of career, and have positive thought for their organization (Ministry of Health, 2011). The purpose of these training and management programs is to improve employees’ skills and organization potentialities (Imran & Irfan, 2011).

2.3.2. Personal factors

A. Gender

In the literature, there are many studies exploring relationships between gender and job satisfaction. There are diverse outcomes about this matter. Some of them suggest that women are more satisfied than men are; some of them suggest the vice-versa. Because of the fact that men and women have different social parts, their anticipations from job may also be vary.

For example, women give more meaning to working conditions and social relationship, whereas men are more satisfied with some factors such as pay and promotion opportunities. This may be lead to from the difference between expectation levels of each gender, in which expectancy of women are comparatively fewer than men are, so, women can be satisfied with additional(Carson et al., 1991).

B. Age

The other demographic and subjective feature that influences employee job satisfaction is age. Young employees are more probable to reflect resigning their jobs than older employees (Rambur et al., 2003). Further, young employees have well probabilities of finding other chances and jobs with more welfare, mainly if they have good experiences.

In addition, research has found that older employees are more satisfied and have lesser turnover rates in their jobs, and that smaller amount of them has the aim to leave their organizations than younger employees(Miller, 2008).

C. Marital status

Earlier studies have found that marital status impacts employee's job satisfaction and turnover (Ma, Yang, Lee, & Chang, 2009; Rambur, Palumbo, McIntosh, & Mongeon, 2003) Employees who are married may be more satisfied with their jobs, leading to a lower turnover rate.

D. Educational level

Most studies show that as the level of education rises, job satisfaction may decline. Extremely educated employees may be dissatisfied with their work if it needs performing the repetitive jobs(Miller, 2008). Requirements of jobs should be built-in with educational level of employee, or else, if educational level of an employee is so high for requirements of the job, this grounds dissatisfaction (Ersozlu, 2017). Additional cause of dissatisfaction among highly educated people is to have higher levels hope for their job.

E. Work experience

Numerous researchers have revealed a positive influence of years of experience on job satisfaction (Al-Ahmadi, 2002; Almalki et al., 2012; Kacel, Miller, & Norris, 2005; Kavanaugh, Duffy, & Lilly, 2006). The relationship between job satisfaction and demographic variables for healthcare professionals working in a rehabilitation hospital in the United States (Kavanaugh et al., 2006). The aim of the study was to inspect the relation between demographic variables, such as overall experience in the profession, and job satisfaction. The result of the study showed that the number of years of professional experience was commonly linked to healthcare professionals' job satisfaction.

2.4. Benefit of job satisfaction

Job satisfaction is an inevitable concern and a challenge for modern organizations. Employee satisfaction study has many benefits. It can help managers to get better information and know the health of their organization, increase patients' satisfaction, reduce turnover and related training costs, minimize absenteeism, improve communication, and enhance the reputation of an organization & attract employees (Powell & Group, n.d.).

The job satisfaction trend can affect the labor market: it can influence productivity of the job and working conditions can be influenced by it. Diaz & other, 2005 & Spector, 1997, are discuss that employee absenteeism and staff turnover also can be affected by the factors that related with job satisfaction. It is also used as a strong predictor of overall individual employee well-being.

The study of job satisfaction is very significant for managers. It will help to see a room for improvement, to identify the relatively more dissatisfied group, to know the contributing factors for employee satisfaction, and to identify effects of dissatisfied employee attitudes.

Additional feedback can determine the sources of unforeseen productivity difficulties, such as absenteeism, turnover and poor quality of work, and help executive evaluate training needs. A job-satisfaction study is a pointer of the efficiency of organizational reward systems. The above-mentioned reasons clarify how job satisfaction is very important for the organization itself as well as for the employees.

2.5. Effects of low job satisfaction

High turnover of employees, high absenteeism, and tardiness reflect the effects of low job satisfaction. High turnover of employees is an indicator of low job satisfaction but those

employees who have positive job satisfaction generally do not quit. High absenteeism is associated with those who have less job satisfaction are those employees tend to be absent more frequently. The effect of low job satisfaction is lateness. A late employee is one who is frequently late for work (Singh & Pandey, 2013).

A. Turnover:

Most studies show satisfied employees in general have low turn-over rates. Job satisfaction indirectly affects turnover. In fact, job satisfaction is a superior indicator of turnover (Singh, 1963). Every high turnover has great damage for the company. Turnover is correlated with job satisfaction factors like working conditions, supervisions, etc.(Bal & Jong, 2017).

B. Absenteeism:

There is an indirect relationship between absenteeism and satisfaction. Low satisfaction tends to bring about an increase in absenteeism rather than job satisfaction not necessarily led to (Singh, 1963).

C. Stress:

Stress is attributed to different reasons. It can be related to work conditions which include poor management, poor employer-employee relationships, or a poor physical working environment. Stress has the following negative effects like job dissatisfaction, decrease in employee performance, negative energy, poor communication, and reduced productivity and innovation(T. Greener, n.d.).

D. Reward system:

Financial rewards play an important role in influencing job satisfaction in the following two ways. First, money is a primary instrument to get one's desire. Secondly, employee assumes their salaries are directly related with the management's attitude toward him. An employee who assumes he got fair pay (not absolute amount of pay but thinking) will be satisfied in his job and the reverse is true (Singh, 1963; Smith et al., 2020). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to the job satisfaction.

Job satisfaction is related with organizational reward system. When individuals get flexibility and freedom to choose both their benefits and jobs, they will become more satisfied. Therefore, fixable benefit package is more important to increase job satisfaction within the total target plan.

This will help to increase overall satisfaction and benefit satisfaction. This idea was supported by most researchers (Singh, 1963).

The reward approach is highly related with job satisfaction. Example: Salary and compensation directly affect job satisfaction. An employee's positive perception leads to satisfaction. Employees expect fairness as much as possible(Kaila, 2011). The below Satisfiers – dissatisfiers Hertzberg diagram model indicates how job satisfaction can increase.



Figure 2: 1 - Satisfiers – dissatisfiers Hertzberg diagram

2.6. Measurement of job satisfaction

Measuring job satisfaction is not an easy task; however social scientists have developed several techniques that are used to measure job satisfaction. These techniques have significant importance for employers in order to get proper and truthful data about what happens in the work place. Employees' reaction to their jobs has been measured by using the questionnaire, interview, confrontation meeting, the critical incident method, intrinsic & extrinsic job satisfaction(Singh, 1963).

Job descriptive index (JDI) uses some variables like salary, opportunity for growth, work itself, supervision and employee. Minnesota satisfaction questionnaire (MSQ) is used to measure the level of responsibility, opportunity for growth, salary, etc. Pay satisfaction questionnaires (PSQ) also used to measure job satisfaction.

The basic forms of measurement might include an interview, a single-item measure or a workplace observation(Spector, 2009). However, most researchers opt for a more objective and in-depth survey instrument. Worrell (2004) identifies and describes the three most widely cited survey instruments found in the literature as the following(Worrell, 2004):

2.6.1. The Job Satisfaction Survey

The JSS was developed in 1997 by Paul E. Spector to assess employees' attitude about their job and aspects of the job (Prando, 2006). This instrument uses 36 items to measure nine job dimensions, which collectively assess the attitude of the employee and the aspects of the employee's job. These facets include pay, promotion, benefits, supervision, contingent rewards, working environment, co-workers, nature of work, and communication(Worrell, 2004). Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from strongly disagree to strongly agree and questions are written in both directions.

2.6.2. The Job Descriptive Index (JDI)

The JDI was first propagated in 1969 in the Smith, Kendall and Hulin's publication of the Measurement of Satisfaction in Work and Retirement(Spector, 2009). This instrument uses 72 "yes", "no" and "uncertain" questions to measure the reaction to five job dimensions which are, the work itself, pay, promotion, opportunities, and co-workers (Prando, 2006).

The JDI has been widely used and researched for over 40 years and it has become one of the most popular job satisfaction survey instruments(Worrell, 2004). The only limitation of the JDI is that it only has five facets(Spector, 2009). JDI that does not follow its own conceptualization of measuring feelings but asks employees to describe their jobs (Prando, 2006).

2.6.3. The Minnesota Satisfaction Questionnaire (MSQ)

The MSQ which is the second most popular measure of job satisfaction in use was developed in 1967 by Weiss and Associates (Prando, 2006). The MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job(Worrell, 2004). It provides more information on the rewarding aspects of a job rather than more general measures of job satisfaction. The MSQ

has been widely used in studies exploring client vocational needs, in counseling follow-up studies and in generating information about reinforces in jobs(Worrell, 2004).

The benefit of using a standard questionnaire is the fact that it has been tested and used over decades. Creating own questionnaire, we need to start from scratch. MSQ has been designed such that it can easily be understood by anyone who has a lower education level. The instrument measures general job satisfaction levels. The MSQ-short form only takes about very few time to finish.

2.7. Empirical studies review

Job satisfaction can be influenced by different variables. Those are supervision, work conditions, work relationship, communication, and employee job safety, working environment, training and development. Although, Job dissatisfaction may occur due to low salary and benefits(Goetz et al., 2012). Payment difference can also create dissatisfaction in public employees (Candan, 2013).

There are three key dimensions of job satisfactions(Joshi & Joshi, 2009). Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; however, it can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, these employees will have a negative attitude towards their work, boss, and/or co-workers. On the other hand, if employees feel that they are being treated well and are being paid equitably, they are likely to have a positive attitude towards their job.

Thirdly, job satisfaction represents several related attitudes. Schultz, Bagraim, Potgieter, Viedge and Werner (2003) suggest that job satisfaction is a collection of attitudes of an employee to various aspects related to their job, such as work itself, work place interaction and relationships, rewards and incentive schemes and personal characteristics. Tella, Ayeni and Popoola (2007) concur with Schultz, et al. (2003) identifying five job dimensions that represent the most important characteristics of a job about which employees respond to. These are:

2.7.1. Nature of Work and Job Satisfaction

The researchers like Robbins, Odendaal and Roodt, (2006) refers to the extent to which the job provides the individual with interesting tasks, opportunities for learning and personal growth, and the chance to accept responsibility. Wilson (1999) argues that since employees are not universally similar, in interests and efficiency, jobs and workers should be matched in terms of skills and intelligence.

Job design is the factor that improves the quality of the employee's job experience and then on the job performance(Sinding & Waldstrom, 2014). The content of the work itself is a major source of job satisfaction for employees. Researchers recommend using job enlargement where more variety is included into an employee's job by combining specialized tasks of comparable difficulty(Sinding & Waldstrom, 2014).

Variety plays a crucial role in the work environment. Stimulating human minds through diversity of challenges will engage the employee's creative instincts and improve their performance. Job rotation moves employees between two or more jobs in a planned manner where employees are exposed to different experiences and a wider variety of skills to enhance job satisfaction and to cross-train. Conversely, highly repetitive operations have no value, provide little stimulation and lead to psychological fatigue or boredom.

2.7.2. Promotion Opportunities and Job Satisfaction

Robbins, Odendaal and Roodt (2006), define promotional opportunities as the chances of advancement in the organization. This includes opportunities for lateral movement and growth. Promotion opportunities seem to have a varying effect on job satisfaction as they take on different forms. The reward by promotion can be explained by McClelland's theory for achievement and by Maslow's theory of an individual's need for self-esteem and self-actualization (Peerbhai, 2005). One of the four top factors identified as contributing to job satisfaction was the opportunity to grow.

Carrell, Elbert, Hatfield, Grobler, Marx and van der Schyf (1999) states, the opportunity for promotion is an important determinant of job satisfaction as it provides the platform to advance and learn new skills. Promotion has different impacts on job satisfaction because there are many

types of promotions with varying rewards, for example, a promotion that comes with a 10% increase is not as satisfying as a promotion that comes with a 20% increase (Joshi & Joshi, 2009).

Furthermore, Carrell, (1999) suggest that employees promoted on the basis of seniority are less likely to be as satisfied as those promoted on the basis of their job performance. According to Moodley, (2004) in the recent years with the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was

2.7.3. Benefits and Job Satisfaction

Josias (2005) defines pay as the amount of financial remuneration that is received and the degree to which this is viewed as equitable in comparison to that of others in the organization. Money is vital not only in the sense that it helps people attain their basic needs but is of utmost importance in providing upper-level need satisfaction. The issue of whether money is a primary motivator for job satisfaction has been a bone of contention by several authors with differing views. A perceived low salary, which leads to job dissatisfaction, is a main contributor to employee turnover (Greenberg-and-Baron). It is evident from the literature that pay is an essential aspect of job satisfaction. Pay has different meanings to different individuals.

Moodley (2004), states that pay can be an indication of achievement and recognition or alternatively can be viewed as failure. Pay satisfaction is determined by the fairness with which it is distributed, rather than the actual amount of pay (Spector, 2009) . This implies that people who earn lower may be more satisfied with their pay than higher earning individuals.

Consequently, pay satisfaction is influenced by how an individual's salary compares to others in the same job, rather than to people in general (Peerbhai, 2005). Disparity and discrepancies could also lead to dissatisfaction and grievances. Josais (2005) warns that an increase in pay only acts as a short-term motivator and management therefore has to look at other ways to increase the levels of job satisfaction.

2.7.4. Supervision and Job Satisfaction

Certo (2010) define supervision as “the ability of the supervisor to provide emotional, technical assistance and behavioral support to his\her subordinates with work related tasks. Supervision is

another important source of job satisfaction.” Newstrom (2007) emphasizes that a supervisors’ function is to provide a link between the employees and management. Furthermore, the supervisor may impart some vital skills that are required to master the job.

Josias (2005) identifies three dimensions of supervisory style that affect job satisfaction. One is employee centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee. It is commonly manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual and communication with the employee on a personal as well as on an official level.

The second dimension is participation or influence, demonstrated by managers who allow their employees to participate in decisions that affect their own jobs. The third dimension is the employee’s perception of whether they matter to their supervisor and their organization. In most cases this approach leads to higher job satisfaction. It is also important for supervisors to acknowledge and reward good work.

A supervisor can be a source of stress and job dissatisfaction for the employee if he communicates poorly, stirs up conflict, metes out disciplinary action and demonstrates a lack of attention to the well -being of an employee (Certo, 2010). Carrell, et al. (1999) conclude that job satisfaction is considerably improved when supervisors are perceived to be fair, helpful, competent and effective. This includes the supervisor’s skill as a problem solver, coach, trainer and listener. This implies that insensitive, incompetent and uncaring supervisors will have the most negative effect on employee job satisfaction.

2.7.5. The Role of Co-Workers on Job Satisfaction

This is the degree to which fellow employees are technically proficient and socially supportive to one another in that influences job satisfaction (Robbins, Odendaal and Roodt, 2006). McClelland’s theory on the need of affiliation and Maslow’s theory on the need for belonging postulate that an employee’s social needs can be satisfied at work (Peerbhai, 2005). Moodley (2004) suggests that the nature of the work group and friendly, co -operative coworkers will have a major effect on job satisfaction. The work group serves as a source of support, comfort, advice and assistance to the individual employee.

A work group that is enjoyable and pleasant to be in creates positive job satisfaction. Hitt, Miller and Collella (2009) argue that if the work group is unpleasant to be around it will have a negative

effect on job satisfaction. Therefore, a pleasant and cohesive work group leads to a sense of satisfaction, team work and enjoyment.

The work group is also of importance in terms of group harmony and cohesiveness. These factors as highlighted above will impact either positively or negatively towards job satisfaction and may ultimately shape employee performance. According to Joshsua (2008) extensive research conducted on job satisfaction has indicated that personal factors such as employee's needs and aspirations determine this positive attitude along with group and organizational factors.

Moreover, Robbins, Odendaal and Roodt (2006) discuss other job dimensions that influence job satisfaction and are listed as follows:

2.7.6. The Impact of Status and Recognition on Job Satisfaction

Arnolds and Boshoff (2002) promulgate that the relatedness needs focus on an employee's desire to maintain important interpersonal relationships particularly with regards to the employee's social acceptance, belongingness and status desires. Employees want and feel the need to know how well they are doing. Praise is an important type of feedback that helps motivate employees and provides job satisfaction (Certo, 2010). According to Moodley (2004) a causal relationship exists between the types of job an employee has and the status enjoyed.

Josias (2005) states that the limited research which is available suggests that employees who hold higher level jobs experience greater job satisfaction than those who hold lower-level positions. The self-actualization need is the drive to become what one is capable of becoming (Robbins, Odendaal and Roodt, 2006). This includes growth, achieving one's potential and self-fulfillment.

Moodley (2004) proposes two types of utilization namely, qualitative utilization and quantitative utilization. Quantitative utilization refers to the amount of time an employee spends on the job daily, while qualitative utilization refers to the utilization of an employee's potential such as competence, skills and qualifications.

2.7.7. The Significance of Working Environment on Job Satisfaction

An increasingly important issue affecting job satisfaction and efficiency is the work environment and workplace facilities (Mullins, 2007). Josias (2005) demonstrate that employees prefer physical surroundings that are safe, clean, comfortable and with minimum degree of distractions. An inspired workplace will result in a motivated employee thereby increasing the job satisfaction and employee performance (Mullins, 2007). The social work environment deals with relationships at job settings. It includes communication styles, relationship between superiors and subordinates. It also includes relationship among coworkers, the readiness of others to assist and team work.

To achieve a progressive work environment, personal respect for personnel at every level of an establishment is vital in operations. Personal respect in the workplace includes but not limited to such issues as discrimination segregation based on age, gender or racial background, sexual harassment and the role of personal politics in forming workplace relationships.

2.8. Empirical studies review

Employee job satisfaction can be influenced by a variety of factors, as shown in the discussion below.

Supervision and job satisfaction

Support from supervisors and subordinates helps to improve job satisfaction. Shared decision helps in the creation of healthy working environment (Liu et al, 2012). On the other hand a made in Iran showed absence of management support creates stress among nurses (Mosadeghrad, 2013).

Work conditions and job satisfaction

The work condition in an organization can create job satisfaction (Latif, 2013). A German study showed that dentists were satisfied with their job due to its freedom of working method (Goetz et al, 2012). A Japan study revealed highest level of satisfaction in workers where freedom to choose one's method of working, the level of variety in the job and the amount of responsibility were available (Khamlub et al, 2013). A study was conducted in USA show mental factor like autonomy is related with improved nursing job satisfaction (Gausvik, 2015).

Work relationship and job satisfaction

Good relationship with work friends can improve job satisfaction (Lu et al, 2016 ,Saiyadain, 2004). Team work, collaborative practice and good staffs or organizational relations are some of the most important indicators of job satisfaction (Chaudhury, 2016 and Gausvik, 2015). A moderate job satisfaction level due to limited satisfaction with support from supervisors and co-workers (Canadian, 2013).

Communication and job satisfaction

Communication is one of the important indicators of job satisfaction (Chaudhury, 2016). A study made at east Tennessee State University showed the relationship between communication satisfaction and job satisfaction. It was found that communication satisfaction brings high job satisfaction among employees (Sharama, 2015). A communication rich culture shows a healthy working environment. On the other hand a study from Iran shows poor communication at work places related with work related stress (Mosadeghrad, 2013).

Employee job safety and job satisfaction

Unsafe working environment can be created due to job dissatisfaction (Peeler, 2015). Safety and work environment are separated in many places and the lack of health promotion programs like wellness and disease management may lead to low attention paid to employee job safety and health (Hymel et al, 2011).

Working environment and job satisfaction

Working environment includes job security, employee frustration, fair promotion opportunity, stress, etc. Treating employee unethically can lead to stress (Mosadeghrad, 2013 and Zahaj, 2016). Some of the important indicators of job satisfaction were mission statement and recognition (Chaudhury, 2016). Workers who are pleased about their organization was more productive, build conducive environment and good was for the organization (Latif, 2013).

Job dissatisfactions

Dissatisfaction can be created due to different reasons like low salary and benefits (Goetz et al, 2016). Many studies show that in this regard lower level employee is more dissatisfied than

higher level employee (Latif, 2013). Which may create unsafe working environment (Peeler, 2015) Dissatisfied employee can't serve customers in satisfactory manner (Peeler, 2015). Payment difference can also create dissatisfaction in public employees (Candan, 2013).

Stress

Stress can be linked with different variables like, job insecurity staff absence, extreme workload and absence of management support, insufficient pay, shortage in employee workforce and time shortage to accomplish the procedures, poor communication and lack of social support, absence of good working environment (Mosadeghrad, 2013 and Liu et al, 2012).

Absenteeism

Satisfied workers incline are less prone to absence than low satisfied workers (Latif, 2013).

Salary and benefits

Low salary and benefits can create dissatisfaction (Goetz et al, 2016 and Mosadeghrad, 2016). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to the job satisfaction (Dhawan and Roy, 1993; Nazir, 1998; Panda, 2011 as cited in Saiyadain, 2003).

Monetary benefits, incentives and promotion play very significant role to please, keep and invite employees (Latif, 2013). Upper level employee is more satisfied than junior level employees (Latif, 2013). Payment difference among employees with much related jobs can also bring dissatisfaction (Candan, 2013 and Mosadeghrad, 2016).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter covers the research technique, including the research design, demographic and sampling designs, data types and sources of data gathering tools, data gathering techniques, and data analysis methods. It also suggests or demonstrates the study's data gathering techniques' reliability and validity, as well as the study's ethical considerations.

3.1. Research design

The research design used for this study was descriptive in nature. Descriptive research design facilitates the understanding of the characteristics associated with a subject population (Donald R. Cooper, 2011). Descriptive study focuses on telling features of specific individual or group. It concentrates to discovery of facts. It uses sample and make generalization from the analysis. Descriptive research replies to the research questions which are mostly truthful in nature. It answers WH questions like who, what, when (S. Greener & Martelli, 2015). It involved the observation description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within a population using questionnaires. It has a wide, inclusive coverage and involves empirical research. Descriptive study used to collect facts and deal with respondents to answer the pre-planned specific research objectives. Commonly descriptive is complete by using questionnaires and structured interview.

Descriptive research design requires some understanding of the nature of the problem which in this study is the factors affecting employee job satisfaction in Bole sub city worda 3 administration office. The dependent variable of the study was job satisfaction while the independent variables were job related factors and socio-demographic factors regarding employee job satisfaction.

The research uses quantitative research type. "Quantitative studies designs are specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognized. Quantitative research type uses statistical data as a tool for saving time and resources. Data (numbers, percentages and measurable figures) can be calculated and conducted by a computer through the use of a statistical package for social science (SPSS)) which save lot of energy and resources. The issue of researcher being bias with either his data collection or data

analysis will be highly eliminated when the researcher is not in direct contact with the participants, that is, he collects his data through either telephone, internet or even pencil-paper questionnaire. There is full control for alternatives such as interpretations, explanations, and conclusions.

In other words, the objectivity of the researcher will not be compromised. Secondly, this may perhaps guarantee respondent anonymity. Generally, there are numerous study designs in quantitative research than in qualitative research.

Based on the literature review assembled, research question developed and planned objectives self-administered questionnaires and interview questions was prepared for the purpose of triangulation. Questionnaires' was distributed and collected by the researcher and pre-oriented data collectors (Guilbault & Hjelm, 1989).

3.2. Population, Sample Size and Sampling Techniques

Target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information (Evans, 2008) (*Joseph F.*). For this study, Bole sub-city worda 3 administration office employees were selected as a population.

Sampling is a systematic selection of representative cases from the larger population. A sample can then be defined as a representative group that takes into account all the qualities or characteristics found in the population (Siocha et al., 2017). Because the entire population will not be employed in data collecting due to a lack of resources and time, it will be required to pick a representative sample from the accessible population that can be conveniently analyzed and inferences drawn to the wider population. The goal of sampling was to obtain accurate empirical data at a fraction of the cost of investigating all possible scenarios.

Stratified sampling is used for heterogeneous population characteristics and better applicable to give equal chances for the population that found under different stratum (Sector, 2010). It gives more reliable and detailed information. It also identifies any features which you desire to be equally scattered between the samples. Example: gender or work department (Fitria, 2013). After the strata identification completed simple random sampling selection was followed (Fitria, 2013)

Employees in Bole sub-city worda 3 administration office were clustered in two strata. The strata were based on two employee categories, managerial and non-managerial. Simple random was used to select individuals in the respective strata. In determining the sample size in each stratum, Taro Yamane formula was used. Yamane depicts the formula as (Joskow & Yamane, 1965).

The formula for estimating the sample size based on 95% confidence level needed from a given population was provided by (Joskow & Yamane, 1965).

$$\text{Sampling formula: } n = \frac{N}{1+N(e)^2} = n = \frac{350}{1+350(0.05)^2} = 187$$

Where n = Sample Size, N = Total Population, e = acceptable error (i.e.with 95 confidence level, 5% margin of error

To illustrate it, sample of size n = 187 to be drawn from a total population of size N = 350 which is divided into 2 strata of size N₁= 30 and N₂= 320. Adopting proportional allocation, then the sample sizes as under for the different strata was identified by the following formula.

Typically use the proportional distribution strategy, in which the sizes of the samples from various strata are reserved in relation to the division sizes. That is, if P_i represents the proportion of population included in stratum i , and n represents the total sample size, the number of elements selected from stratum i is $n \cdot P_i$.

$$n_1 + n_2 = n$$

$$P_1 = 187 (30/350) = 16$$

$$P_2 = 187 (320/350) = 171 \text{ Total was } 187 \text{ (Taye, 2018).}$$

Major division of Employees			
Division Group	Managerial	Non-managerial	Total Employees
Total No. of employee in Strata	30	320	350
Sample size in strata	16	171	187

Source: own survey 2021

3.3. Source of data and tool of data collection

The investigation was conducted using primary data sources. Primary data was acquired by surveys from a randomly selected sample of respondents. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic. The primary benefit of this kind of data gathering is that it is done with the study goal in mind. It indicates that the data it generates is relevant to the study questions and objectives. As a result, the responses to the questionnaire were employed as the major source of data.

The data was gathered using a combination of primary and secondary sources. The goal of using primary data is to obtain new and firsthand information. Secondary data is used to support the research by gathering information such as organization background, demographic data, and other papers that are required for this study. As a technique, the study included various questionnaires for employees and managerial role employees.

Questionnaires are the tools for collection primary data. "A questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers". There are both open-ended and closed-ended questions in the survey. Employee satisfaction and job dissatisfaction are measured using closed-ended questions about supervisory, work conditions, work relationships, communication, employee job safety and health, working environment, training and development, salary and benefits, and overall satisfaction.

Data was checked during collection time to minimize incomplete information by the respondents. Data was checked for completeness, consistency and reliability before coding process. The coding process was done by assigning a number for each question. At the end screening, cleaning and data editing was processed and data was inserted in to SPSS version 20. Self-completed questionnaire was collected to answer research problem and the research objectives. Data comparison was used to compare the satisfaction level of the company major two divisions' (managerial employee and non-managerial employee).

Researchers frequently employed the Minnesota satisfaction questionnaire (MSQ) short form. The rating scales are as follows: 5 means "Strongly Agree," 4 means "Agree," 3 means "Nether," 2 means "Dis-agree," and 1 means "Strongly Disagree." On a five-point scale, respondents can score their level of job satisfaction. The researcher adjusted questionnaires from past similar

studies and MSQ to generate the best fit questionnaires and capture basic questions. Because some of the respondents are in lower job grade levels, the questionnaires were translated into Amharic, a national language, to boost clarity and make it easier to understand for those in lower job grades.

3.4. Methods of data analysis

The following procedures were used in the data analysis. The number of samples who did and did not return the sample survey was explicitly noted in the report. It was determined by the number of respondents and their percentage of the total population. Following that, a description of the method used to determine response bias. For the investigation of selected variables, a plan for descriptive data analysis was created. Plan of descriptive analysis of data was set for selected variables study. The analysis type includes means, standard deviations, frequency of scores etc.(Wisler, 2009).

SPSS ver. 20 software used to analyze the data. After the data was collected, it was loaded into this software, and the outputs were examined using descriptive statistics, which included the use of frequency, numbers, percentages, and mean. Finally, data analysis was performed in order to present results in figures and tables as needed, as well as interpret statistical test results. Conclusion was drawn from the results of the research question and implications of the results were discussed. The process also includes editing, coding, classification according to their attributes and class interval and finally tabulation have done as per the standards.

3.5. Validity and Reliability

3.5.1. Validity

Validity refers to whether an instrument measures what it was designed to measure. The validity is “the degree to which a measure accurately represents what is supposed to”(Joseph F, n.d.). The measure's validity refers to how well the ideas are specified by it (s). It also refers to how well an empirical measure accurately reflects the true meaning of the concept in question. However, an instrument that is unpredictable, inconsistent, and incorrect will not be able to measure the attribute of interest. There are four types of validity: Internal validity, External validity, construct validity, and Statistical conclusion validity (MacCallum et al., 2019).

A. Internal Validity:

Internal Validity is how the findings of the research match reality and as the researcher measure the things that are aimed to measure. As this specific study is cross-sectional field survey this validity is addressed. Because cause and effect are measured at the time (MacCallum et al., 2019). The other measure of internal validity is whether the finding shave strong foundation or not. Therefore, the finding in this specific study is strongly supported by the reality in the context and the general theory in the field.

B. External Validity

External Validity refers to whether the observed associations can be generalized from the sample to the population, or to other people, organizations, contexts, or time (MacCallum et al., 2019). The more representative, the more confident we can be in generalizing from the sample to the population. Hence, the researcher addressed this validity by taking adequate sample that can represent the population.

C. Construct Validity

Construct Validity examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. It can be classified as face validity and content validity. Face validity refers to is whether the instrument is measuring what it claims to measure. We use content validity when we want to find out if the entire content of the behavior/ construct/ area is represented in the test. The test task is compared to the content of the behavior. This is a logical argument, not one based on evidence. Empathy, resistance to change, and organizational learning are all difficult to identify, let alone measure, in social scientific research. We can also determine how well individual items represent the construct being measured and whether or not they cover the entire range of the construct (content validity). The researcher attempted to address construct validity in this study by reviewing literature and customizing instruments used in prior studies, as well as collecting data to show that the empirical representation of the independent variable provides the predicted result.

D. Statistical Conclusion Validity

Statistical Conclusion Validity examines the extent to which conclusions derived using a statistical procedure is valid. Statistical conclusion validity is not applicable because qualitative research designs do not use statistical tests. This type of validity was addressed by choosing the

appropriate statistical approach for calculating the variables. Because this is a quantitative study, it is important to evaluate the issue of statistical conclusion validity.

3.5.2. Reliability

Reliability refers to is whether an instrument can be interpreted consistently across different situations. Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Reliability is the extents to which a variable or a set of variables is consistent in what it is intended to measure(*Joseph F, n.d.*). Duffy, Duffy, and Kilbourne (2001) asserted, Cronbach's α measure the consistency with which participants answers items within a scale. Duffy et al. (2001) further stated, a high α (greater than 0.60) indicates that the items within a scale are measuring the same Construct.

Table 3: 1 Variable's reliability (Cronbach's Alpha)

No.	Variables	Items	Alpha reliability
1	Supervision	6	.981
2	Work conditions	3	.955
3	Work relationship	3	.978
4	Staff relation (communication)	3	.981
5	Employee job Safety and Health	4	.979
6	Working environment	5	.979
7	Training and development	2	.961
8	Job dissatisfaction	4	.979
9	Salary and benefits	4	.989
10	Overall Satisfaction	3	.975
Overall Satisfaction		37	.996

Source: own survey 2021

3.6. Research Ethics

Wambugu (2015) defines ethics in research as "the standard of conduct that distinguishes between acceptable and undesirable behavior in a scientific endeavor." The importance of ethical issues during the research process cannot be overstated.

The researcher has adhered to specified ethical guidelines. The first step is to obtain the respondents' explicit consent. This assures that they are not participating in the study of their own free will. The researcher also made certain that the respondents were aware of the study's goals and their role in its completion. One other ethical measure exercised by researcher is treating the respondents with respect and courtesy(MacCallum et al., 2019). This was done to put respondents at ease and make them more likely to offer truthful answers to the questionnaire. In the data analysis, there were additional ethical guidelines that were followed. The researcher double-checked the quality of the survey replies' encoding to verify data integrity. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (MacCallum et al., 2019).

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The findings of the data obtained are described and evaluated in this chapter. It responds to the goals set forth in the first chapter as well as the research questions suggested. It summarizes the key findings and discusses the ramifications of the findings.

The information gathered via questionnaire was presented, evaluated, and interpreted. In addition to the respondents' general background, the workplace atmosphere and teamwork are two key aspects that determine employee job satisfaction. Reward and recognition, as well as training and development. The structure of the organization and interactions with management were investigated. The qualitative data was analyzed using percentages and then expressed in words. As a result, the following discussions were held to present the findings.

4.1. Analysis of Data Collected from Respondents

The characteristics and responses of the intended sample were summarized using descriptive statistics, as shown below. A total of 187 questionnaires were issued to BSCW₃AO employees, with 70 questionnaires being distributed to workers with various managerial roles. Eight of the surveys prepared for employees were not collected, three of them were incomplete, and two questions prepared for supervisors were not collected. During data collection, incomplete questionnaires and questioners who had not responded were replaced, and the data was examined daily afterward. As a result, the total number of questionnaires gathered was 187 (100%) from employees and 16 (8.56%) from supervisors. Within three weeks, the surveys were distributed and collected (from May 10, 2021 to May 31, 2021). Cronbach's Alpha 0.996 for 37 N of items is an acceptable level of reliability, according to the survey answer results.

4.1.1. Demographic characteristics of respondents

This part contains demographic characteristics of respondent which includes sex, age, year of service and educational qualification of the respondent.

As shown in Table 4.1, the majority of BSCW₃AO employees are male (66.00%) and female (66.00%). (34.00 percent). According to the data, the number of females in the organization is relatively low. This implies that males do the majority of the labor in the office. This implies that less emphasis has been paid to women's participation in various occupations.

Table 4: 1 sex of total employee and selected respondent

Sex	Employer number	Percentage	Number of respondents	Percentage
Male	231	66.00%	134	71.66%
Female	119	34.00%	53	28.34%
Total	350	100.00%	187	100%

As seen in the table above, the majority of the respondents (71.66 percent) were men, while the remaining 28.34 percent were women. This indicates the majority of the job in this office were handled by the men and less focus was giving to participate the females.

Table 4:2 Age of the respondents

Age of respondent	Respondent number	Percentage
Under 25	21	11.23%
26-34	77	41.18%
35-44	55	29.41%
45-54	19	10.16%
55 and above	15	8.02%
Total	187	100%

According to the above table, the majority of respondents (41.18 percent) are between the ages of 26 and 34 years, 29 percent are between the ages of 35 and 44 years, 11.23 percent are between the ages of 25 and 34 years, 10.16 percent are between the ages of 45 and 54 years, and 8.02 percent are between the ages of 55 and above years.

This suggests that the staff at the office are young and energetic. Anderson, Hohenshil, and Brown (1984); Sutter (1994); and some suggesting that satisfaction is curve linear and changes throughout the lifespan of the employees. Generally speaking, job satisfaction rises with age(Spector, 2009). This trend, according to Herzberg et al. (1957), is due to the fact that as employees age and mature, their job expectations grow more realistic.

According to Jewel (1990) after age 55, this pattern may shift to show a relative reduction in pleasure, but this could be due to the loss of physical energy and enthusiasm that comes with aging.

Table 4: 3 Year of service of respondent

Year of service of respondent	Respondent	Percentage
Below 2 years	28	14.97%
3-5 years	66	35.29%
6-10 years	53	28.34%
11-15 years	21	11.23%
16-20 years	15	8.02%
21 and above	4	2.15%
Total	187	100%

The majority of respondents (35.29 percent) had 3-5 years of work experience, as indicated in Table 4.3. The second group (28.34%) has been with the office for 6-10 years, the third group (14.97%) has been with the office for less than 2 years, the fourth group (11.23%) has been with the office for 11-15 years, and the remaining 8.02 percent and 2.15 percent have been with the office for 16-20 years. This indicates the higher percent had less than 10 years' experience which implies that more and more employees were leaving the organization to join other organizations. And this could be attributed to high turnover due to failure to retain the majority over a sustainable period. In consequence, they are forced to hire newly graduated or fresh graduates to fill the vacant posts.

Table 4: 4 Education qualification

Education qualification	Respondent	Percentage
1-8 (Primary)	11	5.88%
9-10 (High school)	9	4.81%
11-12 (PP)	6	3.21%
Certificate	4	2.15%
College Diploma	32	17.11%
BA/BSc Degree	108	57.75%
Master's Degree	17	9.09%
Other	0	0.00%
Total	187	100%

Regarding educational qualifications, 57.75 % of the respondents had a bachelor's degree, 17.11 % had a diploma, 9.09 % had a second bachelor's degree, 2.15 % had a certificate, and the remaining 4.81 % and 5.88 % had graduated from high school and primary school, respectively. The majority of respondents (83.95 %) are between college diploma and master's degree holders in terms of educational qualification. This indicates that the majority of respondents are educated and have a solid understanding of basic employee work satisfaction, and that this is an excellent opportunity to achieve the organization's goal by enlisting educated labor to enhance capacity in many professional areas.

Table 4: 5 Respondent current salary rate

Current salary rate in Birr	Respondent	Percentage
Up to 2,500.00	20	10.70%
2,501.00 – 5,500.00	64	34.22%
5,501.00 - 10,500.00	95	50.80%
10,501.00 And above	8	4.28%
Total	187	100%

Source: Own survey, 2021

Table 4.5 reveals that most respondents (50.80%) earn between 5,501.00 and 10,500.00 birr per month. The second group (34.22 percent) was from the 2,501.00 to 5,500.00-birr range. 20

percent of respondents in the third category had monthly salaries of up to 2,500.00. The fourth category had a monthly income of 10,501.00 or more birr which accounts of 4.28 percent of respondents. So, most of respondent (50.80%) were got fairly salary while some of the (44.92%) got lower salary.

Most employees have a graduate degree, indicating that the organization's goal of employing educated labor to expand capacity in many professional areas is likely to be met, and the respondents' monthly income is greater than or equal to 5500 birrs.

4.2. Data presentation and interpretations

The following part focuses on presenting all pertinent results. The data analysis was subdivided into ten different job satisfaction indicators. Supervision, working conditions, work relationships, communication, employee job safety and health, working environment, training and development, job dissatisfactions, salary and benefits, and overall satisfaction are the factors to consider. The data were prepared based on Likert 5 scale type. There rate is 1 = Strongly Disagree; 2 = Dis Agree; 3 = Nether/fairly agree; 4 = Agree and 5 = Strongly Agree.

Respondents with an average score below the mean value were classed as dissatisfied, while those with an average score equal to or greater than the mean value were classed as satisfied. Employee satisfaction levels on the mentioned variables were analyzed by looking at the office as a whole as well as comparing the two departments (managerial employees and non-managerial employees). The data analysis employed was descriptive approach using Statistical Package for the Social Science /SPSS/ version 20.

4.2.1. The office as a whole and job satisfaction factors

A. Supervision

As stated in Table 4.6, the satisfaction rate of BSCW₃AO staff with their immediate supervisor is 3.76. (65.9% Satisfied) This shows that most employees are satisfied with their supervisors. The response to the question, "It is clear to me what my supervisor expects of me in regarding of my job performance," had the highest mean score of 4.294. This shows that most employees are aware of their duties. So, the employees were do their job without any pressure of their supervisor with satisfaction and have good relationship with him/her.

Table 4: 6 Satisfaction of respondents on the on supervision

Supervision	Response from employees							
	1	2	3	4	5	Total	Mean	Std. Dev
My administrator seems to count my opinion	15	23	20	89	40	187	3.6203	1.18240
My administrator gives complete answers to my questions.	26	34	74	36	17	187	2.9144	1.13742
It is clear to me my administrator expects of me regarding my job performance.	6	9	11	59	102	187	4.2941	1.00221
I get the opportunity to be involved in my performance assessment	11	15	19	53	89	187	4.0374	1.19753
My administrator gives feedback to improve my performance in the work	5	20	38	73	51	187	3.7754	1.04872
Overall, my administrator does a good job	15	19	23	40	90	187	3.9144	1.31703
Total	78	120	185	350	389	1122	22.556	6.88531
Percentage	6.95	10.70	16.49	31.19	34.67	100	3.759	1.1475

Source: Own survey, 2021

Supervisors who are focused on their employees' needs can assist them pay more attention to them, build a friendship approach, and develop a positive attitude and respect through their actions. In comparison, this strategy aids in increasing employee satisfaction (Smith et al., 2020). It helps the organization reduce turnover, complaints, and absenteeism. On the other hand, supervisors who are focused on the job cause less discontent, more complaints, turnover, and absenteeism (Kaila, 2011).

According to the data, employee satisfaction with their immediate supervisor looks to be high. The statement 'It is clear to me what my supervisor expects of me in regarding of my job performance' earned the highest mean score (4.294). This shows that the majority of employees are aware of "what is expected of them." Employees who are satisfied with their jobs are more likely to stay longer, be more productive, and contribute more to the organization.

B. Work conditions

Table 5 shows the satisfaction rating of BSCW₃AO employees with their working conditions. The average mean result attained was 3.34. (49.4 percent satisfied and 31.7 percent dissatisfied). This may benefit the organization by resulting in a more productive, stable, and contented workforce. The lowest mean result of 2.60 is for the statement "I have a chance for variety of job responsibilities." This average is based on non-managerial employees.

Table 4: 7 Satisfaction of respondents on the nature work conditions

Work conditions	Response from employees							
	1	2	3	4	5	Total	Mean	Std. Dev
Job Satisfaction Survey Questions								
I have a chance for variety of job responsibilities	47	57	34	21	28	187	2.6043	1.36924
I have good feeling towards my job accomplishment	11	15	38	43	80	187	3.8877	1.21514
I have the opportunity to work independently on my job	21	27	34	43	62	187	3.5241	1.37302
Total	79	99	106	107	170	1122	10.0161	3.9574
Percentage	14.08	17.65	18.90	19.07	30.30	100	3.3387	1.3191

Source: Own survey, 2021

The number of satisfied employee respondents is almost half of the number of respondents. As shown in other studies job satisfaction can be affected by the work condition(Latif et al., 2013). Presence of freedom, balanced responsibility, and chance for autonomy increases employees' satisfaction(Goetz et al., 2012). Hygiene factors like working conditions can affect people's attitudes about their work(Hackman, Richard & Oldham, 1976).

C. Work relationship

In general, the average mean of BSCW₃AO Employees' responses on work relationship satisfaction status is 4.09 (Table 4.8). (79.90 percent satisfied). The statement "I have a good relationship with my coworkers" has the highest average mean result of 4.305. In comparison to all other variables, managers' responses on the same subject have the highest mean of 3.97.

Table 4: 8 Satisfaction of respondents on the work relationship

Work relationship	Response from employees							
	1	2	3	4	5	Total	Mean	Std. Dev
Job Satisfaction Survey Questions								
There is good team work spirit in my department	14	13	13	66	81	187	4.0000	1.20928
I have good relationship with my administrator	11	17	17	63	79	187	3.9733	1.18881
I have good relationship with my coworkers	6	11	11	51	108	187	4.3048	1.03598
Total	31	41	41	180	268	561	12.2781	3.43407
Percentage	5.53	7.31	7.31	32.08	47.77	100	4.0927	1.1447

Source: Own survey, 2021

The findings of the study reveal a high level of satisfaction with work relationships. This is beneficial in terms of reducing staff stress. The highest mean result (i.e., 4.305) indicates that a substantial proportion of workers are very satisfied with their working relationship. The highest mean result for managers' responses is 3.97, indicating that there is a good relationship in BSCW₃AO. A growing relationship in the work can increase employees' satisfaction in the future (Smith et al., 2020).

D. Communication

The average mean score is 3.24, as shown in Table 4.9. (45.1 % satisfied). This suggests that BSCW₃AO employees are fairly satisfied with their communication status.

Table 4: 9 Satisfaction of respondents on the communication

Communication	Response from employees							
	1	2	3	4	5	Total	Mean	Std. Dev
Job Satisfaction Survey Questions								
Rule and regulation of the office communicated clearly	34	34	55	36	28	187	2.9465	1.30645
There is good communication from employees to administrators in the office	21	27	43	43	53	187	3.4278	1.33557
There is good communication from administrators to employees in the office	28	32	34	36	57	187	3.3316	1.44327
Total	83	93	132	115	138	561	9.7059	4.08529
Percentage	14.8	16.58	23.52	20.5	24.6	100	3.2353	1.361763

Source: Own survey, 2021

Communication has the potential to impact employees and can be the source of dissatisfaction. It has an impact on many aspects of the workplace. Satisfied employees in communication can also be satisfied in their job (Gausvik et al., 2015; Sharma, 2015). Table 6 shows that the average mean communication score achieved was 3.24. (45.1% satisfied). This demonstrates that employee satisfaction is fairly satisfactory. An organization with pleased employees in communication is more likely to keep its staff, establish a positive working environment, and produce a positive perception of safety and performance.

E. Job safety and health status

The average mean score obtained for BSCW₃AO employees' satisfaction with job safety and health is 2.78 (Table 4.10). (40.8 percent dissatisfied; fairly satisfied 34.5 percent and 24.7 percent satisfied). The assertion of sufficient attention receives the lowest mean score of 2.41.

Table 4: 10 Satisfaction of respondents on the employee safety and health

Employee job Safety and Health	Response from employees							
Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Dev
Appropriate attention is given to job safety at this office	55	50	46	23	13	187	2.4064	1.22499
There is good safety practice in the office	30	45	67	25	20	187	2.7861	1.18559
The office has adequate safety materials	38	35	75	22	17	187	2.7059	1.18418
I got sufficient support during my health problem	20	32	70	20	45	187	3.2032	1.27902
Total	143	162	258	90	95	748	11.1016	4.87378
Percentage	19.12	21.66	34.49	12.03	12.7	100	2.7754	1.218445

Source: Own survey, 2021

This demonstrates that BSCW₃AO employees are dissatisfied with their job's safety and health. Employees who are dissatisfied with their job's safety and health condition may experience work-related stress as a result of their concern of developing health problems in the future. Low management attention to employee safety and health can result in higher costs for employee treatment and compensation as a result of various dangers, lower employee and patient satisfaction, and have a negative impact on the work environment.

F. Working environment

Employee satisfaction with their working environment was scored at an average mean score of 3.04 in Table 4.11 below (39.1 percent satisfied, 29.4 percent fairly satisfied; 31.5 percent dissatisfied). The response given for the statement “I have the materials and equipment I need to do my work correctly” has the lowest mean result of 2.85. This indicates that the average employee satisfaction rate for the working environment is 3.13, which indicates that satisfaction is slightly fair. It has been suggested that a lack of resources or medical equipment, a lack of professional growth and recognition, a lack of improved working space, poor management, poor infrastructure, and insufficient human power can all be sources of dissatisfaction (Azumah et al., 2017; Geleto et al., 2015; Hotchkiss et al., 2015; Pillay, 2009).

Staff that are dissatisfied are unable to provide sufficient service to customer, which can lead to an unsafe working environment (Peeler, 2015). Management must pay attention to the working environment in order to achieve better and more consistent results. Employee job satisfaction might be harmed by a lack of materials and equipment. This is something that must be addressed.

Table 4: 11 Satisfaction of respondents on the working environment

Working environment	Response from employees							
Job Satisfaction Survey Questions	1	2	3	4	5	N	Mean	Std. Dev
I have a sense of Job security	31	60	68	17	11	187	2.5561	1.05790
I have the materials and equipment I need to do my work right.	36	49	53	26	23	187	2.7380	1.26610
The mission of my organization makes me feel my job is important.	21	25	64	43	34	187	3.2353	1.22177
I have got recognition for my good work	11	19	30	47	80	187	3.8877	1.23271
There is a fair chance for promotion	21	21	60	60	25	187	3.2513	1.16671
Total	120	174	275	193	173	935	15.6684	5.94519
Percentage	12.83	18.61	29.41	20.64	18.51	12.83	3.1337	1.189

Source: Own survey, 2021

G. Training and development

The rating of the training and development opportunity is shown in Table 4.12 below. 2.48 is the average mean score received (dissatisfied 54.3 percent and satisfied 20.9 percent). 2.30 was the lowest mean. Employee satisfaction with training and development opportunities was low, with a mean of 2.86. Management concurred with this result and provided a low rate of 2.86. Secondary data from BSCW₃AO's 2021 Annual HR report further reveals that BSCW₃AO planned to provide training using both its internal budget and the support of partners, but owing to budget constraints and the present COVID 19 situation, BSCW₃AO did not provide trainings in 2021.

The average mean score for training and development opportunities is 2.48, as indicated in Table 4.12. The lowest mean was 2.30. As a result, the findings show a low level of employee satisfaction with training and development opportunities.

Training and development aid in reducing employee anxiety, lowering turnover, saving time, increasing productivity, and making a company more competitive(Opatha, 2009)

Table 4: 12 Satisfaction of respondents on the training and development opportunity

Training and development	Response from employees							
Job Satisfaction Survey Questions	1	2	3	4	5	N	Mean	Std. Dev
I have training that I need to do my job	42	50	47	27	21	187	2.6524	1.28349
Fair training opportunity provided by the office	60	51	46	19	11	187	2.3048	1.19052
Total	102	101	93	46	32	374	4.9572	2.47401
Percentage	27.27	27.01	24.87	12.3	8.55	100	2.4786	1.237005

Source: Own survey, 2021

On the other hand, the organization has significant hurdles due to a lack of equitable and appropriate training and development opportunities. As a result, management must devote sufficient resources to training and development.

H. Job dissatisfaction

The average mean score for job dissatisfaction is 2.83, which is close to fairly satisfied, as shown in (Table 4.13). The statement “There is high rate of turnover in the office” had the highest mean score of 3.18. (This equates to 50.3 percent agreeing and strongly agreeing, 30.5 percent fairly agreeing and disagreeing, and 19.3 percent strongly disagreeing.)

Table 4: 13 Satisfaction of respondents on the job dissatisfaction

Job dissatisfaction	Response from employees							
Job Satisfaction Survey Questions	1	2	3	4	5	N	Mean	Std. Dev
I feel stressed in my work	64	60	47	13	3	187	2.0963	1.00608
There is high rate of turnover in the office	21	30	64	38	34	187	3.1818	1.23091
High absenteeism is observed in some employee	21	30	64	38	34	187	3.1818	1.23091
Our customer doesn't satisfy most of time	33	42	53	36	23	187	2.8610	1.26658
Total	139	162	228	125	94	748	11.3209	4.73448
Percentage	18.58	21.66	30.48	16.71	12.57	100	2.8302	1.1836

Table 4: 14 Satisfaction of respondents on the employee dissatisfaction

Q39. Do you observe employee dissatisfaction in the office?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	101	54.0	54.0	54.0
Valid No	86	46.0	46.0	100.0
Total	187	100.0	100.0	

Source: Own survey, 2021

In the question “Do you observe employee dissatisfaction in the office?” (Table: 4.14), respondents were asked, more than half (54%) of employees replied yes and verified their dissatisfaction, while 46% said no. High turnover, absenteeism, and stress are all signs of dissatisfaction. Employee dissatisfaction is linked to high turnover. High turnover can pose a significant problem, incur significant costs, impair performance, and jeopardize an organization's credibility. Employees who are stressed are unable to provide adequate service, which has bad consequences for patients (Asegid et al., 2014; Desalegn et al., 2015). The current outcome

reflects employee dissatisfaction. Unless management makes the appropriate measures, this circumstance could lead to growing dissatisfaction.

I. Salary and benefits

The average mean score for income and benefits satisfaction is 2.196, as shown in Table 4.15. (63.7 percent dissatisfied, fairly satisfied 20.6 percent and satisfied 15.7 percent) The majority of employees are dissatisfied with their present salary and benefit package. The response given to 'My salary level motivates me to stay in BSCW₃AO' has the lowest mean score of 2.10. The average response of managers on the subject also supports the presence of low satisfaction with salary and benefits.

Table 4: 15 Satisfaction of respondents on the salary and benefits

Salary and benefits	Response from employees							
	1	2	3	4	5	N	Mean	Std. Dev
Job Satisfaction Survey Questions								
I am satisfied with my Salary	81	43	36	17	10	187	2.1016	1.21166
I am satisfied with my benefits (Example: Medical, insurance, work cloth ...etc.)	70	53	32	19	13	187	2.2086	1.24189
My salary is comparable to others who performing the same or similar jobs	60	49	43	25	10	187	2.3369	1.20878
My salary level motivates me to stay in the office	72	49	43	14	9	187	2.1390	1.15560
Total	283	194	154	75	42	748	8.7861	4.81793
Percentage	37.83	25.94	20.59	10.03	5.61	100	2.1965	1.20445

Source: Own survey, 2021

The managers' mean response result (2.33) also reveals that they are dissatisfied with their existing salary and benefits. The lowest mean score indicates that the outcome is related to the intention to quit. High dissatisfaction can be created by low and unfair salary, low level benefits and payment difference for related jobs (Candan, 2013; Goetz et al., 2012; Mosadeghrad, 2013). High level of dissatisfaction related with financial rewards is seen in other Ethiopian public offices repetitively (Hotchkiss et al., 2015). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to job satisfaction (Smith et al., 2020).

J. Overall satisfaction

This study's total satisfaction is given in two ways below. The first is about demonstrating how the office manages and working circumstances independently, while the second is about general overall satisfaction, which corresponds to the outcomes of all job satisfaction variables. The overall satisfaction rating (Table 4.16) for the items "how the office is managed," "my working

conditions," and "I would recommend this office as a good place to work" reveals an average mean of 2.98, indicating a moderate level of satisfaction. The mean is fairly close to the level of dissatisfaction.

Table 4: 16 Satisfaction of respondents on the overall satisfaction

Overall satisfaction	Response from employees							
Job Satisfaction Survey Questions	1	2	3	4	5	N	Mean	Std. Dev
I am generally satisfied with my working conditions at the office	21	30	42	43	51	187	3.3904	1.33703
I am generally satisfied with how the office is managed	53	45	43	27	19	187	2.5401	1.31257
I would recommend this office as a good place to work	32	28	60	40	27	187	3.0107	1.27839
Total	106	103	145	110	97	561	8.9412	3.92799
Percentage	18.89	18.36	25.85	19.61	17.29	100	2.9804	1.3093

Source: Own survey, 2021

K. General overall satisfaction

The overall satisfaction rate for all selected job satisfaction factors in (Table 15) is 3.08, which indicates a slightly fair degree of satisfaction. It's on the verge of being unsatisfactory. Only supervision and working conditions are deemed to be satisfactory.

Table 4: 17 Summary Table for all job satisfaction rates

No.	Job Satisfaction Variables'	Average mean	Rank	Level of satisfaction
1	Work relationship	4.0927	1	Satisfied
2	Supervision	3.759	2	Satisfied
3	Work conditions	3.3387	3	Fairly satisfied
4	Communication	3.2353	4	Fairly satisfied
5	Working environment	3.1337	5	Fairly satisfied
6	Overall satisfaction	2.9804	6	Fairly satisfied
7	Job dissatisfaction	2.8302	7	Fairly satisfied
8	Job safety and health status	2.7754	8	Less satisfied
9	Training and development	2.4786	9	Less satisfied
10	Salary and benefits	2.1965	10	Less satisfied
	Total	30.8205		
	Overall Average mean	3.08		

Source: Own survey, 2021

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This chapter deals with the summary of major findings, conclusion drawn up from the findings and recommendations that are based on the conclusion arrived at.

5.1. SUMMARY OF MAJOR FINDINGS

Amongst the selected ten jobs satisfaction factors two factors were reported in contributing positively to job satisfaction BSCW₃AO employees reported positively about with their work relationship and supervision is high. However, employees' responses majority results are categorized under fairly satisfaction level for the variables communication, work conditions, overall satisfaction, and working environment and job dissatisfactions. Employee job safety and health, training and development, and salary and benefits are the other three variables that show dissatisfaction.

The following are major findings of the study:

As confirmed by majority of the respondents most of the employees (79.90%) are satisfied with their work relationship.

As the data indicate more than half of the employees (65.9%) are satisfied with supervision practiced. The information obtained from the respondents reveal that employees are dissatisfied 40.8% and satisfied 24.7% with current job safety and health service.

As demonstrated by more than half (54.3 percent), the responses employees have discontent with the training and development opportunities offered by the firm. As can be observed from the data majority of the respondents (63.7 percent) are dissatisfied with the current salary and benefits schemes.

The following variables mean results show fair satisfaction rates. Communication 3.24; work conditions 3.34; overall Satisfaction 3.04; working environment 3.04 and job dissatisfactions 2.83.

As previously stated, the majority of employees (79.90%) are satisfied with their working relationship. A positive work environment promotes communication, increases employee

satisfaction, improves service quality, and aids in the achievement of organizational goals. It contributes to a more pleasant working atmosphere. It is crucial to grow in work relationships.

More than half of the employees (65.9%) are happy with their supervisors. Dissatisfaction with supervision detracts from the work environment and has a negative impact on communication and service quality. Organizations must establish a positive relationship with their supervisors. It is critical to provide supportive supervision in order to promote employee satisfaction and productivity. BSCW₃AO appears to be in good shape in this regard.

Employee job safety and health show an average mean result of (2.78). The main reason for this level of dissatisfaction were unsatisfactory medical service provision for staffs, low attention given for job safety by the office and employees not satisfied with current job safety practice. Poor safety and health provision affects employees' satisfaction negatively, increases stress, turnover, affects communication and service quality negatively and hinders working environment.

The results suggest that employees are dissatisfied with training and development, as evidenced by the mean result of (2.48). The main reason of employee dissatisfaction was a misperception of their training requirements for their work. The current training opportunity does not meet the needs of the employees. The first form of intervention, based on the data gathered, should focus on the need for training development to close this gap. Employees can benefit from a systematic training and development program, which can help organizations maximize market profit and stay competitive in the employment market. Employees and the organization will profit in the long run if an organization is capable of supporting all employees in satisfying their needs. It is also very important for the organization to timely evaluate the success of employee training and development.

The mean result for salary and benefits shows a figure of 2.2 which is very small and an indication of employees' dissatisfaction. This is due to lack of fair salary and benefits. Dissatisfied employees do not give proper service for customer and no longer stay in the organization. Recruiting new employees and related training cost can become serious problems, add work load and create stress on other employees if the existing dissatisfaction is not addressed. Therefore, policy makers and offices managers should act in order to improve the current salary and benefit to encourage, motivate, to retain employees.

The level of employees' job satisfaction in BSCAO overall means results were found at the following three different satisfaction levels. They were satisfied with the work relationship (4.09) and supervision (3.76). Fairly satisfied with communication (3.24); work conditions (3.34); working environment (3.13); job dissatisfactions (2.83) and overall satisfaction (2.98). They were dissatisfied with employee job safety and health (2.78); training & development (2.48) and salary & benefits (2.2). BSCW₃AO employees' job satisfaction was positively influenced by the work relationship, supervision and negatively affected by employee job safety and health; training and development and salary and benefits.

5.2. CONCLUSIONS

Employee satisfaction is one of the most important management considerations in every company. It has the potential to affect job productivity as well as working environment. Employee absenteeism and turnover can also be influenced by variables linked to work satisfaction. The assessment of employee job satisfaction at BSCW₃AO employees was the subject of this study. The research was a cross-sectional descriptive study. The goal was to look at total job satisfaction, identify job satisfaction variables, and compare job satisfaction between managerial employees and non-managerial employees. The following conclusions are reached based on the key findings.

The overall job satisfaction rating among BSCW₃AO employees is fairly satisfied. The following factors have a positive or negative impact on job satisfaction among BSCW₃AO employees. The good aspects of the job are related to the working relationship and supervision. Employee job safety and health, fair training and development opportunities, and a fair salary and benefit package are all variables that negatively influence BSCW₃AO employees and require action.

Employee job safety and health services have a detrimental impact on job satisfaction. This is due to a lack of sufficient materials delivery, employees not receiving satisfactory medical care when they become ill, the organization's lack of attention to job safety, and employees in general dissatisfied with present job safety practices. Employee satisfaction suffers because of poor safety and health provisions; stress and turnover rise (because of lack of opportunity for growth and development in position and salary, little opportunity for decision-making, being Overworked and different reason); communication and service quality suffer; and the working environment suffers. Employee dissatisfaction reduced competitive capability, and poor service

quality can all result from a lack of appropriate and consistent training support. Employees that are dissatisfied will not be able to satisfy their customers and will not be able to stay in the organization for long.

Another issue that has a negative impact on job satisfaction is a lack of a reasonable salary and benefits package. Employees that are dissatisfied are unable to achieve the organization's goals and provide adequate service to its clients. This results in a high rate of turnover and the need to hire new employees. Recruiting new workers is expensive as compared to training. The remaining employees are negatively challenged as a result of the job load and stress that exists in the workplace. The quality of service and the speed with which it is delivered might have a negative impact.

Another element that requires attention is satisfying both management and non-managerial employees in a balanced manner. Employee job satisfaction in BSCW₃AO was compared between management and non-managerial employees, and the results reveal that non-managerial employees are somewhat less satisfied than managerial employees. Non-managerial employees are the backbone of the management team. Each department's input is critical in achieving the organization's overall goals. As a result, dissatisfaction in one area might have a detrimental impact on the other.

5.2. RECOMMENDATIONS

The following recommendations are offered as possible solutions for the existing challenges found in BSCW₃AO

- Paying fair salary and benefit that fit with current living situation as much as possible by providing finding of this research and related research to concern body and also improve different payment for related work by increasing the internal income of the office.
- In terms of the present training and development process, the BSCW₃AO's human resource management and managers must review their training development opportunities and fairness on a regular basis and to concerning department. To close the present gap, the current training and development process must be redesigned according to whom it focuses.
- It must ensure that the process for selecting workers for training and development opportunities is fair by concerning to whom this training was must appropriate, and the

procedure is clear according to their experience, level of education and so on., and that the organization's fundamental values are applied during the selection process adversely.

- In terms of employee safety and health the office and the managers must be aware of the negative consequences of employee job safety and health on a frequent and proactive basis. They must apply a program which open chances for employees to get medical checkup in certain basis of duration and if possible giving health insurance for their employers.
- Managerial employees should be given greater attention in order to improve their employee happiness by give attention to the current employee dissatisfaction. To achieve the overall achievement of the organization's objectives, managers must see each department in a balanced approach. Employees who are not in managerial positions require more motivation and care. It is important to schedule frequent discussion sessions with employees at regular intervals in order to hear their requests and respond appropriately. This technique will aid in the resolution of the problem of poor governance.

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APPENDIX-A

Table A - Total reliability statistics

		N	%
Cases	Valid	187	100.0
	Excluded ^a	0	.0
	Total	187	100.0

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

Cronbach's Alpha	N of Items
.996	37

APPENDIX- B

Questionnaire

Dear madam/sir

My name is Fikirte Messay. I am an MBA student pursuing my studies at St. Mary's university. As a part of requirement for partial fulfillment of my master programs on conducting research titled " assessment of employee job satisfaction on the case of bole sub-city woreda 3 administration office." research in our organization.

The researcher would like to request your assistance in filling the questioner since having your reliable information is crucial to the successes of the research. The researcher would like to emphasis that your participation is completely voluntary and there are no foreseeable risks associated with this study. Your information will be coded and your response will be strictly confidential. Data from this research will be reported only in the aggregate. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point.

Dear respondent, the questionaries have two parts. The first Part contains questions about your demographic information. Please put a (√) mark in the box that contains information which best represents you. The second part of the questionnaire is designed to collect necessary data about the factors that affect employee job satisfaction of the organization. Therefore, you are kindly requested to read the following statements and circle one as per your choice in the box that best matches your perception on the statement given.

Section I: Demographic Information's

1. Sex Male Female

2. Choose your age category

Under 25 26-34 35-44 45-54 55 and above

3. Choose your service in years at BSCAO

Below 2 3-5 6-10 11-15 16-20 21 and above

4. Choose your current educational level

Primary education (1-8) high school (9-10) PP (11-12)
 Certificate College Diploma BA/BSc Degree
 Master's Degree PHD Other (Specify) _____

5. Employee working department

managerial employees
Job Title _____

non- managerial employees
Job Title _____

6. Your current salary rate in Birr.

Up to 2,500.00 2,501.00 – 5,500.00 5,501.00 - 10,500.00
 10,501.00 And above

II. Section Two: Survey Questions: Please rate how much you agree with each of the following statements. (Please circle one as per your choice)

no	<i>Job Satisfaction Survey Questions</i>	5	4	3	2	1
		Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
	Supervision					
1	My administrator seems to count my opinion	5	4	3	2	1
2	My administrator gives complete answers to my questions.	5	4	3	2	1
3	It is clear to me my administrator expects of me regarding my job performance.	5	4	3	2	1
4	I get the opportunity to be involved in my performance assessment	5	4	3	2	1
5	My administrator gives feedback to improve my performance in the work	5	4	3	2	1
6	Overall, my administrator does a good job	5	4	3	2	1
	Work conditions					
7	I have a chance for variety of job responsibilities	5	4	3	2	1
8	I have good feeling towards my job accomplishment	5	4	3	2	1
9	I have the opportunity to work independently on my job	5	4	3	2	1
	work relationship					
10	There is good team work spirit in my department	5	4	3	2	1
11	I have good relationship with my coworkers	5	4	3	2	1
12	I have good relationship with my administrator	5	4	3	2	1
	Communication					
13	Rule and regulation of the office communicated clearly	5	4	3	2	1
14	There is good communication from employees to administrators in the office	5	4	3	2	1
15	There is good communication from administrators to employees in the office	5	4	3	2	1

	Employee job Safety and Health					
16	Appropriate attention is given to job safety at this office	5	4	3	2	1
17	There is good safety practice in the office	5	4	3	2	1
18	The office has adequate safety materials	5	4	3	2	1
19	I got sufficient support during my health problem	5	4	3	2	1
	Working environment					
20	I have a sense of Job security	5	4	3	2	1
21	I have the materials and equipment I need to do my work right.	5	4	3	2	1
22	The mission of my organization makes me feel my job is important.	5	4	3	2	1
23	I have got recognition for my good work	5	4	3	2	1
24	There is a fair chance for promotion	5	4	3	2	1
	Training and Development					
25	I have training that I need to do my job	5	4	3	2	1
26	Fair training opportunity provided by the office	5	4	3	2	1
	Job dissatisfactions					
27	I feel stressed in my work	5	4	3	2	1
28	There is high rate of turnover in the office	5	4	3	2	1
29	High absenteeism is observed in some employee	5	4	3	2	1
30	Our customer doesn't satisfy most of time	5	4	3	2	1
	Salary and Benefits					
31	I am satisfied with my Salary	5	4	3	2	1
32	I am satisfied with my benefits (Example: Medical, insurance, work cloth ...etc.)	5	4	3	2	1
33	My salary is comparable to others who performing the same or similar jobs	5	4	3	2	1
34	My salary level motivates me to stay in the office	5	4	3	2	1
	Overall Satisfaction					
35	I am generally satisfied with my working conditions at the office	5	4	3	2	1

36	I am generally satisfied with how the office is managed	5	4	3	2	1
37	I would recommend this office as a good place to work	5	4	3	2	1

III. Please write your short opinions for the below questions.

38. Do you observe employee job dissatisfaction in the hospital? Yes No

(If yes, please explain)

Reference: (Saiyadain, 2003; Powell, 2001; Burgess, 2001; Martins and Proença, 2012; Siniscalco and Auriat 2005; Buitendach and Rothmann, 2009)

Thank you!!!!!!!!!!!!!!