



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**FACTORS AFFECTING EMPLOYEE JOB SATISFACTION
AT TEKLBERHAN AMBAYE CONSTRUCTION PLC**

BY

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ADDIS ABABA, ETHIOPIA

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FACULTY OF BUSINESS**

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DEDICATIONS

Dedicated to, the school which makes me who I am now, “Welude Berhan Sunday School”.

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ACRONYMS

TACON	Tekeleberhan Ambaye Construction Company
JS	Job satisfaction
JSF	Job Satisfaction Factor
IJSF	Internal Job Satisfaction Factor
EJSF	External Job Satisfaction Factor
INJSF	Individual Job Satisfaction Factor
SPSS	Statistical Package for Social Science

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ABSTRACT

Job satisfaction is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The study aimed at identifying which specific factors is/are the most important one among the internal, external and individual job satisfaction factor for the Teklberhan Ambaye construction company employees’. To achieve this purpose, descriptive study design were used to analyze the data collected through survey questionnaire from a sample of 203 employees. These respondents were selected using two-stage cluster sampling method. The data collected from the questionnaire were analyzed using Statistical measures such as correlation coefficient and step wise multiple regression analysis. The major findings of the study reveals that effect of a person's current job at a particular company, number of skills and depth of knowledge required to do the job, freedom to set own goals and success criteria, quality of management, monetary rewards and the role of money, quality and quantity of interactions with others, issues that coworkers feel are important and how old someone is have a higher level of job satisfaction. It is also make known that there exist a positive relationship between the overall importance of internal JSF and goal determination and job variety, whereas a negative relationship exists between internal JSF and the work. There also exist a positive significant intercept and significant coefficients for supervision, compensation as well as social interaction. Both issues that coworkers feel are important and how old someone is have a positive relationship with the importance of individual job satisfaction factors. Based on the findings of the study, it is recommended that the management should give due attention when policies are drawn in relation to employees’ job satisfaction factors which are found to be most important to the company employees’.

Key words: *Job satisfaction, Internal Job Satisfaction Factors, External Job Satisfaction Factors, Individual Job Satisfaction Factors*

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The term job satisfaction was brought to light by Hoppock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, 'I am satisfied with my job'(Saiyadain, 2003, pp. 13).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304). It is also defined by Newstrom (2011) as "a set of favorable or unfavorable feelings and emotions which employees view with their work" (Mahmood, 2011).

According to Miner (1992), job satisfaction is a significant issue in running of institutions and one of the main indicators of how healthy an organization is. Thus, organizations attach great importance to the job satisfaction issue. Satisfaction levels of employees are important for organizations, since satisfied workers contribute to effectiveness and long-term success of the organizations. The effectiveness and productivity of an organization depends on its staff and "a happy worker is an effective one".

It is not possible for development of an organization without considering exploiting of the staff's capabilities and improving their working conditions. Organizations consisting of highly satisfied worker are most probably more successful than other organizations (Başar, 2011).

This study, therefore, tries to assess and describe important employees' job satisfaction factors at Teklberhan Ambaye Construction PLC.

1.2 Background of the Organization

Established in 1993 Tekleberhan Ambaye Construction company has celebrated its 20th anniversary. TACONis a private, limited liability Company based in Addis Ababa, Ethiopia, has

grown significantly since its humble beginning with 3 employees and an initial capital of 5,000 Ethiopian Birr (ETB) as a class 6 Building contractor(BC), initially aimed at meeting the country's growing need for quality civil engineering construction service provider.

It had undertaken various projects in different parts of Ethiopia. And projects currently at hand in the capital city includes Africa Insurance Project, Federal Higher Supreme Court Judges Apartment Building Project, Ethiopian Shipping Lines Service Enterprise Project, Commercial Bank Of Ethiopia Pawlos And Lideta Branch Project, Government Communication Affairs Building Project, Tikur Anbessa Hospital Emergency Building Project, Construction Of Governments Higher Officials and Head Of States Resident Projects.

1.3 Statement of Problem

Employee job satisfaction is considered as a critical success factor for organizations. Many researches have been conducted on this topic by companies all around the world. In recent years, this issue has aroused interest in the case company as well. Accordingly the company is organizing it employees' job satisfaction report by its senior employees twice a year.

The 2008(E.C.) budget year 2nd quarter and 2009(E.C.) budget year 1st quarter annual employee satisfaction report of the organization, which was conducted on 553 and 492 samples respondent, shows that the company's overall employees' satisfaction level reaches at 90.42% and 85.57%, respectively. (2008 E.C., Company's 2nd quarter employee's job satisfaction Report), (2009 E.C., Company's 1st quarter annual employee's job satisfaction Report)

Based on these reports, the top management and the human resource and administration department head raise a question if the data collection method, factors used to measure employees' job satisfaction are relevant to the employees of the company as well as valid and reliable questioner's content and analysis method was used to consider the result's trustworthiness as numerous employees are terminating from the employment of the company.

Therefore, depending on this conceptual gap this research was conducted aiming to identify what are the appropriate job satisfaction factors that are very important for the case company employees and describe the situation with the support of theoretical frameworks using scientific methods that are appropriate for the collection of data and identification of factors.

To guide this study, the following research question was developed:

Among the internal, external and individual job satisfaction factors, which specific factor is/are meant to be the most important for the case company's employees?

1.4 Objectives of the Study

In general the objective of the study is to fill the conceptual gap using the scientific method of identifying job satisfaction factors and describe the condition of employees' job satisfaction at Tekleberehan Amebaye construction PLC.

Specifically, the study has the following objectives:

1. To define and describe the most important factors that affect the job satisfaction of employees working in the case company.
2. To examine the employees' perception on those factors towards their job satisfaction.

1.5 Significance of the Study

For the author, this thesis help gain a deep knowledge on factors of job satisfaction as a whole and that are specific to TACON staffs'. Furthermore, it is also believed that the

thesis will offer information, reference and a stepping stone for other researchers, who are interested to undertake further information on similar area of researches.

As ultimate goals of research projects are to add value to the existing body of knowledge, taking in to account the researchers Know-how this thesis will contribute its share for the company by showing job satisfaction factors explicit to it, as the originality and uniqueness of the gap at hand, approach used to describe it and its end result.

It will also bring a new dimension for the company's managers to take remedial actions regarding job satisfaction of their employees' with the factors that can ultimately affects satisfaction of their employees.

1.6 Delimitation/Scope of the Study

Due to the objective of the study, time limitation and busy work schedule of respondents, data collection tools were delimited to questionnaires.

Though factors for job satisfaction are many, the variables of the study were delimited to some most important internal, external and individual factors of employees' sample respondent choices. This is because the aim of the study is to describe employees' job satisfaction factors, which are specific to the company, with the best standardized measurement tool. The research did not also tries to correlate satisfaction factors with job performance, turnover/propensity to leave and or other similar aspects.

In terms of the sample size, due to financial and geographical limitation, the study involves employees' who are working in head office and projects found in Addis Ababa only.

1 7 Definition of Terms

Job: work for which you receive a regular payment, a particular task or piece of work that you have to do, a responsibility or duty (Oxford Advanced Learner's Dictionary, 8th edition, oxford university press,)

Job satisfaction: refers to the attitudes and feelings people have about their work. (Michael Armstrong, 2014)

Factors: one of several things that cause or influence something, a particular level on a scale of measurement. (Oxford Advanced Learner's Dictionary, 8th edition, oxford university press,)

Employee: a person who is paid to work for somebody. (Oxford Advanced Learner's Dictionary, 8th edition, oxford university press,)

1.8 Organization of the Thesis

The paper was organized in five chapters.

Chapter one deals with the introductory issues, containing background of the study and the organization, problem statement (the basis upon which the study was made), the definition of some key terms, delimitation and significance of the study as well as the structure of the study.

Chapter two focuses on relevant literature referred. It provides a solid academic foundation on what job satisfaction is and theories and as well as factors of JS.

Chapter three, the research design and methodology chapter of this thesis presents the research approach and methodology used in this study, including the research design, methods used, the sample from which the data was collected and the data analysis method.

Chapter four describes the results gathered from the questionnaires, through factors identified in the literature review. Detailed discussion of the findings of the research study is presented with the purpose of answering the research problem.

The last section chapter five, outlines a summary and conclusion of the findings in relation to the literature, it also presents recommendations based on findings of the study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Definition of Job Satisfaction

There is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in literature. The reason is that job satisfaction means different things to different people, since people are affected by various different factors including personal characteristics, needs, values, feelings and expectancies. Also, it varies from organization to organization, since job satisfaction influencing factors differ according to organization (Harputlu, 2014).

The most-used definition of job satisfaction is by Locke (1976) as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (A. Judge and Klinger, 2008).

One way to define job satisfaction may be to say that it is “the end state of feeling”. Notice the use of the word end. It emphasizes the fact that the feeling I experienced after a task I accomplished or an activity has taken place whether it is highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks/activities could be very minute or large. They may be easily observable or could just be experienced. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situation opportunities available to him (Mirza S. Saiyadain, 2003).

2.2 Relationship among Job Satisfaction, Motivation, Attitude and Morale

Job satisfaction sometimes can be confused with motivation, but job satisfaction cannot be a substitute for motivation (Başar, 2011). However, there is an apparent relationship between these two concepts. Highly motivated people experience much satisfaction, (Chughati and Perveen, 2013).

Mirza S. Saiyadin (2003) states in order to understand job satisfaction, perhaps, the first step should be to demarcate the boundaries among such terms as attitude, motivation and morale. These terms are often used for job satisfaction, perhaps not so rightly.

Motivation implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state which may be totally unrelated to productivity.

Similarly, in literature the terms job attitude and job satisfaction are used interchangeably. However, a closer analysis may reveal that perhaps, they measure two different anchor points. Attitudes are predispositions that make the individual behave in a characteristic way across situations. They are precursors to behavior and determine its intensity and direction. Job satisfaction, on the other hand is an end-state of feeling which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common. But if we freeze behavior, attitude would initiate it while job satisfaction would result from it.

Moral is a general attitude of the worker and relates to group while job satisfaction is an individual feeling which would be caused by variety of factors including group. This point has been summarized by Sinha (1974) when he suggests that industrial morale is a collective phenomenon and job satisfaction is a distributive one. In other words, job satisfaction refers to a general attitude to-wards work by an individual worker. On the other hand, moral is group phenomenon which emerges as a result adherence to group goals and confidence in the desirability of these goals.

Most definition of morale in literature indicates that subordination of personal objectives to the larger goals of the group/organization is an important element of a definition of morale. In job satisfaction no such condition is attached. A given individual may be satisfied with a variety of factors, like salary, co-workers, his own contribution, etc. in fact moral itself could also be a source of satisfaction to an individual.(Mirza S. Saiyadain, 2003, pp.13)

2.3. Theories of Job Satisfaction

Mullins (1996, p. 520) states that “motivation is a process which may lead to job satisfaction.” Although the relationship between motivation and job satisfaction is not clear, it can be illustrated by means of the motivational theories (Mullins, 1996).

Job satisfaction theories have a strong overlap with theories explaining human motivation. In addition, job satisfaction sometimes can be confused with motivation, but job satisfaction cannot be a substitute for motivation (Başar, 2011). However, there is an apparent relationship between these two concepts. Highly motivated people experience much satisfaction (Chughati and Perveen, 2013).

As mentioned by Steers et al (2004, pp. 379) the earliest approaches to understanding human motivation date from the time of the Greek philosophers and focus on the concept of hedonism as a principle driving force in behavior. Individuals were seen as directing their efforts to seeking pleasure and avoiding pain. This principle was later refined and further developed in the works of philosophers such as John Locke and Jeremy Bentham in the 17th and 18th centuries. Motivation theory has moved on from then. It started in the earlier part of the 20th century with the contributions of the exponents of scientific management (instrumentality theory). In the middle years of that century the behavioral scientists entered the field and began to develop the ‘content’ or ‘needs’ theory of motivation. The main process theories such as expectancy theory emerged in the 1960s and 70s, although the first formulation of the process theory of reinforcement took place in 1911. The three main areas of motivation theory – instrumentality, content and process – are examined below according to Michael Armstrong. (Armstrong, 2014, pp. 171-177)

2.3.1 Instrumentality Theory

Instrumentality theory states in effect that rewards and punishments are the best instruments with which to shape behavior. It assumes that people will be motivated to work if rewards and penalties are tied directly to their performance; thus the awards are contingent upon effective performance. Instrumentality theory has its roots in the scientific management methods of Taylor (1911: 121) who wrote: ‘It is impossible, through any long period of time, to get workmen to work much harder than the average

men around them unless they are assured a large and a permanent increase in their pay.’ This theory provides a rationale for financial incentives such as performance-related pay, albeit a dubious one. Motivation using this approach has been and still is widely adopted. It may be successful in some circumstances, e.g. piece work, but – for different reasons performance pay is flawed. Instrumentality theory relies exclusively on a system of external controls and does not recognize a number of other human needs. It also fails to appreciate the fact that the formal control system can be seriously affected by the informal relationship existing between workers. (Armstrong, 2014, pp. 171-177)

2.3.2 Content Theory

The aim of the content or needs theories produced by Maslow, Alderfer, McClelland, Herzberg, and Deci and Ryan was to identify the factors associated with motivation. The theory focuses on the content of motivation in the shape of needs. Its basis is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore the balance a goal is identified that will satisfy the need, and a behavior pathway is selected that will lead to the achievement of the goal and the satisfaction of the need. Behavior is therefore motivated by unsatisfied needs. Content theory, as the term implies, indicates the components of motivation but it does not explain how motivation affects performance – a necessary requirement if the concept is to provide guidance on HR policy and practice. (Armstrong, 2014, pp. 171-177)

2.3.2.1 Maslow’s Hierarchy of Needs

The most famous classification of needs is the one formulated by Maslow (1954). He suggested that there are five major need categories that apply to people in general, starting from the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfillment, the highest need of all. When a lower need is satisfied the next highest becomes dominant and the individual’s attention is turned to satisfying this higher need. The need for self-fulfillment, however, can never be satisfied. ‘Man is a wanting animal’; only an unsatisfied need can motivate behavior and the dominant need is the prime motivator of behavior. Psychological development takes place as people move up the hierarchy of needs, but this is not

necessarily a straightforward progression. The lower needs still exist, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs. Maslow's needs hierarchy has an intuitive appeal and has been very popular. But it has not been verified by empirical research such as that conducted by Wahba and Bridwell (1979), and it has been criticized for its apparent rigidity – different people may have different priorities and the underpinning assumption that everyone has the same needs is invalid. It is difficult to accept that needs progress steadily up the hierarchy and Maslow himself expressed doubts about the validity of a strictly ordered hierarchy. But he did emphasize that the higher-order needs are more significant. (Armstrong, 2014, pp. 171-177)

2.3.2.2 ERG Theory

Alderfer (1972) produced a more convincing and simpler theory, which postulated three primary categories of needs:

1. Existence needs such as hunger and thirst – pay, fringe benefits and working conditions are other types of existence needs.
2. Relatedness needs, which acknowledge that people are not self-contained units but must engage in transactions with their human environment—acceptance, understanding, confirmation and influence, are elements of the relatedness process.
3. Growth needs, which involve people in finding the opportunities to be what they are most fully and to become what they can. This is the most significant need.

Alderfer and Maslow's theories are similar, but Alderfer (1969) suggest that when an individual is continually unable to meet upper-level needs, the lower level needs become the major determinants of their motivation. In other words, the ERG theory differs from the hierarchy of needs in which it suggests that lower-level needs must not be completely satisfied before upper-level needs become satisfied (Burnet and Simmering, 2006).

Alderfer also stated that individuals are motivated by moving forward and backward between these levels (Ramprasad, 2013). In detail, according to Alderfer (1972), in the case of relatedness satisfaction decreases, the existence desires tend to increase while

growth desires decrease (backward movement). On the other hand, in the case of relatedness satisfaction increases, growth desires tend to increase while existence desires decrease (forward movement).

2.3.2.3 McGregor's Theory X and Theory Y

Douglas McGregor introduced Theory X and Theory Y, which contains two different assumption sets corresponding to relationships between managers and employees (De Cenzo and Robbins, 1994). The main assumption of Theory X is that employees dislike work and have tendency to avoid it. This kind of people must be continuously controlled and threatened with punishment in order to succeed the desired aims. On the other hand, Theory Y is assumed that employees could have self-direction or self-control if he/she is committed to the jobs (Gerçeker, 1998). According to McGregor, Theory Y is considered as more valid and greater job involvement, autonomy and responsibility; given employees, increase employee motivation (De Cenzo and Robbins, 1994).

2.3.2.4 McClelland's Achievement Motivation

An alternative way of classifying needs was developed by McClelland (1961), who based it mainly on studies of managers. He identified three needs of which the need for achievement was the most important:

1. The need for achievement, defined as the need for competitive success measured against a personal standard of excellence.
2. The need for affiliation, defined as the need for warm, friendly, compassionate relationships with others.
3. The need for power, defined as the need to control or influence others.

This theory has been a corner stone for many empirical and experimental researches. The main point of the theory is that when one of these needs is strong in a person, it has the potential to motivate behavior that leads to its satisfaction. Thus, especially managers should effort to develop an understanding of whether and to what degree their employees have these needs, and the extent to which their jobs can be structured to satisfy them (Higgins, 2011).

2.3.2.5 Herzberg's two-factor model

The two-factor model of motivation developed by Herzberg (1957, 1966) was based on an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers who were asked what made them feel exceptionally good or exceptionally bad about their jobs. According to Herzberg, this research established that there were two factors that affected feelings of satisfaction or dissatisfaction. Motivating factors or 'satisfiers' relate to the job content and consist of the need for achievement, the interest of the work, responsibility and opportunities for advancement. These needs are the intrinsic motivators. He summed this up in the phrase 'motivation by the work itself'.

Hygiene factors relate to the job context, including such things as pay and working conditions. 'Hygiene' is used in the medical use of the term, meaning preventative and environmental. In themselves hygiene factors neither satisfy nor motivate and they serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes. Pay is not a satisfier but if it is inadequate or inequitable it can cause dissatisfaction. However, its provision does not provide lasting satisfaction.

Herzberg's motivation-hygiene theory is also criticized on some points. Theory does not clarify the differences between the satisfaction and dissatisfaction. These two factors, called "motivators" and "hygiene", conclude differently from population to population. Any factor that causes dissatisfaction may contribute to satisfaction in any other condition or any other country. In addition, this difference is hard to put into effect, since people have different needs and expectations. According to researcher having opposite view, level of satisfaction cannot be predicted with the only motivator or hygiene (Stello, 2011).

2.3.2.6 Self-Determination Theory

As formulated by Deci and Ryan (2000) this theory states that individuals are motivated by the need to achieve three fundamental goals: striving for competence, autonomy and relatedness.

2.3.3 Process Theory

In process theory, the emphasis is on the psychological or mental processes and forces that affect motivation, as well as on basic needs. It is also known as cognitive theory because it refers to people's perceptions of their working environment and the ways in which they interpret and understand it. The main process theories are concerned with reinforcement, expectancy, goals, equity, and cognitive evaluation.

2.3.3.1 Reinforcement Theory

This is the oldest and least complex of the process theories. It is based on 'the law of effect' as formulated by Thorndike (1911), which states that over time people learn about the relationships between their actions and the consequences of them and this understanding guides their future behavior. In other words, if they believe that something has worked previously then they will do it again. It was later developed by Hull (1943, 1951).

Skinner (1953) and others later built on these principles with the notion of 'operant conditioning', which was influenced by the work of Pavlov and his salivating dogs. As Shields (2007: 76) put it: 'Positive reinforcement of desired behavior elicits more of the same; punishment of undesired behavior (negative reinforcement) elicits less of the same.'

Reinforcement models continue to thrive today as explanatory vehicles for understanding work motivation and job performance, and as a justification of performance pay.

But reinforcement theory can be criticized for taking an unduly mechanistic view of human nature. It implies that people can be motivated by treating them as machines – by pulling levers. In assuming that the present choices of individuals are based on an understanding of the outcomes of their past choices, reinforcement theory ignores the existing context in which choices are made. In addition, motivational theories based on the principle of reinforcement pay insufficient attention to the influence of expectations – no indication is given of how to distinguish in advance which outcomes would strengthen

responses and which would weaken them. Above all, they are limited because they imply, in all port's (1954) vivid phrase, hedonism of the past.

2.3.3.2 Expectancy Theory

Expectancy theory states that motivation will be high when people know what they have to do in order to get a reward, expect that they will be able to get the reward and expect that the reward will be worthwhile.

The concept of expectancy was originally contained in the valence-instrumentality-expectancy (VIE) theory that was formulated by Vroom (1964). Valence stands for value; instrumentality is the belief that if we do one thing it will lead to another; and expectancy is the probability that action or effort will lead to an outcome.

The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is an inadequate guide to the implications of the change. In these circumstances, motivation may be reduced.

Shields (2007, pp. 80) commented that a problem with expectancy theory is that it assumes that 'behavior is rational and premeditated when we know that much workplace behavior is impulsive and emotional'.

However, in spite of these objections, the simple message of expectancy theory – that people will be motivated if they expect that their behavior will produce a worthwhile reward – is compelling. And it provides a useful tool to assess the effectiveness of motivating devices such as performance-related pay.

2.3.3.3 Goal Theory

Goal theory as developed by Latham and Locke (1979) following their research states that motivation and performance are higher when individuals are set specific goals, when goals are demanding but accepted, and when there is feedback on performance.

Goals must be clearly defined. Participation in goal setting is important as a means of getting agreement to the setting of demanding goals. Feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

However, the universality of goal theory has been questioned. For example, Pintrich (2000) noted that people have different goals in different circumstances and that it is hard to justify the assumption that goals are always accessible and conscious. And Harackiewicz et al (2002) warned that goals are only effective when they are consistent with and match the general context in which they are pursued. But support for goal theory was provided by Bandura and Cervone (1983) who emphasized the importance of self-efficacy (a belief in one's ability to accomplish goals).

2.3.3.4 Equity Theory

Equity Theory is a motivation theory but there are important points about satisfaction and dissatisfaction in it. According to Adams (1963, 1965), satisfaction is determined by the perceived input-outcome balance. He states that, employees aim to reach a balance between their "inputs" and their "outcomes". Inputs are factors such as educational level, experience, ability, skill, effort, responsibility, age and effort, while outcomes are the things like performance, salary, good working conditions, work insurance, promotion, recognition, status, and opportunity (Holtum, 2007).

The degree of equity is a factor that is defined by the relationship between inputs and outcomes. Employees make a comparison between their own contribution and rewards. During this stage, if employees feel themselves as not being fairly treated, this will result in dissatisfaction. If the rates of reward are low than others, means inequality increases, employees try to increase their rewards. If this is not possible, they decrease their contribution and performance. In contrast, if this rate is higher than another's rate, feeling of guilt emerges. In other words, not only under-reward but also over reward can lead to dissatisfaction and feeling of guilt (Al-Zawahrehand Al-Madi).

As a conclusion, Adams's Theory made a significant contribution to motivation theory by pointing out social comparisons. A part from expectancy theories, which focus on the relationship between performance and reward, Adams's theory proposed that motivation

process is more complicated and employees evaluate their rewards by social comparisons.

2.3.3.5 Discrepancy Theory

According to Discrepancy Theory, differences between received outcome levels and desired outcome levels determine the satisfaction. When received outcome level is below the desired outcome level, dissatisfaction occurs Katzell (1961) and Locke (1968) have presented two most developed discrepancy theories. Locke proposed that perceived discrepancy is important, and satisfaction is determined by the difference between what people wants, what they receive/perceive and what they expect to receive (Atasoy, 2004).

2.3.3.6 Job Characteristic Theory

Hackman and Oldman (1976) to explain aspects of job satisfaction develop Job Characteristic Model. It states that job characteristics are the best predictors of job satisfaction since job satisfaction is affected by interaction of task characteristics, characteristics of workers and organizational characteristics (Green, 2000). 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.

Hackman and Lawler (1971) studies provide an important background for the Hackman-Oldham model (1975), their model stated the most widely accepted job characteristic approach with the six job attributes: variety, autonomy, task identity, feedback, dealing with others and friendship opportunities (Atasoy, 2004).

2.3.3.7 Social Learning Theory

Social learning theory as developed by Bandura (1977) combines aspects of both reinforcement and expectancy theory. It recognizes the significance of the basic behavioral concept of reinforcement as a determinant of future behavior but also

emphasizes the importance of internal psychological factors, especially expectancies about the value of goals and the individual's ability to reach them. The term 'reciprocal determinism' is used to denote the concept that while the situation will affect individual behavior individuals will simultaneously influence the situation.

2.3.3.8 Cognitive Evaluation Theory

Cognitive evaluation theory contends that the use of extrinsic rewards may destroy the intrinsic motivation that flows from inherent job interest. It was formulated by Deci and Ryan (1985). Referring to their research, they stated that: 'Rewards, like feedback, when used to convey to people a sense of appreciation for work well done will tend to be experienced information-ally and will maintain or enhance intrinsic motivation. But when they are used to motivate people, they will be experienced controlling and will undermine intrinsic motivation.'

Deci et al (1999) followed up this research by carrying out a meta-analysis of 128 experiments on rewards and intrinsic motivation to establish the extent to which intrinsic motivation was undermined by rewards. The results of the study indicated that for high-interest tasks, rewards had significant negative effects on what the researchers called 'free choice measures', which included the time spent on the task after the reward was removed.

But as noted by Gerhart and Rynes (2003: 52): 'The vast majority of research on this theory has been performed in school rather than work settings, often with elementary school-aged children.' But that did not stop other commentators assuming that the results were equally significant for working adults. It is interesting to note that research in industry conducted by Deci and Ryan (1985), while it found that financial incentives did decrease intrinsic motivation in high-control organizational cultures, also established that in organizations with the opposite high-involvement culture, intrinsic and extrinsic motivation were both increased by monetary incentives. Context is all important. Moreover, a meta-analysis of 145 studies conducted by Cameron et al (2001) led to the conclusion that rewards do not inevitably have negative effects on intrinsic motivation.

2.3.3.9 Purposeful Work Behavior

A more recent integrated motivation theory formulated by Barrick and Mount (2013) focused on the impact on motivation of individual factors, such as personality and ability, and situational factors, such as job characteristics. The motivation to engage in purposeful work behavior depends on both these factors.

2.3.4 Conclusions on the Theories

All the theories referred to above make some contribution to an understanding of the processes that affect motivation. But instrumentality theory provides only a simplistic explanation of how motivation works. Needs and content theories are more sophisticated but have their limitations. As Gerhart and Rynes (2003, pp. 53) commented.

Although the ideas developed by Maslow, Herzberg and Deci have had considerable appeal to many people, the prevailing view in the academic literature is that the specific predictions of these theories is not supported by empirical evidence. On the other hand it would be a mistake to underestimate the influence that these theories have had on research and practice. Pfeffer, Kohn and others continue to base their argument regarding the ineffectiveness of money as a motivator on such theories.

But, bearing in mind the reservations set out earlier, needs theory still offers an indication of the factors that motivate people and content theory provides useful explanations of how motivation takes place. And while instrumentality and reinforcement theories may be simplistic they still explain some aspects of how rewards affect motivation and performance and they continue to exert influence on the beliefs of some people about the power of incentives to motivate people. Herzberg's research may be flawed but he still contributed to the recognition of the importance of job design.

Motivation theory can explain what makes people tick at work but it is also necessary to consider two other aspects of the impact of motivation – its relationship with job satisfaction and the effect of money on motivation.

2.4. Factors Affecting Job Satisfaction

As Michael Drafke (2006, pp. 360-368) stated, the factors affecting quality of work life have been presented, but there are others factors that can affect employees' job satisfaction. The factors affecting job satisfaction can be divided into three main areas, though different scholars divide them in to different categories; internal factors, external factors, and individual factors. Those factors that are stated by Michael Drafke are briefly discussed here under with some omission and additions from the purpose of this research.

2.4.1 Internal Job Satisfaction Factors

These factors are closely associated with the job itself and are the most difficult to alter without leaving the job.

2.4.1.1 The Work

The prime factor in job satisfaction is the work itself. It is difficult, if not impossible, to have job satisfaction if you hate the work you are doing. However, Sometimes people claim to hate their job when in fact they just hate doing the job for their current employer. These people actually like the work; they just don't like the people they are currently doing it for. Others may dislike some aspect of their job. To avoid unnecessary career changes, hence it is important to distinguish between disliking the work and disliking the current employer.

Nezaam Luddy (2005), study result also indicates that there is a strong correlation between satisfactions with the nature of the job itself. The correlation, nevertheless, represents a relatively weak, positive linear relationship.

2.4.1.2 Job Variety

Job satisfaction generally increases as the number of skills used in performing a job increases. Additionally, job satisfaction generally increases as the amount of knowledge needed to perform a job increases. These two factors, required skills and quantity of knowledge, combine to form job variety. The opposite of job variety is task specialization. Task specialization, when taken to an extreme, task specialization can create jobs with few tasks that repeat every 5 to 10 seconds. It is easy to see how jobs

with such low job variety would provide little job satisfaction for some people. Other people, however, can accept limited job variety. What is an acceptable level of job variety is something that must often be left to each individual.

2.4.1.3 Autonomy

Autonomy refers to the level of control people have over their work. The more freedom people have over the pace of their work and the methods they may employ to perform it, the more autonomy they have. As autonomy, or freedom, increases, so does job satisfaction. The need for autonomy is sometimes felt more strongly in people trying to fulfill the higher needs on Maslow's Hierarchy of needs. These higher level needs would include the need for status and self-esteem, Self-actualization and knowledge.

According to Filimon Rezene (2015) job autonomy is the one of the factors to have a strong, positive and significant relationship with job satisfaction, which also can statistically and positively predicts the variation in job satisfaction. It was found out that, clear correlation with job satisfaction indicates that, more autonomy in a job leads to higher job satisfaction among employees

Rahmet Abubeker (2015), also reveals that variance in job satisfaction is explained by job autonomy, which is statistically significant. The result also indicates that there is positive relationship between job autonomy and job satisfaction, which is statistically significant too. This result is also supported by Selamawit Bedru (2015). As to her findings there is low but statistically significant and positive relation between job autonomy and job satisfaction. That illustrates when job autonomy is high job, satisfaction increases.

2.4.1.4 Goal Determination

Goal determination refers to the freedom people have to establish their own work goals and to determine their own criteria for success. Increased freedom to determine goals and success criteria can lead to increased job satisfaction. Freedom to determine goals may not increase job satisfaction, but in most cases having clear, explicit goals is better than having vague ones, increased job satisfaction may also come from having goals determined and meeting them, as well as having the freedom to set those goals.

2.4.1.5 Feedback and Recognition

It is necessary to provide feedback for employees which allow them to know how well they are doing their jobs (Herzberg, 1993). Feedback could be from supervisors, co-workers and sometimes customers who get services from the organization. The effective feedback is specific but its function is general especially to job satisfaction. Feedback is closely related with respect and recognition.

In this context, recognition can be differentiated from feedback by frequency and significance. Recognition is received from a manager, and it is received less often but carries greater significance than feedback. Recognition might be an employee-of-the-month award; whereas feedback may be as simple as a “Good job” from a manger.

Recognition for a job well done can lead to increased job satisfaction. Conversely, lack of recognition for a job well done can lead to dissatisfaction. For many people, receiving recognition in front of others can be more satisfying than receiving recognition from a manager in private. Recognition may take many forms ranging from a public acknowledgment of one’s contribution, to an outstanding service or employee-of-the-month or-year award, to a promotion. No matter what the recognition, as with feedback, the recognition must be accurately awarded. The value of the recognition may fall to zero if the undeserving receive it. Unlike feedback, recognition does not have to be as timely or as frequent.

Ayesha Yaseen (2013), survey finds that recognition is the most important things which excite employees secondly to pay.

2.4.2 External Job Satisfaction Factors

The external job satisfaction factors are related to the work or to the working environment. Those related to the work itself are either easier to separate from the work than the internal factors or they are easier to change.

2.4.2.1 Achievement

Achievement is one of main things people want from their jobs. That means people can get satisfied when they get success (Herzberg, 1993).

Achievement refers to a person's success on the job. The general belief is that high achievers on the job have high job satisfaction. There are some, like the behavioral managers, who believe that job satisfaction leads to high achievement. The reverse of this situation may be even more important. People who are unsuccessful on the job have little, if any, job satisfaction. Therefore, the cure for low job satisfaction may be to increase job performance. Training, education, increased effort, or improved equipment may be the way to improve achievement and job satisfaction.

Irene Christofidou Gregoriou (2008) observed that in his research study, linked to the Herzberg Theory, suggests that achievement, recognition, the work itself, responsibility and growth are important factors affecting the motivation of people on their jobs.

2.4.2.2 Role Ambiguity and Role Conflict

It is difficult for people to have high job satisfaction when they are unsure what their job entails. Not knowing what your job is or what your place is in the organization is referred to as role ambiguity. Clarifying the task that defines employees' job and place in the organization (in terms of authority and responsibility) can reduce role ambiguity. Reducing role ambiguity can lead to increased job satisfaction.

It is possible for people to have minimal role ambiguity but to have conflicts with their role. A person may know what his or her job is and what his or her role in the organization is, but there might be conflicts between the parts of his or her role. Increased role conflict leads to lower job satisfaction

According to Selamawit Bedru (2015), all the independent variables of job stressor together significantly predict the variation in job satisfaction. When one variable (physical environment) is controlled, five of the other job stressors are statistically significant determining the variation in job satisfaction. From these, role conflict is the

best predictor of job satisfaction followed by work over load, role ambiguity, and relationship at work and job autonomy.

2.4.2.3 Opportunity

Many people may have more job satisfaction when they believe that their future prospects are good. These future prospects may mean the opportunity for advancement and growth with their current employer or the chance of finding work with another employer. If people feel they have fewer opportunities with their current employer than they would like, then their job satisfaction may decrease. Note that we are dealing with people's feeling here, "if people feel they have fewer opportunities," they may in fact have chances for advancement, but if they don't think they do, their job satisfaction suffers anyway. Not only must people think they have good future prospects with their employer, they must think, that they have a fair chance of obtaining the future prospects. The same is generally true with opportunities with other companies.

If people believe there are outside job opportunities, their job satisfaction may increase or decrease and is also dependent on whether or not they feel they have a fair chance at obtaining the outside opportunities. Job satisfaction may decrease if there are outside job opportunities, especially if those jobs are perceived to be better. A feeling of the grass being greener on the other side can arise, leading to less satisfaction with the current job. Conversely, if the conditions at the outside jobs are perceived to be poorer than at one's current position (less pay, farther away, less desirable work hours), then job satisfaction may actually increase. Note that it is the perception that is important. Actual conditions may be worse, but if someone perceives or believes them to be better, then satisfaction with the current job can be affected.

According to SEDA UNUTMAZ (2014) study on factors affecting job satisfaction of employees in a public institution, in terms of the importance levels and satisfaction levels of the factors, "Opportunities" is considered to be the most important factor among other main factors.

According to his study, “overseas appointment opportunity” and “master degree opportunity” are the most important sub-factors for the job satisfaction of employees as far as the “Opportunities” is concerned.

2.4.2.4 Job Security

Job security, an example of Frederick Herzberg’s hygiene factors, may affect job satisfaction more when it is not present than when it is. When job security, the assurance of employment continuing in the future, is absent there may be less job satisfaction. When it's present, job security may be taken for granted. Job security itself is affected by intrinsic and extrinsic factors.

Some employers strive to offer job security: in other cases, job security is an integral part of the employer’s culture. However, it sometimes appears that there are fewer and fewer of these employers in today’s work environment.

According to Mosammod Mahamuda and M MNurul (2011), job security as an aspect of job satisfaction was more important to male employees than to female employees. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction

2.4.2.5 Social Interactions

Whether using subjective evidence or the work of Frederick Herzberg, Abraham Maslow, and others, we see the importance of social interactions at work. Sometimes work is the main source of social interactions for people. When the social interactions are not as desired, job satisfaction can decrease. These social interactions are complex entities, the value to the individual being affected by the quantity of interactions, physical and mental isolation, and the quality of the interactions. As the quantity of social interactions increases, job satisfaction may increase. The quantity of social interactions is affected by physical and mental isolation. Physical isolation means that the work site is so remote that few other workers are in the area or that the workers in the area are isolated by the working conditions. Working conditions that prevent communication because the

equipment separates workers or the noise level is high can create conditions of physical isolation. The very nature of the work may prevent social interaction, thereby creating mental isolation. This may occur when the concentration level required to perform the work is so high that it prevents communication. When physical and mental isolation increase, the quantity of social interactions decrease, job satisfaction may also decrease.

Seda Unutmaz (2014), findings show that communication and cooperation with co-workers are the most satisfied factors among all job satisfaction determinants. Employees find their co-workers cooperative, supportive, and competent in performing the jobs.

Selamawit Bedru (2015) states that relationship at work correlate with job satisfaction moderately and positively. But when there is unclear responsibility, duty and information satisfaction of employees toward their job decreases. Relationship at work place significantly and positively explains the variation in job satisfaction. When relationship at work is good job satisfaction increases.

2.4.2.6 Supervision

Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia and Suess, 2003; Smucker, Whisenant, and Pederson, 2003). It is the affiliation between leaders and subordinates. A synergistic supervision is an appropriate instrument to enhance job satisfaction. It will establish open communication, trust relationships, supervisory feedback and evaluation. Supervisors should apply the appropriate strategies with their employee's status and act accordingly (Herzberg 1993; Hackman and Oldham 1976).

Others also state that, supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003). According to Ramsey (1997), supervisors contribute to high or low morale in the workplace. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints (Sherman and Bohlander, 1992). Supervisors with high relationship behavior strongly impact on job satisfaction (Graham and Messner, 1998).

A study conducted by Packard and Kauppi (1999) found that employees with supervisors displaying democratic management styles experienced higher levels of job satisfaction compared to those who had supervisors who exhibited autocratic or laissez – faire leadership styles. Brewer and Hensher (1998) contend that supervisors whose leadership styles emphasizes consideration and concern for employees generally have more satisfied workers than supervisors practicing task structuring and concern for production. Bassett (1994) maintains that supervisors bringing the humanistic part to the job, by being considerate toward their employees, contribute towards increasing the employee’s level of job satisfaction.

Nezaam Luddy (2005), results indicate that the weakest relationship was found between job satisfaction and supervision. Nevertheless, the subscales for the relationships between job satisfaction and supervision, was found to be significant.

Rahmet Abubeker (2015),states that level of satisfaction was found to be largely influenced by the level of employees participation in decision making, leadership and management among others.

2.4.2.7 Organizational Culture

The overall organizational culture and management style can increase or decrease job satisfaction. A manager may choose to use a classical or behavioral style of management. A subordinate may force a manager to use a classical style or may allow the manager to use a behavioral style. Or the organization’s culture or climate may be classical or behavioral. In fact, many organizations have a classical, bureaucratic, or authoritarian culture. Although job satisfaction is often higher in non-bureaucratic organizations, much depends on the individual. An individual needing close, classical supervision or not needing or wanting responsibility may not feel satisfied in a behavioral, employee-empowerment firm. An individual needing or wanting more freedom, more responsibility, or more autonomy may not be satisfied in a classical management atmosphere where these characteristics are in short supply, the important point here is that people should try to match their needs to a company that can meet those needs, thereby increasing job satisfaction.

According to Barbara A. Sypniewska (2013) the least important factor affecting job satisfaction is company culture. It seems that this factor should play greater significance as it is the culture of the organization that sets the direction for the various benefits of a company and its prevailing rules.

Rahmet Abubeker (2015), states also that, working condition of the staffs does not significantly affect the variation in job satisfaction. This showed that excluding working condition the other dimensions can significantly determine the variation of job satisfaction.

2.4.2.8 Work Schedules

It is possible for work schedules to increase job satisfaction. Compressed work weeks and flextime may increase job satisfaction by allowing for a better interface between someone's personal life and work life. Job satisfaction can also be positively influenced by allowing a subordinate's input in to the work schedule or by allowing workers to trade days with other workers. Some managers even go so far as to post a blank schedule with a statement that five workers are needed on Monday and Wednesday and four on Tuesday, and so forth, and allowing people to sign up for whatever days they want and whatever days they can negotiate with coworkers. Sometimes the work schedule is like one of Herzberg's hygiene factors. A bad schedule may make a worker feel dissatisfied, whereas a good or a "normal" schedule may make him or her not dissatisfied (which is not the same as being satisfied).

2.4.2.9 Seniority

Seniority affects job satisfaction differently for different people. Sometimes satisfaction increases as people learn to perform more proficiently. For others, satisfaction decreases due to boredom or due to the realization that their goals and careers are not advancing as they had hoped. For those with lower job satisfaction due to seniority many choose to leave the position they are in. They may leave by seeking a promotion, by requesting a transfer, or by looking for a job with another employer. Some job changes are acceptable to potential employers, such as those in the advertising industry, but frequent changes,

holding jobs for only a few months, and not staying at even one employer for a respectable amount of time (1 to 2 years) can be perceived quite negatively.

2.4.2.10 Compensation

Compensation is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction so that individuals can fulfill their needs, (Arnold and Feldman 1996).

However, there is no such empirical evidence that asserts that compensation alone improves worker satisfaction or reduces dissatisfaction. (Bassett 1994) stated that even highly paid employees may still be dissatisfied if they do not like the nature of their job. Moreover, a study conducted by Young and Woer (1998) in the public sector organizations revealed the failure of any significant relationship between job satisfaction and pay.

However (Bogie 2005; Chung 1977; Van Dyad Werner 2004) says that poor pay and absence of recognition often leads to a problem with employee retention.

Remitz (1960) talks explicitly that payment correlates with satisfaction. People at work have a clear idea of what they ought to be paid, comparatively with their co-workers and according to their skill, experience, seniority.(Irene Christofidou, 2008)

Money does not solve everything because quite often money treats a symptom and not the problem. Treating a symptom leaves the underlying problem to return and contribute to dissatisfaction again and again. To avoid this problem, people must determine what the problem is. Once the factor or factors that are causing the dissatisfaction are identified, then it must be determined whether money can solve the problem or not. Often, something other than money is needed. For example, may be a particular person has far too much work and therefore not enough time. More money will not solve this problem. What might be needed is more equipment, or faster equipment, or additional training, or an assistant. Just giving the person more money might compensate him or her for the short term, but it will not add any hours to the day or reduce the number of tasks. Therefore, in order to maximize satisfaction, people need to know the factors that

contribute to job satisfaction, they need to identify exactly which ones are causing any dissatisfaction, and they need to take actions that will eliminate the problem rather than simply mask the problem temporarily. This may involve looking at the external job satisfaction factors, the internal factors, or the individual factors. Michael Drafke (2006, pp. 360-368)

According to Mosammod Mahamuda and M MNurul (2011) money is a good motivator, actually all employees' work for money, employee's need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. Similarly Ayesha Yaseen (2013), survey finds that most important things which excite employees are the pay followed by recognition, promotion opportunity and meaningful work.

According to Nezaam Luddy (2005), results indicate that the strongest correlation was obtained between satisfaction and pay. Nevertheless, the subscales for the relationships between job satisfaction and pay, was found to be significant. Rahmet Abubeker (2015), states also that level of satisfaction was found to be largely influenced by the level of pay and benefit.

2.4.3 Individual Job Satisfaction Factors

Of the three groups of factors affecting job satisfaction, the individual factors have the least to do with the actual job. The individual factors mainly concern a person and the person's family and network of friends.

Although these factors can greatly affect how some one feels about his or her job, many of these consist of opinions. Opinions can be changed by facts and information. So although these factors can have a great influence on job satisfaction, the individual has more control over them and can effect change if it is needed.

2.4.3.1 Commitment

The more carefully someone has researched, selected, and prepared for a job, the more likely that person is to be satisfied with the job. If the actions of researching, selecting, and preparing for the job are highly visible to friends and family, then the person is more likely to be satisfied with the job, and less likely to admit to any dissatisfaction. The greater the commitment the person has made to a job, the bigger the mistake would appear to be if the person said he or she was wrong in selecting it. For a few people, this means that they may stay in an unsatisfying job, unwilling to look foolish or unable to admit to a mistake.

2.4.3.2 Expectations

People believe that their jobs should fulfill certain needs. These beliefs, or expectations, concerning a job's ability to fulfill needs may be realistic or unrealistic. People who expect work to fulfill all of their needs are probably being unrealistic. Using Maslow's Hierarchy on Needs as an example, it is reasonable for work to fulfill physiologic needs, and some or most of the safety needs, but only some of the belonging needs. Expecting work to provide all of one's needs for belonging would include fulfillment of the social and the individual aspects. Expecting the individual needs for mate or date to come from one's workplace is not only unrealistic; it is asking for trouble. Even expecting work to provide all of one's social contacts is expecting too much. The important thing here is to determine what one's job can and cannot reasonably provide.

When work cannot fulfill some of one's needs, many people turn to areas outside of work. Here, many people seek fulfillment through family and community or volunteer organizations. The fulfillment of some of people's other needs helps explain why so many people volunteer work for no pay.

2.4.3.3 Job Involvement

Job involvement refers to how important a person's job is in his or her life. The more involved a person is in his or her job, the more satisfaction he or she generally feels. It is possible, however to become overinvolved in a job. Over involvement (becoming a

“workaholic”) can be identified when work becomes as pervasive as to affect one’s personal life negatively. At this point, one might need to determine whether work is part of the overall “solution” or part of the “problem.”

2.4.3.4 Effort/Reward Ratio

People compare the rewards they receive from work to the effort they put into work partially to determine job satisfaction. If the ratio between the two is heavy on the effort side, then people generally feel less satisfied because they feel they are putting more into their work than they are getting out of it. People also compare their effort/reward ratio to the ratio of others. If they believe their ratio is less than their coworkers’ ratios, then they will feel less satisfied because they will feel that they are getting less out of their jobs for the effort they put in than their coworkers. In all of this analysis, people look at a total rewards from work, not just monetary compensation. Also, we are once again dealing with people’s perceptions of effort and rewards, which may be real or imaginary.

2.4.3.5 Influence of Coworkers

Co-worker is defined as “fellow worker, a colleague” (Chambers Compact Dictionary, 2005, p. 181).

The importance coworkers place on certain issues affects the importance an individual places on those issues; this influence of coworkers it turns may affect job satisfaction. For instance, coworkers can influence one’s thinking if they constantly grumble about the state of the equipment. You may also feel that this is important and will tend to agree that the equipment is substandard. Or if coworkers constantly talk about what a great place you work in, then you will also tend to think that the place is good, and your job satisfaction will increase.

It is also true that a number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner and Kinicki, 2001; Luthans, 1989).

Findings of a survey conducted by Madison (2000) on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support

from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Berta, 2005).

Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 1997). A study conducted by Viswesvaran, Deshpande and Joseph (1998) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

According to Locke, employees prefer to work with people being friendly, supportive, and cooperative (Başar, 2011). Since people spend majority of their times with colleagues, if co-workers make them happy, this has positive impact on their job satisfaction (Beşiktaş, 2009).

2.4.3.6 Comparisons

People make comparisons between their jobs and how satisfied they are with them and the jobs of friends, relatives, and neighbors. A person who is a middle manager may feel quite satisfied if his or her family members and neighbors all have lower-status, lower paying jobs. This same middle manager might feel less satisfaction if his or her family and neighbors are CEOs and doctors. Here, each job has relative worth, rather than absolute worth.

2.4.3.7 Opinions of Others

The opinions of others concerning one's job also affect job satisfaction. If other people, especially people whom that employee admire and respect, believe that he/she have a good job, then he/she will typically feel more satisfied than if the people around him/her think they have a lousy job. This also applies to the way society views entire professions. If society generally regards one's profession as valuable and of higher status, then the person will be more satisfied than if society feels the job is of low status and worth.

2.4.3.8 Personal Outlook

A person's general outlook on life is another factor that influences job satisfaction. A person with high self-esteem, with confidence in his or her abilities, and with a positive outlook on life is more likely to have high job satisfaction than someone with a negative attitude.

2.4.3.9 Age

Job satisfaction typically increases with age. Older workers have more work experience, they understand better which needs work can and cannot satisfy, and over all they have a more realistic view of work and life. Younger workers have comparatively few or no job experiences with which to compare their current jobs. Because of this, they are more likely to substitute the opinions of other people, their own beliefs about other people's jobs, and their own idealistic views of what work should be for their lack of experience. These opinions and beliefs are less applicable than their own experience and can cause younger workers to feel less satisfaction than they would if they had their own experiences to draw on.

2.5 The Impact of Satisfied and Dissatisfied Employees on the Workplace

Stephen P. Robbins, et.al, (2013) develop a theoretical model frame work that could help in understanding the consequences of dissatisfaction at work place—the exit–voice–loyalty–neglect.

- The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning.
- The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.
- The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”

- The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

Exit and neglect behaviors encompass our performance variables— productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty—constructive behaviors that allow individuals to tolerate unpleasant situations or revive satisfactory working conditions. It helps us understand situations, such as we sometimes find among unionized workers, for whom low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or formal contract negotiations. These voice mechanisms allow them to continue in their jobs while convincing themselves they are acting to improve the situation (Robins, 2013, pp. 82 - 85)

2.6 Conceptual Frame Work

According to Ling et al.(2014), role ambiguity affects the job satisfaction negatively. Amongst some important factors causing stress, one is role conflict. It has a significant negative impact on job satisfaction (Fie et.al, 2009).Work overload is negatively related with job satisfaction (Nirel et al., 2008). In an environment where co-worker and supervisor support is high, there is a positive relationship to job satisfaction (Bateman, 2009). There is positive relation between job autonomy and job satisfaction (Saragin, 2002). Employees who perceive their physical work environment adequate are more satisfied with their jobs (Srivastava, 2008).

A study examined the relationship between role stress and job satisfaction among bank employees in Kota Kinabalu, Sabah. Respondents participated in the study provided sufficient data to examine the relationship between the independent variables (role stress and working condition) and dependent variable (job satisfaction). From the findings, role stress has a negative relationship with job satisfaction among bank employees (Ling, 2014)

Correlation analysis of a study made by Vanishree and Ganapathi,(2013) indicates that the employee job satisfaction is negatively and significantly associated with workload

and role conflict, while the employee job satisfaction is positively and significantly correlated with physical environment in small-scale industries. The regression analysis shows that the job stress factors of workload and role conflict have the negative impact on employee job satisfaction while, the job stress factor of physical environment have the positive impact on employee job satisfaction at one per cent level of significance. It was established that a strong negative significant relationship existed between occupational stress and job satisfaction.

A study by Lee and Yong, (2011) investigated the relationship between job stress and job satisfaction, and analyze the effect of social support on this relationship. In particular, this study analyzes the effects of three types of job stress; role overload, role ambiguity and physical environment and two sources of social support; supervisor and coworker support. The findings from the analysis are first, role ambiguity and physical environment are negatively related to job satisfaction. Second, social support has a direct effect on job satisfaction but has no moderating effect. Third, supervisor support is more effective in enhancing job satisfaction than coworker support.

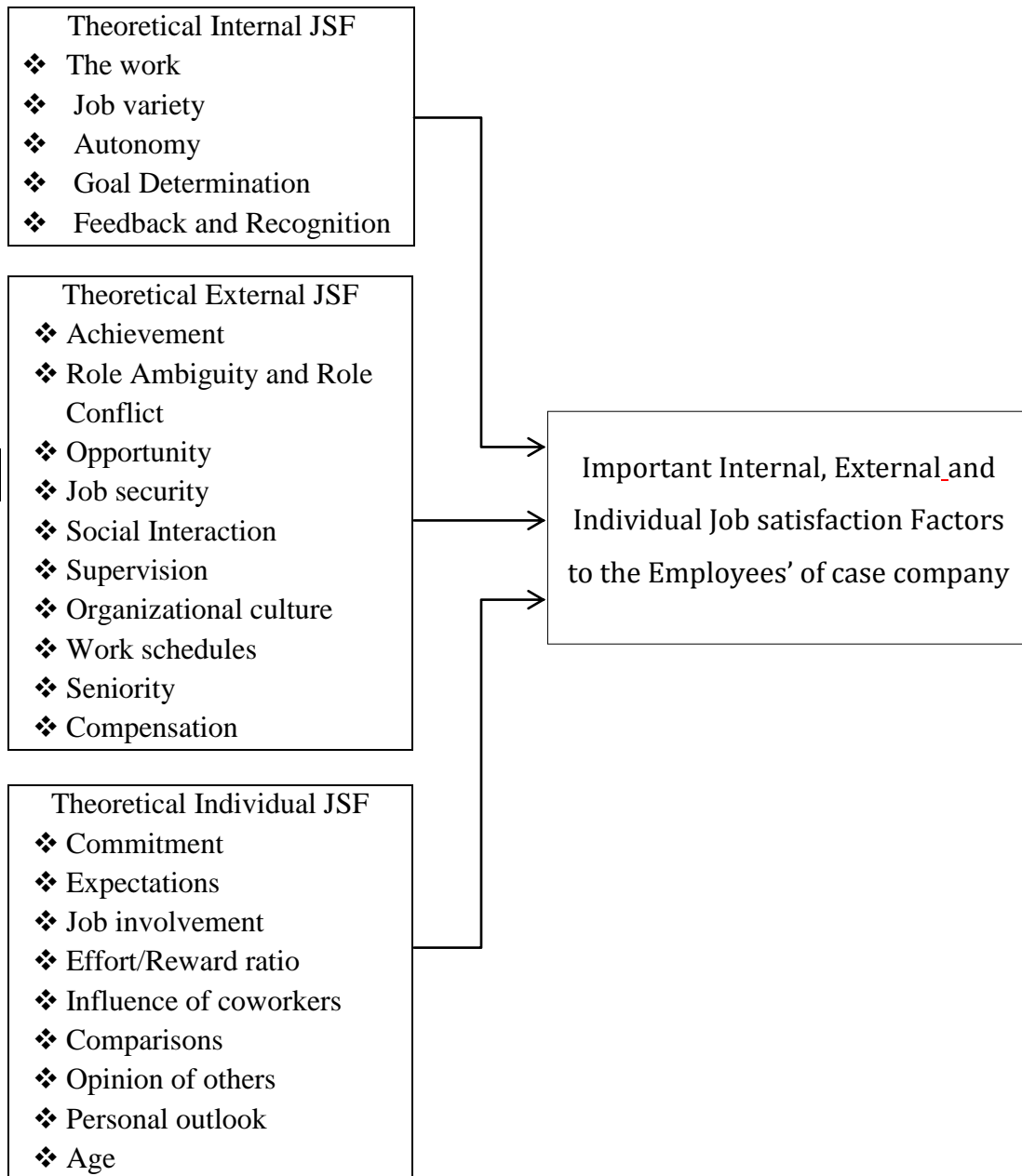
In a most recent study conducted in our country Ethiopia by Mulu Miesho (2012) on the relationship between work overload and job satisfaction in public service organizations, and found that statistically significant relationship was found between facets of job satisfaction (pay, working conditions, policy and administration, supervision, opportunity for advancement, recognition, the work itself, co-workers and responsibility) and job satisfaction; and these facets of job satisfaction could significantly explain the variation in job satisfaction. Moreover, work overload and job satisfaction found to be inversely and significantly related. Work overload also statistically and negatively predicts the variation in job satisfaction.

Further, Perrewe et al (1999) investigated the relationship between work/life conflict and job and work satisfaction. It was hypothesized that work/family conflict would be negatively related to job and life satisfaction. Results suggested that work/life conflict is negatively related to job and life satisfaction.

According to Seda Unutmaz (2014) study, in terms of the importance levels and satisfaction levels of the main factors, “Opportunities” is considered to be the most important factor among other main factors. “Internal Group Dynamics” is realized as the most satisfied main factor, while “Self-Improvement” factor has the lowest satisfaction level. These results indicate that inter-relations between employees are satisfactory but personal development opportunities are not satisfied sufficiently by the institution. This may attributed that while factors that are mainly supplied by the institution realized as dissatisfied, the interrelationships that are created by employees themselves are seen as more satisfied.

From the theoretical and empirical literature review the following conceptual framework is developed for this study. It shows the relationship between job satisfaction factors and JS. In this context, the purpose of this study was to describe the important factors of job satisfaction of employees in TACON.

Figure 1 Conceptual frame work



Source: developed by the researcher

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

3.1.1 Based On the Degree to Which the Research Question Has Been Formulated

Based on the degree to which the research question has been formulated, this study is classified as formal study that involves precise procedure and data source specification targeting answering the research questions.

3.1.2 Based On Time Dimension

On the subject of the time dimension research design classification, it has applied a cross-sectional study design. A cross-sectional design is used when information is to be collected only once from diverse groups (Malhota, 1996). Domain

3.1.3 Based On Purpose of the Study

Basing the purpose of the study, descriptive research design was used as it focus on employees' satisfaction phenomena of interest.

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. Such kinds of studies concern with specific predictions, with narration of facts and characteristics concerning individual, group or situation are all examples of descriptive research studies. As C.R. Kothari states, most of the social research comes under this category (Kothari, 2004, pp. 37). Since the aim is to obtain complete and accurate information in the said studies, the procedure to be used must be carefully planned. The research design must make enough provision for protection against bias and must maximize reliability, with due concern for the economical completion of the research study.

3.1.4 Based On the Source of Data and Analytical Method

Based on the source of data and analytical method the design was field research, besides based on the research environment it is statistical study. Since, the researcher attempts to

capture the characteristics of a population from the characteristics of the sample. Generalizations about findings are presented based on the representativeness of the sample.

The research approach was quantitative. As data collection methods are open ended questionnaires, the sample size selection was based on population variance, analysis was made after data are collected, and standard statistical analysis methods like inferential statistics method and cross-tabulation, test of significance, regression of different types of estimation are used.

3.2 Sources of Data and Collection Method

3.2.1 Sources of Data

As the researcher tries to assess the phenomena of job satisfaction of the case company, the necessary data for this study were collected by the researcher from primary source through conducting survey. In addition to the primary sources, secondary data like the company's internal quarterly satisfaction report, related published and unpublished thesis's, journal articles, E- sources and reference books was used.

3.2.2 Collection Method

In this study, for the purpose of getting reliable, original and unique data as well as for its capability of showing which factors JSF are important among others, a questionnaire was distributed to the target respondent at the place or source of the information origin. To standardize the questionnaire and know if it is going to achieve the desired results, a pilot test was done using 30 employees' of the company who are representative of the respondents to fill the questioner, before it is used in a full-scale survey.

The data collection method for the secondary data source was reading, interpretation and analysis of research findings and literatures.

3.3 Population and Sampling Procedures

3.3.1 Population of the Study

The study population from which the sample was drawn consists of all permanent employees' of Teklberahan Ambaye Construction PLC with target population of 435 employees' working at the capital city only, as it is challenging to include projects found outside Addis Ababa, due to time and economic infeasibility.

3.3.2 Sampling Technique and Determination of Sample Size

It is obviously difficult to undertake all employees' which are currently working in TACON because it requires adequate time, financial resource and other study related resources. Due to these reasons, two-stage cluster sampling method, where a random sampling technique is applied to the selected cluster, was used to select samples from population. There is heterogeneity within employees' of projects and head office departments but homogeneity among projects and departments. In addition, simple random sampling was used to select sample respondents within the cluster. Cluster sampling consist many groups and can be based on anything, including interests, hobbies, political views, geographical location, etc. It is geographically convenient, cost efficient and help when information about the population can't be accessible.

.To simplify the process of determining the sample size for a finite population, Krejcie and Morgan (1970), came up with a table using sample size formula for finite population.

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

That is:-

Where:

S = Required Sample size

X = Z value (1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is a margin of error.

Hence, there is no need of using sample size determination formula for 'known' population since the table has all the provisions one requires to arrive at the required sample size. Accordingly a sample size of 203 was drawn. The result is same with the NEA research bulletin (1960), Vol. 38:99 table of sample size from a given population.

3.4 Method of the Data Processing and Analysis

3.4.1 Data Processing

The method of data processing in this study was manual and computerized system. In the data processing procedure editing, coding, classification, and tabulation of the collected data were used. The researcher edited the collected raw data to detect errors, omissions, checking that there is an answer for each question, and the questions are answered accurately and uniformly. The process of assigning numerical or other symbols came next, which was used by the researcher to reduce responses into a limited number of categories or classes. After this, the processes of classification or arranging large volume of raw data in to classes or groups on the basis of common characteristics were applied. Data having the common characteristics was placed together and in this way, the entered data were divided into a number of groups. Finally, tabulation were used to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

3.4.2. Data Analysis

Using the questioners distributed the researcher collected quantitative data. Then the data was entered into a software program called IBM SPSS statistics Version 20 after they are checked for their accuracy and completeness. By use of descriptive and inferential statistics the data were analyzed.

The descriptive statistics described the sample in terms of the responses to the questions using frequencies, means and standard deviations. Inferential statistics allow the researcher to draw conclusions about a population from the sample of a particular study (Cooper and Schindler, 2003). The inferential statistics relevant to this study include

correlation coefficient, multiple regression analysis, t-test and analysis of variance (ANOVA).

3.4.2.1 Step Wise Multiple Regression Analysis

In order to determine the degree to which the factors of job satisfaction predict job satisfaction, step wise multiple-regression was used.

As Sabine Landau and Brian S. Everitt (2004) states, multiple linear regression is a method of analysis for assessing the strength of the relationship between each of a set of explanatory variables (sometimes known as independent variables, although this is not recommended since the variables are often correlated), and a single response (or dependent) variable. When only a single explanatory variable is involved, we have what is generally referred to as simple linear regression.

In statistics, stepwise regression is a method of fitting regression models in which the choice of predictive variables is carried out by an automatic procedure. In each step, a variable is considered for addition to or subtraction from the set of explanatory variables based on some pre specified criterion. (Wikipedia, 2017)

The basic objective of using step wise multiple regression equation on this study is to compute which independent variables have the strongest relationship in each of the main satisfaction factors.

Independent Variables	Dependent Variable
The work	Over all internal job satisfaction importance
Job variety	
Autonomy	
Goal determination	
Feedback and recognition	

$$OAIJSFI = \alpha + \beta_1WO + \beta_2JOVA + \beta_3AU + \beta_4JGODE + \beta_4FERE + e$$

Where

OAIJSFI = Over All Internal Job Satisfaction Factor Importance

WO (the Work), JOVA (Job Variety), AU (Autonomy), GODE (Goal Determination), FERE (Feedback and Recognition)

α = is the intercept term-it gives the average value of OAIJSFI when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ refers to the coefficient of their respective independent variable

e = model error term

Independent Variables	Dependent Variable
Achievement	Over all external job satisfaction importance
Role ambiguity and role conflict	
Opportunity	
Job security	
Social interaction	
Supervision	
Organizational culture	
Work schedules	
Seniority	
Compensation	

$$OAEJSF = \alpha + \beta_1 AC + \beta_2 RAEC + \beta_3 OP + \beta_4 JOSE + \beta_5 SOIN + \beta_6 SU + \beta_7 ORCU + \beta_8 WSC + \beta_9 SE + \beta_{10} CO + e$$

Where

OAEJSFI = Over All External Job Satisfaction Factors Importance

AC (Achievement), RAEC (Role Ambiguity and Role Conflict), OP (Opportunity), JOSE (Job Security), SOIN (Social Interaction), SU (Supervision), ORCU (Organizational Culture), WSC (Work Schedules), SE (Seniority), CO (Compensation)

α = is the intercept term-it gives the average value of OAEJSFI when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8, \beta_9, \beta_{10}$ refers to the coefficient of their respective independent variable

e = model error term

Independent Variables	Dependent Variable
Commitment	Over all individual job satisfaction importance
Expectations	
Job involvement	
Effort reward ratio	
Influence of coworkers	
Comparisons	
Opinion of others	
Personal outlook	
Age as a factor	

$$OAINJSF = \alpha + \beta_1CO + \beta_2EX + \beta_3JOIN + \beta_4EFRER + \beta_5INCO + \beta_6COMP + \beta_7OPOT + \beta_8PEOU + \beta_9AF + e$$

Where

OAIJSFI = Over All Individual Job Satisfaction Factors Importance

CO (Commitment), EX (Expectations), JOIN (Job Involvement), EFRER (Effort Reward Ratio), INCO (Influence of Coworkers), COMP (Comparisons), OPOT (Opinion of Others), PEOU (Personal Outlook), AF (Age as a Factor)

α = is the intercept term-it gives the average value of OAINJSFI when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8, \beta_9$ refers to the coefficient of their respective independent variable

e = model error term

3.5 Reliability and Validity of the Questioner

According to Bryma and Bell, (2003) the Cronbach's Alpha result of 0.7 and above implies acceptable level of internal reliability.

For the questioner developed, the Cronbach's alpha was found to be .845, .889 and .860; which is above 0.7 for internal, external and individual job satisfaction factors.

Validity on the other hand refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998).

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

This chapter presents the results of the study based on the empirical analysis of the data collected from the research respondents and discussion of results with respect to previous research findings and literature. Here both descriptive and inferences on the data analysis and procedures are presented.

The company head office and nine projects that are found in Addis Ababa were visited for the survey of Job satisfaction factors at the case company. Initially, 203 copies of questionnaires were administered, but a total of 192 questionnaires were returned. These questionnaires were fully and appropriately filled as usable for further analysis. This represents an acceptable response rate of 94.58%.

For the ease of understanding results obtained, contents of this chapter are structured by socio-demographic profile of respondents that is followed by a detail descriptive analysis of employees' response with frequency and percent count and factors that are identified with multiple regression analysis through SPSS version 20 are presented. Finally an analysis of mean and standard deviation is also revealed.

4.1 Socio-Demographic Profile of Respondents

In this study, employees are grouped into two categories in terms of age, gender, marital status, educational level and work experience at case company. Rate of recurrence of these socio-demographic factors are presented in the following table.

Table 1 Respondent's socio-demographic factors

Socio-Demographic Factors		Frequency (F)	Percent (%)
Age	21 years and younger	5	2.6
	22 - 29 years	159	82.8
	30 - 39 years	25	13.0
	40 - 49 years	1	.5
	50 years and older	2	1.0
	Total	192	100.0
Gender	Male	103	53.6
	Female	89	46.4
	Total	192	100.0
Marital Status	Single	96	50.0
	Married	90	46.9
	Divorced	6	3.1
	Total	192	100.0
Education level	10th/12th Completed	17	8.9
	Certificate	3	1.6
	Diploma	24	12.5
	Bachelor Degree	135	70.3
	Master Degree	13	6.8
	Total	192	100.0
Work experience at TACON	Less than 1 year	3	1.6
	1 - 3 years	89	46.4
	3 - 5 years	86	44.8
	5 - 8 years	10	5.2
	More than 8 years	4	2.1
	Total	192	100.0

As the above table indicates, 5(2.6%) respondents were 21 years old and younger. The majority of respondent's age is 22 - 29 years, which accounts about 159(82.8%). While

30 - 39 years old employees account for 25(13%), 40 – 49 years and 50 years and older respondent's yield 1(0.5%) and 2(1%) respectively.

From the sample, majority of respondents 103(53.6%) were found to be male whereas, female respondents account 89(46.4%) of the total responses. As the data shows few numbers of differences between the genders variables exists, which indicates that the sample size represents the whole population well.

The marital status of respondents is presented above as single, married and divorced. Most of workers are single 96(50%), whereas 90(46.9%) are married while 6(3.1%) are divorced.

When it came to the educational level of the respondents, most of respondents have bachelor degree 135(70.3%), whereas 24(12.5%) of respondents have diploma and 17(8.9%) are 10th/12th completed. 17(8.9%) and 13(6.8%) of respondents are certificate and Master's degree holder, respectively. As can be seen from this the company is organized with well educated professionals.

With regard to the work experience at the company, 89(46.4%) of the respondents has 1 – 3 years of experience followed by 3 - 5 years 86(44.8%). The list number of respondents by years of experience is less than one year, more than 8 years and 5 – 8 years with occurrence and percentage amount of 3(1.6%), 4(3.1%) and 10(5.25%) separately.

This indicates that most of the respondents are relatively aware of factors that lead to satisfaction in the organization since they have spent most of their tenure in the company.

From the above factors it could be concluded that the results presented hereunder are more of the outlooks of employees who are male, single, bachelor degree holder employees with more than one year work experience.

4.2 Descriptive Analysis of Employees Response

Table 2 Distribution of items for Internal JSFs

Factors	UIM		SUIM		IM		SIM		VIM		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
The work	10	5.2	5	2.6	18	9.4	23	12.0	136	70.8	192	100.0
Job variety	7	3.6	8	4.2	20	10.4	111	57.8	46	24.0	192	100.0
Autonomy	2	1.0	7	3.6	43	22.4	39	20.3	101	52.6	192	100.0
Goal determination	8	4.2	12	6.3	36	18.8	96	50.0	40	20.8	192	100.0
Feedback and recognition	5	2.6	11	5.7	38	19.8	41	21.4	97	50.5	192	100.0
Over all internal job satisfaction importance	3	1.6	10	5.2	145	75.5	16	8.3	18	9.4	192	100.0
UIM= Unimportant, SUIM= Somewhat unimportant, IM= Important, SIM= Somewhat important VIM= Very important												

Table 4.2 indicates that 136(70.8%) or respondents generally rate the work itself is very important internal JSF followed by autonomy 101(52.6%) and feedback and recognition 97(50.5). Employees also point out that job variety and goal determination are somewhat important job satisfaction factor among others with 111(57.8) and 96(50.0) frequency and percentage rate, respectively. The work, goal determination and job variety displays the highest unimportant rate of 10(5.2%), 8(4.2%) and 7(3.6%) respectively.

By and large 145(75.5%) of sample respondents responds' that internal JSF is important for the satisfaction of employees at their work place.

Table 3 Distribution of items for External JSFs

Factors	UIM		SUIM		IM		SIM		VIM		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Achievement	5	2.6	12	6.3	44	22.9	73	38.0	58	30.2	192	100.0
Role ambiguity and role conflict	6	3.1	14	7.3	53	27.6	52	27.1	67	34.9	192	100.0
Opportunity	2	1.0	15	7.8	46	24.0	64	33.3	65	33.9	192	100.0
Job security	9	4.7	8	4.2	57	29.7	55	28.6	63	32.8	192	100.0
Social interaction	4	2.1	16	8.3	52	27.1	57	29.7	63	32.8	192	100.0
Supervision	1	.5	14	7.3	53	27.6	60	31.3	64	33.3	192	100.0
Organizational culture			9	4.7	38	19.8	68	35.4	77	40.1	192	100.0
Work schedules	1	.5	11	5.7	51	26.6	62	32.3	67	34.9	192	100.0
Seniority	2	1.0	10	5.2	47	24.5	52	27.1	81	42.2	192	100.0
Compensation	2	1.0	8	4.2	46	24.0	74	38.5	62	32.3	192	100.0
Over all external job satisfaction importance	12	6.3	2	1.0	39	20.3	58	30.2	81	42.2	192	100.0

UIM= Unimportant, SUIM= Somewhat unimportant, IM= Important, SIM= Somewhat important
VIM= Very important

Table 4.3 shows that seniority 81(42.2%) is very important External JSF followed by 77(40.1%) organizational culture. Similarly, Work schedule as well as role ambiguity and role conflict each also shows 67(34.9%) of level of very importance for employees job satisfaction according to data gathered from respondents. Likewise opportunity and supervision indicates that they are very important factors for employees JS with 65(33.9%) and 64(33.3%) separately. With 63(32.8%) frequency count and percentage rate of each job security and social interaction also shows very importance for employees' JS. Achievement and compensation response rate shows that 73(38.0%) and 74(38.5) of respondents' response shows somewhat important level of JSF. Job security, role ambiguity and role conflict, achievement and social interaction illustrates the highest

unimportance rate of 9(4.7%), 6(3.1%), 5(2.6%) and 4(2.1%) frequency and percentage rate.

The overall external job satisfaction importance level shows 81(42.2%) very important rate.

Table 4 Distribution of items for Individual JSFs

Factors	UIM		SUIM		IM		SIM		VIM		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Commitment	7	3.6	10	5.2	37	19.3	55	28.6	83	43.2	192	100.0
Expectations	7	3.6	11	5.7	54	28.1	69	35.9	51	26.6	192	100.0
Job involvement	5	2.6	8	4.2	62	32.3	57	29.7	60	31.3	192	100.0
Effort reward ratio	6	3.1	24	12.5	59	30.7	64	33.3	39	20.3	192	100.0
Influence of coworkers	9	4.7	10	5.2	47	24.5	63	32.8	63	32.8	192	100.0
Comparisons	5	2.6	17	8.9	51	26.6	70	36.5	49	25.5	192	100.0
Opinion of others	8	4.2	13	6.8	53	27.6	62	32.3	56	29.2	192	100.0
Personal outlook	13	6.8	21	10.9	37	19.3	60	31.3	60	31.3	191	100.0
Age as a factor	11	5.7	26	13.5	31	16.1	56	29.2	68	35.4	192	100.0
Over all individual job satisfaction importance	12	6.3	2	1.0	159	82.8	8	4.2	11	5.7	192	100.0
UIM= Unimportant, SUIM= Somewhat unimportant, IM= Important, SIM= Somewhat important VIM= Very important												

Table 4.4 shows that commitment, age as a factor, influence of coworkers and personal outlook have very importance for employees job satisfaction at case company with 83(43.2%), 68(35.4%), 63(32.8%) and 60(31.3%) incidence and per hundred level. Close to this comparisons, expectation plus effort and reward ratio demonstrate somewhat important level of frequency and percent rate of 70(36.5%), 69(35.9%) and 64(33.3%) followed by opinion of others with 62(32.3%). Job involvement indicates 62 frequency rate and (32.3%) percentage of importance level in the individual JSF. In contrast to this, personal outlook, age as factor, influence of coworkers and opinion of others confirms the highest unimportant rate of 13(6.8%), 11(5.7%), 9(4.7%) and 8(4.2%) correspondingly.

Over all individual JSF importance shows that 159(82.8%) response rate, showing that those factors are important for the employees' satisfaction at TACON.

4.3 Identification of Factors

In many empirical literatures, many researches are conducted about job satisfaction and corresponding factors that affect job satisfaction of employee. The previous studies demonstrate that there are many factors strongly related with job satisfaction, such as facilities of the organization, the working environment, self-improvement possibilities, internal group dynamics, and communication between the department members.

After the investigation of the factors, which are presented in the literature review portion of this thesis, sample questioners were distributed for 192 different department works at head office and projects found in Addis Ababa for obtaining factors that are specific to the company. The main reasons of this survey was that; knowing employees' opinions about which factor is/are most important and pertinent to them among factors gathered from literature in three main categories, internal, external and individual.

In the course of the assessment, closed-ended questions were questioned to the employees to mark their intention on several job satisfaction factors for their importance on their job satisfaction by Likert scale ranging from unimportant to very important.

In this way, an analysis result of respondents responses are presented here under.

4.3.1 Internal Job Satisfaction Factor

The resulting SPSS output tables for internal JSFs are shown in Table 4.5– Table 4.8. The output consists of a “variables entered/removed”, “Model summary”, “ANOVA” and “Coefficients” respectively.

Table 5 Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Goal determination		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Job variety		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	The work		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
a. Dependent Variable: Over all internal job satisfaction importance			

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 ^a	.084	.080	.705
2	.331 ^b	.110	.100	.697
3	.360 ^c	.129	.115	.692
a. Predictors: (Constant), Goal determination				
b. Predictors: (Constant), Goal determination, Job variety				
c. Predictors: (Constant), Goal determination, Job variety, The work				

Table 7 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.714	1	8.714	17.513	.000 ^b
	Residual	94.536	190	.498		
	Total	103.250	191			
2	Regression	11.312	2	5.656	11.627	.000 ^c
	Residual	91.938	189	.486		
	Total	103.250	191			
3	Regression	13.351	3	4.450	9.307	.000 ^d
	Residual	89.899	188	.478		
	Total	103.250	191			
a. Dependent Variable: Over all internal job satisfaction importance						
b. Predictors: (Constant), Goal determination						
c. Predictors: (Constant), Goal determination, Job variety						
d. Predictors: (Constant), Goal determination, Job variety, The work						

Table 8 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.371	.202		11.761	.000			
	Goal determination	.216	.052	.291	4.185	.000	.291	.291	.291
2	(Constant)	2.011	.253		7.954	.000			
	Goal determination	.168	.055	.226	3.040	.003	.291	.216	.209
	Job variety	.138	.060	.171	2.311	.022	.257	.166	.159
3	(Constant)	2.148	.259		8.284	.000			
	Goal determination	.204	.058	.274	3.549	.000	.291	.251	.242
	Job variety	.199	.066	.248	3.011	.003	.257	.214	.205
	The work	-.117	.057	-.175	-2.065	.040	.080	-.149	-.141
a. Dependent Variable: Over all internal job satisfaction importance									

The first table 4.5 indicates the model history SPSS has estimated. Since the method used is stepwise multiple linear regression SPSS automatically estimates more than one regression model. If all of the five independent variables were relevant and useful to explain the importance of internal JSF, they would have been entered one by one and they would have made five regression models. In this case however, the best explaining variables are goal determination, job variety and the work itself which is entered in the first three steps, the SPSS stops building new models because none of the remaining variables increases F sufficiently. That is, none of the variables adds significant explanatory power of the regression model.

The model summary (Table 4.6) includes the multiple correlation coefficients, R, its square, R^2 and an adjusted version of this coefficient as summary measures of model fit.

Using the R^2 from the model table it can be summarized that $r^2 = 0.129$, indicating that only 12% of the variance in the importance of internal JSF is predicted by goal determination, job variety and the work. In non-technical language, employees who have freedom to set own goals and success criteria, number of skills and depth of knowledge required to do the job and effect of a person's current job at a particular company have a higher level of job satisfaction. Because the relation is positive, this means that the three entered variables in the internal JSF are generally associated with high job satisfaction. The result also shows that the corrected goodness-of fit (model accuracy) measure for linear model is 0.115.

This result, considering the work factor, is somehow different with Nezaam Luddy (2005). His study revealed that there is a strong correlation between satisfactions with the nature of the job itself.

Table 4.7 part of the output contains an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome. Hence, the regression predicting the important internal JSF from the listed factors is statistically significant ($p < .001$). Thus it can be stated goal determination, job variety and the work significantly predict employee's job satisfaction from the internal job satisfaction factors.

The final result, Table 4.8 of internal JSF, estimates the intercept and significance level. The model shows that, there exists a positive relationship between the overall importance of internal JSF and goal determination and job variety, whereas a negative relationship exists between internal JSF and the work. So, as goal determination and job variety increase, it can be predicted that employees' job satisfaction will increase by .204 and .199, respectively. But as the work increase, it can be predicted that employees' job satisfaction will be decrease by -.117. The regression equation will be:-

$$\text{Internal JSF} = 2.148 + .204 * \text{goal determination} + .199 * \text{job variety} - .117 * \text{the work}.$$

This is different from the finding of Nezaam Luddy (2005), who found that the correlation represents a relatively weak, positive linear relationship.

4.3.2 External Job Satisfaction Factor

The resulting SPSS output tables for external JSFs are shown in Table 4.9 – Table 4.12. The output consists of a “variables entered/removed”, “Model summary”, “ANOVA” and “Coefficients” respectively.

Table 9 Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Supervision		Stepwise (Criteria: Probability-of-F-to-enter \leq .050, Probability-of-F-to-remove \geq .100).
2	Compensation		Stepwise (Criteria: Probability-of-F-to-enter \leq .050, Probability-of-F-to-remove \geq .100).
3	Social interaction		Stepwise (Criteria: Probability-of-F-to-enter \leq .050, Probability-of-F-to-remove \geq .100).
a. Dependent Variable: Over all external job satisfaction importance			

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229 ^a	.052	.048	1.085
2	.292 ^b	.085	.076	1.069
3	.323 ^c	.104	.090	1.060
a. Predictors: (Constant), Supervision				
b. Predictors: (Constant), Supervision, Compensation				
c. Predictors: (Constant), Supervision, Compensation, Social interaction				

Table 11 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.387	1	12.387	10.526	.001 ^b
	Residual	223.592	190	1.177		
	Total	235.979	191			
2	Regression	20.137	2	10.069	8.817	.000 ^c
	Residual	215.842	189	1.142		
	Total	235.979	191			
3	Regression	24.611	3	8.204	7.297	.000 ^d
	Residual	211.369	188	1.124		
	Total	235.979	191			
a. Dependent Variable: Over all external job satisfaction importance						
b. Predictors: (Constant), Supervision						
c. Predictors: (Constant), Supervision, Compensation						
d. Predictors: (Constant), Supervision, Compensation, Social interaction						

Table 12 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.988	.325		9.204	.000			
	Supervision	.262	.081	.229	3.244	.001	.229	.229	.229
2	(Constant)	2.201	.440		5.001	.000			
	Supervision	.237	.080	.207	2.954	.004	.229	.210	.206
	Compensation	.223	.086	.183	2.605	.010	.208	.186	.181
3	(Constant)	1.782	.485		3.677	.000			
	Supervision	.217	.080	.190	2.707	.007	.229	.194	.187
	Compensation	.205	.086	.168	2.399	.017	.208	.172	.166
	Social interaction	.148	.074	.140	1.995	.048	.186	.144	.138

a. Dependent Variable: Over all external job satisfaction importance

Table 4.9 indicates the model SPSS has estimated. Since stepwise multiple linear regressions are used supervision, compensation and social interaction are entered, as they are appropriate, worthwhile and are best to explain the importance of external JSF among others.

The next Table 4.10 shows the multiple linear regression models summary and over all fit statistics. The result shows that adjusted R^2 of the model is 0.090 with the $R^2 = 0.104$. This means that the linear regression model with the independent variables supervision, compensation and social interaction describes only 10% of the variance of the importance of external JSF.

The next Table 4.11 is the F-test, or ANOVA. The F-test is the test of significance of the multiple linear regressions. The F-test of the model is highly significant, as the “Sig” is less than .05, thus it can be concluded that there is a linear relationship between the variables in our model. In other words, all both quality of management, monetary rewards

and quality and quantity of interactions with others are statistically significant predictors of employee's job satisfaction from the external JSF listed.

The last Table 4.12 shows the multiple regression coefficient estimates including the intercept and significance level. In the model there is a positive significant intercept and significant coefficients for supervision, compensation as well as social interaction. The regression equation will be:-

Overall importance of external JSF = 1.782 + .217*supervision + .205*compensation + .148*social interaction

For every additional increase in quality of management and monetary rewards and quality and quantity of interactions with others, it can be predicted that employees' job satisfaction will increase by .217, .205 and .148 correspondingly.

Since there are multiple independent variables in the analysis the Beta weights compare the relative importance of each independent variable in standardized terms. Accordingly, supervision has higher impact than compensation and social interaction ($\beta = .190$, $\beta = .168$ besides .140) separately.

Similar to this study finding, Selamawit Bedru (2015) also states that relationship at work correlate with job satisfaction moderately and positively. It also significantly and positively explains the variation in job satisfaction. Seda Unutmaz (2014), findings similarly show that communication and cooperation with co-workers are the most satisfied factors among all job satisfaction determinants.

According to Mosammod Mahamuda and M MNurul (2011) good salary and good compensations are key factors in satisfying the employee. Similarly Ayesha Yaseen (2013), survey finds that most important things which excite employees are the pay followed by recognition, promotion opportunity and meaningful work. According to Nezaam Luddy (2005), results indicate that the strongest correlation was obtained between satisfaction and pay. Rahmet Abubeker (2015), states also that level of satisfaction was found to be largely influenced by the level of pay and benefit.

Research also demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, PuiaandSuess, 2003; Smucker, Whisenant, and Pederson, 2003)

A study conducted by Packard and Kauppi (1999) also found that employees with supervisors displaying democratic management styles experienced higher levels of job satisfaction compared to those who had supervisors who exhibited autocratic or laissez – faire leadership styles. Bassett (1994) maintains that supervisors bringing the humanistic part to the job, by being considerate toward their employees, contribute towards increasing the employee’s level of job satisfaction. Nezaam Luddy (2005), results indicate that the weakest relationship was found between job satisfaction and supervision. Rahmet Abubeker (2015), states that level of satisfaction was found to be largely influenced by the level of employees participation in decision making, leadership and management among others.

4.3.3 Individual Job Satisfaction Factor

The resulting SPSS output tables for individual JSFs are shown in Table 4.13 – Table 4.16. The output consists of a “variables entered/removed”, “Model summary”, “ANOVA” and “Coefficients” respectively.

Table 13 Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Influence of coworkers		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Age as a factor		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
a. Dependent Variable: Over all individual job satisfaction importance			

Table 14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321 ^a	.103	.098	.694
2	.366 ^b	.134	.125	.683
a. Predictors: (Constant), Influence of coworkers				
b. Predictors: (Constant), Influence of coworkers, Age as a factor				

Table 15 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.471	1	10.471	21.756	.000 ^b
	Residual	91.446	190	.481		
	Total	101.917	191			
2	Regression	13.669	2	6.834	14.637	.000 ^c
	Residual	88.248	189	.467		
	Total	101.917	191			
a. Dependent Variable: Over all individual job satisfaction importance						
b. Predictors: (Constant), Influence of coworkers						
c. Predictors: (Constant), Influence of coworkers, Age as a factor						

Table 16 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			
	B	Std. Error	Beta			Zero-order	Partial	Part	
1	(Constant)	2.195	.184		11.922	.000			
	Influence of coworkers	.215	.046	.321	4.664	.000	.321	.321	.321
2	(Constant)	1.984	.198		9.999	.000			
	Influence of coworkers	.155	.051	.231	3.050	.003	.321	.217	.206
	Age as a factor	.118	.045	.198	2.617	.010	.302	.187	.177
a. Dependent Variable: Over all individual job satisfaction importance									

Table 4.13 illustrates the stepwise method. SPSS starts with zero predictors and then adds the strongest predictors to the model if its b-coefficient is statistically significant. If all of the nine individual JSF were significant and valuable, they would have been entered one by one and they would have made nine regression models. But in this particular model the independent variables that are statistically significant are influence of coworkers and age as a factor.

Display 4.14 result shows that adjusted R^2 of the model is $0.125R^2 = 0.134$, indicating 13% of the variability in employees' job satisfaction is predicted by influence of coworkers and age.

Table 4.15 displays, the F-ratio is 14.637 and "Sig" column also demonstrate that combination of the two factors significantly ($p < .001$) predicts importance of individual JSF.

Finally Table 4.16 shows the beta coefficients to go with each predictor. Based on this, the equation for the regression line will be:-

Overall importance of individual JSF = 1.984 + .155*influence of coworkers + .118*age

Both issues that coworkers feel are important and how old someone is have a positive relationship with the importance of individual job satisfaction factors identified in the literature review part. The strongest predictor is influence of coworkers: that is, as issues that coworkers feel are important increase by one is associated with a .155 increase in job satisfaction. While, when age increase in one, job satisfaction of employees' will increase by .118.

Findings of a survey conducted by Madison (2000) indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted found that positive relationships with co-workers enhance job satisfaction (Berta, 2005). Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 1997). A study conducted by Viswesvaran, Deshpande and Joseph (1998) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

4.4 Analysis of Mean

Table 17 Mean Score Range for Five Scale Liker's Response

Mean	Level of Importance
1.00 - 1.80	Unimportant
1.81 - 2.60	Somewhat unimportant
2.61 - 3.40	Important
3.41 - 4.20	Somewhat important
4.21 - 5.00	Very important

Source – Motwani, et al 2017

Table 18 Mean and Standard Deviation of Internal JSF

Factors	Mean	Std. Deviation
The work	4.41	1.103
Job variety	3.94	.916
Autonomy	4.20	.977
Goal determination	3.77	.987
Feedback and recognition	4.11	1.077

Table 4.18 Shows respondents agree that the work is very important factor for employees to be satisfied with their job. Furthermore, respondents express that autonomy, feedback and recognition, job variety, and goal determination are somewhat important factors for employees to be satisfied with their jobs.

Table 19 Mean and Standard Deviation of External JSF

Factors	Mean	Std. Deviation
Achievement	3.87	1.002
Role ambiguity and role conflict	3.83	1.085
Opportunity	3.91	.991
Job security	3.81	1.087
Social interaction	3.83	1.047
Supervision	3.90	.971
Organizational culture	4.11	.882
Work schedules	3.95	.945
Seniority	4.04	.986
Compensation	3.97	.909

Table 4.19 Indicates respondents agree that the organizational culture, seniority, compensation, work schedules, opportunity, supervision, achievement, role ambiguity and role conflict, social interaction and job security are somewhat important for employees to be satisfied among external JSF.

Table 20 Mean and Standard Deviation of Individual JSF

Factors	Mean	Std. Deviation
Commitment	4.03	1.080
Expectations	3.76	1.026
Job involvement	3.83	1.006
Effort reward ratio	3.55	1.047
Influence of coworkers	3.84	1.088
Comparisons	3.73	1.022
Opinion of others	3.76	1.077
Personal outlook	3.70	1.215
Age as a factor	3.75	1.232

Table 4.20 Displays respondents response that the all individual JSF: commitment, influence of coworkers, job involvement, expectations, opinion of others, age as a factor, comparisons, personal outlook and effort reward ratio are somewhat important for employees satisfaction in their job.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This chapter summarizes the main findings of the study and provides research recommendation based on the findings and conclusion.

5.1 Summary of the Findings

In general, the objective of the study is to fill the conceptual gap using the scientific method of identifying job satisfaction factors and describe the condition of employees' job satisfaction. Specifically, the study defines and describes the most important factors that affect the job satisfaction of employees' working in the case company.

To do this the researcher attempts to capture the characteristics of a population from the characteristics of the sample using quantitative approach. Inferential analysis methods like correlation coefficient, stepwise multiple regression analysis, t-test, analysis of variance (ANOVA) and descriptive statistics to describe the sample in terms of the responses to the questions using frequencies, means and standard deviations are used to came up with the following findings.

1. The research found that Work itself, autonomy, feedback and recognition, seniority, organizational culture, work schedule, role ambiguity and role conflict, opportunity, supervision, job security, social interaction, commitment, age as a factor, influence of coworkers and personal outlook shows a high degree of very important frequency and percentage count.
2. Findings also point out that job variety, goal determination, achievement, compensation, comparison, expectations, effort and reward ratio and opinion of others are somewhat important job satisfaction factor among others. While job involvement indicates importance level in the individual JSF.
3. The study denoted work, goal determination, job variety, job security, role ambiguity and role conflict, achievement, social interaction, personal outlook, age, influence of coworkers and opinion of others illustrates the highest unimportance rate

4. The findings show that all individual JSF and all internal JSF shows the highest importance frequency and percentile ratio for the employees' satisfaction at case company. Whereas, all external JSF indicates high rate of very importance.
5. Findings denote that the best explaining variable are goal determination, job variety, the work itself, supervision, compensation, social interaction, influence of coworkers and age as a factor. They are appropriate, worthwhile and are best to explain the importance of JSFs among others, none of the other variables adds significant explanatory power of the regression model.
6. The model summary of multiple regression analysis revealed that using the R^2 from the model table it can be summarized that $R^2 = 0.129$, $R^2 = 0.104$ and $R^2 = 0.134$ indicating that only 12%, 10% and 13% of the variance in the importance of internal, external and individual JSF, respectively is predicted. In nontechnical language effect of a person's current job at a particular company, number of skills and depth of knowledge required to do the job, freedom to set own goals and success criteria, quality of management, monetary rewards and the role of money, quality and quantity of interactions with others, issues that coworkers feel are important and how old someone is have a higher level of job satisfaction. Because the relation is positive, this means that the entered variables in the JSF are generally associated with high job satisfaction.
7. The search found that F-test of the model is highly significant, as the "Sig" is less than .05, thus it can be concluded that there is a linear relationship between the variables in the model. In other words, all the eight factors are statistically significant predictors of employee's job satisfaction from the internal, external and individual JSFs listed.
8. The research reveals, that multiple regression coefficient model shows
 - 8.1 There exists a positive relationship between the overall importance of internal JSF and goal determination and job variety, whereas a negative relationship exists between internal JSF and the work.
 - 8.2 There exist a positive significant intercept and significant coefficient between supervision, compensation, social interaction and external JSF.

- 8.3 Both issues that coworkers feel are important and how old someone is have a positive relationship with the importance of individual job satisfaction factors.

5.2 Conclusion

Employees' role for the success or failure of a company is immense. It is also obvious that know a day's companies would like to lead the market by being successful and profitable. Although firms could have a lot of ways to accomplish their reason of existence, having a manpower that have a good attitudes and feelings about their work and environment plays the crucial role. To do so enterprises must identify the factors which makes employees' have a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

This study identifies and describes the factors of job satisfaction of employees' at the case company. Accordingly, one of the best explaining variable for employees' job satisfaction turn out to be the freedom employees have to establish their own work goals and to determine their own criteria for success. Employees' job satisfaction comes from having goals determined and meeting them as well as having the freedom to set goals. The next major factor of employees' job satisfaction the research found out is the work itself. It is not possible to have job satisfaction when someone hates what he/she is doing. Therefore the work, employees' engaged in, also plays a vital role to their satisfaction at the job. The increase in number of skills used in performing a job and quantity of knowledge needed to perform a job also leads to job satisfaction at case company. Other factor, social interaction is also an important factor to be fulfilled for employee at case company to be satisfied. When social interactions are not as desire, job satisfaction can decrease. Employees' may have stayed at jobs because they felt the quality of the social interaction was so high that this outweighed numerous other negative aspects of the job. Similarly, the affiliation between leaders and subordinates is one of the most desirable factors for case company employees to be satisfied with their job. As quality of supervision is poor a workers will be dissatisfied, whereas the reverse is true. Another important factor for employees' job satisfaction at case company is found to be compensation. Monetary rewards and the role of money is one of the fundamental

components of job satisfaction since it has a powerful effect in determining job satisfaction so that individuals can fulfill their needs. An additional factor with strong importance for satisfaction of employees' is the importance coworkers place on certain issues. This influence of coworkers in turns can affect job satisfaction of workers'. It is also realized that age as a factor of job satisfaction is revealed to be most important factor to employees' at case company. Job satisfaction will increase with age, as aged workers have a more realistic view of work and life. Generally, there is a linear relationship between the variables in the model. In other words, all the above eight factors are statistically strong and significant predictors of employee's job satisfaction from the internal, external and individual JSFs listed. There also exists a positive relationship between the overall importance of internal, external and individual JSF and goal determination and job variety, supervision, compensation, social interaction, influence of coworkers and age as a factor. Where, negative relationship exists between internal JSF and the work. It can be concluded that as employees observe effect of a person's current job at a particular company decrease, the level of satisfaction towards their job diminishes.

5.3 Recommendations

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

- The company should upsurge employees' freedom to determine their goals and success criteria which can lead to increased job satisfaction. It is also advisable if the company provide employees with clear and explicit goals.
- A company should provide platforms like rotation and job autonomy to increase employees' job variety.
- Employees should also develop their variety of skills and knowledge to accomplish assigned task effectively and efficiently.
- The company should also arrange programs like team assignment, social committee activities and so on to enhance the interaction among employees.

- Supervisors should apply the appropriate strategies that can enhance their subordinates' job satisfaction through open communication, feedback and trust relationships.
- The company should give due consideration that compensation will play a vital role in employees' job satisfaction. But a thorough study should be done to see if an increase in compensations can only increase employees' job satisfaction at the company.
- Issues that coworkers feel are important and how old someone is should be given attention in particular to employees' job satisfaction as employee related policies are drafted.
- As all the eight factors are statistically strong and significant predictors of employee's job satisfaction the management should work on them by when policies and procedures are drafted.
- This study was conducted based on some selected factors of job satisfaction so the result is limited to the selected factors. Further research should be conducted with different and persuasive dimensions.
- This research only provides on the spot assessment of a situation, hence the company HR department should make continuous research on the subject matter with respect to the level of job satisfaction and important factors of satisfaction of employees'.

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APPENDIX A

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

A research questioner prepared to the partial fulfillment of the research titled "Factors affecting employee job satisfaction at Teklberhan Ambaye construction plc."

Dear Employees;

Factors that have effect on job satisfaction of employees' are presented here under. Before starting the survey, here is an explanation to make the survey more comfortable.

1. Internal job satisfaction factors: - are closely associated with the job itself and are the most difficult to alter without leaving the job. This includes the work, Job Variety, Autonomy, Goal Determination and Feedback and Recognition.
2. External Job satisfaction factors: - are related to the work or to the working environment and they are easier to separate from the work and easier to change. This includes Achievement, Role Ambiguity and role Conflict, opportunity, Job security, Social Interaction, Supervision, Organizational culture, Work Schedules, Seniority and Compensation .
3. Individual Job satisfaction factors: - are factors mainly concern a person and the person's family and network of friends. The individual has more control over them and can effect change if it is needed. This includes Commitment, Expectations, Job involvement, Effort/Reward Ratio, Influence of coworkers, Comparisons, Opinion of others, Personal outlook and Age.

An explanation on each factors are presented in front of them. Accordingly, try to understand what they mean and please answer the following question making a "√" mark in the space provided.

Thank you for your participation.

I. Background Information

1. Age: 21 years and younger 22 - 29 years 30 - 39 years
40 - 49 years 50 years and older
2. Gender: Male Female
3. Marital status: Single Married Divorced
4. Education level 10th/12th completed Certificate Diploma
Bachelor Degree Master Degree Any other _____
5. How long have you been worked at TACON? Less than 1 year
1 - 3 years 3 - 5 years 5 - 8 years More than 8 years
6. Position held _____

II. Main Part

1. Rate the importance of the following job satisfaction factors to your current job satisfaction?

	No.	Factors	Description	Very Important (5)	Somewhat Important (4)	Important (3)	Somewhat Unimportant (2)	Unimportant (1)
Internal Job Satisfaction Factors	1	The work	Effect of a person's current job at a particular company					
	2	Job Variety	Number of skills and depth of knowledge required					
	3	Autonomy	Freedom to control your own work					
	4	Goal Determination	Freedom to set your own goals and success criteria					
	5	Feedback & Recognition	Private and public notice concerning job performance					
	Over all internal job satisfaction factors(that are listed from 1 - 5) importance							
External Job Satisfaction Factors	6	Achievement	Success in completing tasks					
	7	Role Ambiguity and role Conflict	Knowing your work roles and agreement between roles					
	8	opportunity	Future prospects with current and other employers					
	9	Job security	Assurances of continued employment					
	10	Social Interaction	Quality and quantity of interactions with others					
	11	Supervision	Quality of management					
	12	Organizational culture	Effect of the organization's climate or environment					
	13	Work Schedules	Match between work schedule and the worker's schedule					
	14	Seniority	Length of time a person has held a positon					
	15	Compensation	Monetary rewards and the role of money					
Over all external job satisfaction factors(that are listed 6 - 15) importance								
Individual Job Satisfaction Factors	16	Commitment	The care in selection of and personal dedication to a job					
	17	Expectations	What people believe they will receive in return for work					
	18	Job involvement	How important a job is in someone's life					
	19	Effort/Reward Ratio	The balance between the amount worked and the rewards received					
	20	Influence of coworkers	Issues that coworkers feel are important					
	21	Comparisons	How your job rates with the jobs of friends and relatives					
	22	Opinion of others	How prestigious others feel your job is					
	23	Personal outlook	Your view of yourself and life in general					
	24	Age	How old someone is					
Over all individual job satisfaction factors(that are listed 16 - 24) importance								

APPENDIX B

ቅድስተ ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ፕሮግራም የሰራተኞች የስራ እርካታ ምክንያቶች በተክለብርሃን አምባጭ ኮንስትራክሽን ኃ.የተ.የግ.ማህበር ላይ በሚል ርዕስ ለተዘጋጀው የምርምር ፅሁፍ ከፊል ፍጻሜ የተዘጋጀ የምርምር ጥያቄ

ውድ ሰራተኞች

ከዚህ ገፅ ጋር ተያይዞ በቀረበው ወረቀት ላይ በሰራተኞች የስራ እርካታ ላይ ተፅዕኖ ያላቸው ምክንያቶች ቀርበዋል። ጥያቄዎቹን ከመመለስ በፊት እያንዳንዳቸው ምክንያቶች ግልፅ እንዲሆኑልዎት ከዚህ በሚከተለው መልኩ ለማብራራት ተሞክራል።

1. **ውስጣዊ የሥራ እርካታ ምክንያቶች**:- እነዚህ ምክንያቶች በቀጥታ ከስራው ጋር የተያያዙ ሲሆኑ ስራውን ካለቀቁ ወይም ካለወጡ በስተቀር መለወጥ በጣም አስቸጋሪ ናቸው። እነዚህም 5 ሲሆኑ በተከታዩ ገፅ ሰንጠረዥ ላይ በዝርዝር ቀርበዋል።
2. **ውጫዊ የስራ እርካታ ምክንያቶች**:- እነዚህ ምክንያቶች ከስራው አካባቢያዊ ሁኔታ ጋር የሚዛመዱ ሲሆን ከዋናው ስራ ለመለየት እና ለመቀየር ቀላል የሆኑ ናቸው። እነዚህም 10 ሲሆኑ በተከታዩ ገፅ ሰንጠረዥ ላይ በዝርዝር ቀርበዋል።
3. **ግለሰባዊ የስራ እርካታ ምክንያቶች**:- እነዚህ ምክንያቶች በዋናነት በራሱ በግለሰብ፣ በቤተሰቦቹ እና በጓደኞቹ መካከል ከሚኖረው ግንኙነት ጋር የሚዛመዱ ናቸው። ግለሰቡ በእነዚህ ምክንያቶች ላይ ቁጥጥር ማድረግ የሚችል ሲሆን አስፈላጊ ሲሆንም ሊለውጣቸው የሚችላቸው ናቸው። እነዚህም 9 ሲሆኑ በተከታዩ ገፅ ሰንጠረዥ ላይ በዝርዝር ቀርበዋል። ተጨማሪ ማብራሪያዎችም ከእያንዳንዱ ምክንያቶች ፊት ለፊት ተቀምጧል። ለተሳተፎ አመሰግናለሁ።

II. የግለሰብ መረጃ

1. ዕድሜ: 21 ዓመትና ከዚያ በታች ከ22 - 29 ዓመት ከ30 - 39 ዓመት
ከ40 - 49 ዓመት 50 ዓመት እና ከዚያ በላይ
2. ፆታ: ወንድ ሴት
3. የጋብቻ ሁኔታ: ያላገባ ያገባ ፍቺ
4. የትምህርት ደረጃ 10th/12th ያጠናቀቀ ሰርተፍኬት ዲፕሎማ
ባችለር ዲግሪ ማስተርስ ዲግሪ ሌላ ካለ _____
5. በድርጅቱ ውስጥ ምን ያህል ጊዜ አገልግለዋል? ከአንድ አመት በታች
ከ1 - 3 ዓመት ከ3 - 5 ዓመት ከ5 - 8 ዓመት ከ8 ዓመት በላይ
6. አሁን የያዙት የስራ መደብ _____

II. ዋናው ክፍል

1. ከታች የተገለጹት ምክንያቶች አሁን በሰራዎ ላይ ላለዎት እርካታ ምን ያህል አስፈላጊ ናቸው?

	ተ.ቁ.	ምክንያቶች	ማብራሪያ	በጣም አስፈላጊ የሆነ (5)	በመጠኑ አስፈላጊ የሆነ (4)	አስፈላጊ (3)	በመጠኑ አላስፈላጊ የሆነ	አላስፈላጊ የሆነ (1)
ወ-ሰነድ የሥራ እርካታ ምክንያቶች	1	ስራው	በድርጅቱ ውስጥ የእርስዎ ስራ ያለው ውጤት					
	2	የተለያዩ እውቀቶችና ክህሎቶች	ስራውን ለመስራት የሚጠይቀው የክህሎትና የእውቀት ብዛትና ጥልቀት					
	3	የመቆጣጠር ሥልጣን	የራስዎን ስራ የመቆጣጠር ነፃነት					
	4	ግቦችን መወሰን	የራስዎን ስራ ግቦችን የስኬታማነት መስፈርት የማዘጋጀት ነፃነት					
	5	ግብረ-መልስ እና እውቅና	ስለ ስራዎ በግልጽ ሆነ በሌሎች ስራተኞች ፊት የሚሰጥ የአፈፀፀም እውቅና					
	በአጠቃላይ የሁሉም ውስጣዊ የሥራ እርካታ ምክንያቶች(ከ1 - 5 የተዘረዘሩት) አስፈላጊነት በእርስዎ እይታ ምን ያህል ነው?							
ወ-ጫዌ የሥራ እርካታ ምክንያቶች	6	ስኬት	የተሰጥዎትን ተግባራት በማጠናቀቅ የሚገኙ ስኬቶች					
	7	የስራ ሚና ግልፅነት፣ አሻሚነት፣ ግጭት	የተሰጥዎት የስራ ድርሻ/ሚናዎች ግልፅ መሆናቸውና እርስ በእርስ አለመቃረናቸው					
	8	ዕድል/ተስፋ	አሁን ባሉበት ድርጅትም ሆነ በሌሎች ቀጣሪዎች ላይ ያለዎት የቅጥር ዕድል/ተስፋ					
	9	የሥራ ዋስትና	በድርጅቱ ያለዎት ቀጣይ የቅጥር ማረጋገጫ					
	10	ማህበራዊ መስተጋብር	ከሌሎች ጋር ያለዎት ግንኙነቶች					
	11	ቁጥጥር	አስተዳደሩ ያለው የስራ አመራር ብቃት					
	12	ድርጅታዊ ባህሎች	በድርጅቱ ውስጥ ያሉ ልዩ ልዩ ከባቢዎቹ ሁኔታዎች					
	13	የስራ ፕሮግራም	እርስዎ በግልጽ የሚያወጡት የስራ ፕሮግራምና በድርጅቱ የወጣው የስራ ፕሮግራም ተዛማጅነት					
	14	የጊዜ ቆይታ	አሁን በያዙት የስራ ድርሻ በድርጅቱ የቆዩባቸው ጊዜያት					
	15	ክፍያ	የሚከፈልዎ ገንዘብ					
በአጠቃላይ የሁሉም ውጫዊ የሥራ እርካታ ምክንያቶች(ከ6 - 15 የተዘረዘሩት) አስፈላጊነት በእርስዎ እይታ ምን ያህል ነው?								
ግለሰባዊ የሥራ እርካታ ምክንያቶች	16	ቁርጠኝነት/ዝግጁነት	ስራዎን ከመጀመሪያ በፊት የሚያደርጉት ጥንቃቄ እና የግል ውሳኔ					
	17	የምንጠብቃቸው ምላሾች	በስራዎ ምክንያት አገኛለው ብለው የሚጠብቁት ምላሽ					
	18	የስራው ተሳትፎ	ስራዎ በሀይወትዎ ውስጥ ያለው ተሳትፎ					
	19	የጥረት/ሽልማት ክፍልፋይ	የሰሩት እና የሚያገኙት ሽልማት ሚናዎቹ					
	20	የስራ ባልደረባችዎ ተጽዕኖ	የስራ ባልደረባችዎ አስፈላጊ ናቸው ብለው የሚሰማቸው ጉዳዮች					
	21	ንጽጽር	የእርስዎ ስራ ከሌሎች ጋር ሲነፃፀር ያለው ተመን					
	22	የሌሎች አስተያየት	የእርስዎ ስራ እንዴት ታዋቂ እንደሆነ ሌሎች ይሰማቸዋል					
	23	የግል አመለካከት	በአጠቃላይ የእርስዎ ለራስዎ ለሀይወት ያለዎት አመለካከት					
24	ዕድሜ	አሁን ያሉበት የእድሜ ደረጃ						
በአጠቃላይ የሁሉም ግለሰባዊ የሥራ እርካታ ምክንያቶች(ከ16 - 24 የተዘረዘሩት) አስፈላጊነት በእርስዎ እይታ ምን ያህል ነው?								

APPENDIX C

Table 21 Internal Job Satisfaction Factors Correlations

		Over all internal job satisfaction importance	The_work	Job_variety	Autonomy	Goal_determination	Feedback_and_recognition
Pearson Correlation	Over_all_internal_job_satisfaction_importance	1.000	.080	.257	.043	.291	.012
	The_work	.080	1.000	.541	.406	.442	.498
	Job_variety	.257	.541	1.000	.369	.379	.314
	Autonomy	.043	.406	.369	1.000	.351	.461
	Goal_determination	.291	.442	.379	.351	1.000	.291
	Feedback_and_recognition	.012	.498	.314	.461	.291	1.000
Sig. (1-tailed)	Over_all_internal_job_satisfaction_importance		.135	.000	.278	.000	.432
	The_work	.135		.000	.000	.000	.000
	Job_variety	.000	.000		.000	.000	.000
	Autonomy	.278	.000	.000		.000	.000
	Goal_determination	.000	.000	.000	.000		.000
	Feedback_and_recognition	.432	.000	.000	.000	.000	
N	Over_all_internal_job_satisfaction_importance	192	192	192	192	192	192
	The_work	192	192	192	192	192	192
	Job_variety	192	192	192	192	192	192
	Autonomy	192	192	192	192	192	192
	Goal_determination	192	192	192	192	192	192
	Feedback_and_recognition	192	192	192	192	192	192

APPENDIX D

Table 22 External Job Satisfaction Factors Correlations

	Overall external job satisfaction importance	Achievement	Role_ambiguity_and_role_conflict	Opportunity	Job_security	Social_interaction	Supervision	Organizational_culture	Work_schedules	Seniority	Compensation
Pearson Correlation	Over_all_external_job_satisfaction_importance	1.000	.041	.034	.119	.186	.229	.116	.160	.133	.208
	Achievement	-.008	1.000	.241	.169	.223	.158	.052	.027	.064	.214
	Role_ambiguity_and_role_conflict	.041	.071	1.000	.332	.394	.153	.101	.146	.144	.011
	Opportunity	.034	.241	.332	1.000	.142	.268	.257	-.044	-.012	-.055
	Job_security	.119	.169	.394	.076	1.000	.380	.000	.088	.335	.063
	Social_interaction	.186	.223	.153	.380	.137	1.000	.009	.299	.053	.121
	Supervision	.229	.158	.101	.268	.137	1.000	.185	-.011	.152	.121
	Organizational_culture	.116	.052	.101	.257	.009	.009	1.000	.063	.085	.265
	Work_schedules	.160	.027	.146	-.044	.088	.299	-.011	.063	1.000	.339
	Seniority	.133	.064	.144	-.012	.335	.053	.152	.085	.339	1.000
	Compensation	.208	.214	.011	-.055	.063	.121	.121	.265	.254	.025
	Over_all_external_job_satisfaction_importance	.455	.288	.319	.051	.051	.005	.001	.054	.013	.033
	Achievement	.455	.162	.000	.010	.010	.001	.014	.238	.357	.190
	Role_ambiguity_and_role_conflict	.288	.162	.000	.000	.000	.000	.017	.081	.022	.023
Opportunity	.319	.000	.000	.146	.146	.025	.000	.000	.274	.433	
Job_security	.051	.010	.000	.000	.000	.000	.000	.499	.113	.000	
Social_interaction	.005	.001	.000	.025	.000	.000	.029	.450	.000	.234	
Supervision	.001	.014	.017	.000	.000	.029	.000	.005	.439	.017	
Organizational_culture	.054	.238	.081	.000	.499	.450	.005	.194	.121	.121	
Work_schedules	.013	.357	.022	.274	.113	.000	.439	.194	.000	.000	
Seniority	.033	.190	.023	.433	.000	.234	.017	.121	.000	.366	
Compensation	.002	.001	.442	.223	.194	.047	.047	.000	.000	.366	
Over_all_external_job_satisfaction_importance	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Achievement	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Role_ambiguity_and_role_conflict	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Opportunity	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Job_security	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Social_interaction	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Supervision	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Organizational_culture	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Work_schedules	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Seniority	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
Compensation	.192	.192	.192	.192	.192	.192	.192	.192	.192	.192	
N											

APPENDIX E

Table 23 Individual Job Satisfaction Factors Correlations

Pearson Correlation	Over all individual job satisfaction importance	Commitment	Expectations	Job involvement	Effort_reward_ratio	Influence_of_coworkers	Comparisons	Opinion_of_others	Personal_outlook	Age_as_a_factor
	Over_all_individual_job_satisfaction_importance	.099	.070	.147	.108	.321	.036	.133	.243	.302
	Commitment	1.000	.180	.250	.233	.422	.277	.375	.385	.359
	Expectations	.070	1.000	.214	.387	.294	.374	.255	.300	.164
	Job_involvement	.147	.214	1.000	.215	.180	.317	.227	.194	.189
	Effort_reward_ratio	.233	.387	.215	1.000	.262	.138	.260	.286	.176
	Influence_of_coworkers	.422	.294	.180	.262	1.000	.258	.391	.348	.450
	Comparisons	.277	.374	.317	.138	.258	1.000	.274	.320	.296
	Opinion_of_others	.375	.255	.227	.260	.391	.274	1.000	.400	.530
	Personal_outlook	.385	.300	.194	.286	.348	.320	.400	1.000	.415
	Age_as_a_factor	.359	.164	.189	.176	.450	.296	.530	.415	1.000
Sig. (1-tailed)	Over_all_individual_job_satisfaction_importance	.086	.169	.021	.068	.000	.312	.033	.000	.000
	Commitment		.006	.000	.001	.000	.000	.000	.000	.000
	Expectations	.006		.001	.000	.000	.000	.000	.000	.012
	Job_involvement	.021	.001		.001	.006	.000	.001	.004	.004
	Effort_reward_ratio	.068	.000	.001		.000	.028	.000	.000	.007
	Influence_of_coworkers	.000	.000	.006	.000		.000	.000	.000	.000
	Comparisons	.312	.000	.000	.028	.000		.000	.000	.000
	Opinion_of_others	.033	.000	.001	.000	.000	.000		.000	.000
	Personal_outlook	.000	.000	.004	.000	.000	.000	.000	.000	.000
	Age_as_a_factor	.000	.012	.004	.007	.000	.000	.000	.000	.000
N	Over_all_individual_job_satisfaction_importance	192	192	192	192	192	192	192	192	192
	Commitment	192	192	192	192	192	192	192	192	192
	Expectations	192	192	192	192	192	192	192	192	192
	Job_involvement	192	192	192	192	192	192	192	192	192
	Effort_reward_ratio	192	192	192	192	192	192	192	192	192
	Influence_of_coworkers	192	192	192	192	192	192	192	192	192
	Comparisons	192	192	192	192	192	192	192	192	192
	Opinion_of_others	192	192	192	192	192	192	192	192	192
	Personal_outlook	192	192	192	192	192	192	192	192	192
	Age_as_a_factor	192	192	192	192	192	192	192	192	192

APPENDIX F

Table 24 Table for Determining Sample Size for Finite Population

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*