ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION

Effect of Reward System on Job Satisfaction:

The Case of Bole Sub-City

BY

HIWOT G/TINSAYE

ID:-SGS/0041/2015A

JUNE 2024

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OFGRADUATESTUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER IN BUSINESS ADMINISTRATION

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I hereby declare that this thesis entitled "*Effect of Reward System on Job Satisfaction Service :* *Case of Bole Sub-City"* has been carried out by me under the guidance and supervision of **Dr. Alazar Amare**.   The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher's Name   Date   Signature

_____   _____   _____

CERTIFICATE

This is to certify that the thesis entitles "***Effect of Reward System on Job Satisfaction of Public Service Case of Bole Sub-City.,*** submitted to St. Marry university for the award of the Degree of Master of Business Administration (MBA) and is a record of Bonafede research work carried out by Hiwot G/Tensae, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Main Adviser's Name	*Date*	*Signature*
_____	_____	_____

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Finally, I would like to acknowledge the dedication and tireless efforts of all those who contributed directly or indirectly to this research. Each individual played a crucial role in bringing this project to fruition, and for that, I am truly grateful.

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Abstract

This research explores the intricate relationship between the reward system and job satisfaction within the context of the public service, specifically focusing on the Bole Sub-city office. The study employs a mixed methodology, combining descriptive and inferential analyses, to elucidate the multifaceted dynamics influencing employees' perceptions and contentment. The descriptive analysis uncovers compelling insights into employee satisfaction within the Bole Sub-city public service. Notably, respondents express substantial satisfaction with the physical work environment, emphasizing its positive effect on overall well-being. Additionally, there is a robust belief in the positive influence of organizational benefits, reflecting the significance of tangible rewards in shaping the work experience. The regression analysis delves deeper into the complex interplay between the reward system components (promotion, benefits, training and development, and work environment) and job satisfaction. The results indicate that promotion and work environment emerge as critical dimensions significantly affecting job satisfaction levels. Transparent promotion policies and a supportive work atmosphere are highlighted as pivotal factors influencing overall contentment among public service employees. The study come up with major findings, offering overarching conclusions and actionable recommendations. The study recommends transparent promotion opportunities, improvements in the work environment, continuous benefits review, and strategic training and development initiatives to enhance job satisfaction. Future research recommendations propose a longitudinal analysis of job satisfaction trends and a comparative study with other sub-cities, aiming to deepen understanding and provide benchmarking opportunities. In summary, this research contributes valuable insights into the reward system's effect on job satisfaction in the unique context of the Bole Sub-city public service, offering a nuanced understanding for organizational strategies and interventions.

Key words: *promotion, benefits, training and development, work environment, job satisfaction*

Chapter one

This chapter offers a comprehensive overview of the research, presenting key elements such as the background context, the identified problem, specific objectives, research questions, and any formulated hypotheses. It underscores the significance of the study within the broader organizational context, emphasizing the critical link between reward systems and job satisfaction. The scope of the research is delineated, setting boundaries for the investigation. Finally, the chapter outlines the organizational structure that readers can expect in subsequent sections, providing a roadmap for the study's unfolding narrative.

1.1.   Background of the study

The long-term success of any organization is heavily reliant on the caliber of its human resources, particularly evident in service-oriented industries, where meeting escalating customer expectations necessitates continuous service enhancements. To meet customer expectations and retain a high-performing and efficient workforce, the implementation of effective retention mechanisms, with reward management being a prominent component, is imperative. As noted by Markova and Ford (2011), a well-designed reward system, integrated with the organization's strategies and human resource management, significantly influences the attraction, acquisition, retention, and motivation of employees, ensuring effective and efficient task accomplishment.

The reward management as the set of strategies, policies, and processes essential for recognizing and appreciating individuals' contributions to the organization. Extensive research, as highlighted by Gerald and Dorothee (2004), Clifford (1985), Kalleberg (1977), and Rehman et al. (2010), affirms that employees' job satisfaction is effected by both financial and nonfinancial rewards. Itis crucial to acknowledge that an ineffective reward management system can adversely affect employee satisfaction, leading to demotivation and subsequently influencing their overall performance outcomes (Markova & Ford, 2011).

In many organizations, inadequate reward systems are linked to diminish job satisfaction, leading to notably low levels of organizational commitment (Caruth & Handlogten, 2001). Job satisfaction is a key factor influencing employees' productivity, effectiveness, and commitment to the organization. Extensive research indicates that heightened job satisfaction not only

enhances organizational commitment but also contributes to improved performance, creativity, and reduced absenteeism and turnover (Oshagbemi, 2010). Within the framework of reward systems, which encompass compensation, incentives, and benefits as acknowledgments for employees' contributions, employees perceive a poorly structured reward package as an element of unfairness in the system. This perception results in job dissatisfaction, leading to a lack of commitment and subsequently effecting overall performance (Bratton & Gold, 2007).

The connection between rewards and job satisfaction is undeniable, yet the ongoing debate revolves around whether intrinsic or extrinsic reward practices have a more significant effect on employee motivation. Numerous research studies, including one by Saira et al. (2014), have explored this matter across diverse contexts. According to research findings, monetary rewards, such as salary, are consistently ranked as the top influential factor in creating employee job satisfaction. This is attributed to their ability to fulfill basic necessities, provide a sense of empowerment, and meet belongingness needs. While monetary rewards play a substantial role in motivating employees, intrinsic or non-financial rewards are equally pivotal in enhancing job satisfaction.

Intrinsic rewards, such as recognition and encouragement, have a profound effect on boosting employee confidence. Employees actively seek acknowledgment for their efforts, as no one enjoys feeling unappreciated. Another research study, conducted by Martha (2013), further supports the importance of non-monetary rewards. Lower-level employees, in particular, gave non-monetary rewards the highest ranking, identifying them as the most influential factors for job satisfaction. These findings underscore the need for organizations to recognize and implement a balanced approach that incorporates both monetary and non-monetary rewards to foster high levels of employee job satisfaction.

The effectiveness of reward systems in influencing job satisfaction has been a subject of considerable research, with numerous studies examining the relationship between rewards and employee motivation. Several researchers, such as Markova and Ford (2011), Gerald and Dorothee (2004), Clifford (1985), Kalleberg (1977), and Rehman et al. (2010), have highlighted the importance of a well-designed reward system in attracting, retaining, and motivating employees. The existing body of literature emphasizes that both financial and nonfinancial rewards play a crucial role in influencing job satisfaction (Gerald and Dorothee, 2004;

Oshagbemi, 2010). Job satisfaction, in turn, has been linked to organizational commitment, productivity, effectiveness, creativity, and reduced absenteeism and turnover (Caruth & Handlogten, 2001; Bratton & Gold, 2007; Oshagbemi, 2010).

However, despite the wealth of research on the topic, there is a noticeable gap in the literature concerning the specific context of the Bole Sub-city office. The current study aims to address this gap by focusing on the reward practices within public service organizations, which have not been extensively explored in existing research. This research is motivated by the recognition that organizations need to tailor their reward systems to the unique needs and expectations of their employees. The paucity of studies within the Bole Sub-city office's context underscores the need for a more in-depth investigation into the effect of different reward schemes on employee motivation.

Moreover, the study is driven by the understanding that a well-crafted and appropriate reward system is crucial for optimizing employee satisfaction, and by extension, their commitment and performance within the organization. The existing gap in research within the Bole Sub-city office creates an opportunity for this study to contribute valuable insights that can guide the development and improvement of reward systems in public service organizations. Through a detailed examination of current practices, this research aims to identify areas for enhancement and provide practical recommendations that can foster a more motivated and satisfied workforce. In doing so, it seeks to make a meaningful contribution to the broader literature on rewards and job satisfaction while addressing the specific needs of the Bole Sub-city office.

1.2.   Statements of the problems

Rewards are widely recognized as powerful motivators that play a crucial role in contributing to job satisfaction. In the contemporary business landscape, where effective performance is a paramount outcome, a well-designed reward system is instrumental in influencing and shaping employee behavior. The satisfaction of employees' needs is intricately linked to their motivation to perform effectively and efficiently, making rewards particularly significant in fostering a high-performing workforce (Gerald and Dorothee, 2004; Markova & Ford, 2011; Clifford, 1985).

Drawing on personal observations as an employee of a public service organization, the researcher notes the prevalence of management discussions focusing on issues related to

employee job dissatisfaction and undesirable behaviors in the workplace, including concerns about absenteeism, tardiness, and staff turnover. These challenges underscore the critical role of rewards in addressing and mitigating such issues within the organization, emphasizing the need for a strategic and effective reward system in the public service sector.

This disconnect has led to a misalignment between reward design and employee needs, indicating a potential source of dissatisfaction and demotivation. Moreover, the organization is perceived as not prioritizing employee motivation and retention through a reward plan tailored to their needs. This has resulted in a shift of employee focus towards job hunting rather than performance, detrimentally effecting overall organizational performance.

The reported low level of job satisfaction within the Bole Sub-city office is influenced by factors such as management changes and salary disparities among employees, causing delays in execution. Additionally, while both extrinsic and intrinsic rewards are implemented, their significance and relevance on employee motivation remain unclear, highlighting a need for a more nuanced understanding of their effect in the specific context of public service organizations.

This identified gap in the literature and the specific challenges faced by Bole Sub-city office justify the need for a more extensive and detailed study. The researcher aims to conduct a comprehensive investigation into the specific effect of extrinsic and intrinsic rewards on employee motivation within public service organizations, with a focus on the unique context of Bole Sub-city office. By addressing these specific issues, the study intends to contribute practical insights and recommendations for the development of a more effective and tailored reward system, ultimately enhancing job satisfaction and organizational performance within the public service sector.

1.3. Objective of the study

In the pursuit of understanding the intricate dynamics between rewards and employee job satisfaction of public service employees, this section outlines the general and specific objectives that guide the research.

1.3.1. General objective

The primary aim of this research is to comprehensively examine the influence of rewards on employee job satisfaction within the unique context of the of public service employees. Case of Bole sub-city.

1.3.2. Specific objective

i.   To evaluate the influence of promotion on the job satisfaction of public service employees in Bole Sub-city.

ii. To assess the effect of work environment on the job satisfaction of public service employees in Bole Sub-city.

iii. To examine how benefits affect the job satisfaction of public service employees in Bole Sub-city.

iv. To explore the relationship between training and development and the job satisfaction of public service employees in Bole Sub-city.

1.4. Research question

This section articulates the specific research questions designed to guide the investigation into the relationship between rewards and employee job satisfaction of public service employees.

i.   How does the promotion system in the public service of Bole Sub-city influence employees' job satisfaction?

ii. What is the effect of the work environment in the public service of Bole Sub-city on employees' job satisfaction?

iii. How do the benefits provided in the public service of Bole Sub-city contribute to employees' job satisfaction?

iv. What is the influence of training and development programs on job satisfaction among public service employees in Bole Sub-city?

1.5. Significance of the study

Understanding the significance of the study is crucial in recognizing the potential effect and contributions it can make within the context of of public service. The significance of this study can be outlined as follows:

I. Organizational Improvement: This study has the potential to provide valuable insights into the effectiveness of intrinsic and extrinsic rewards in satisfying employees' needs of public service employees. The findings can inform organizational strategies for enhancing employee satisfaction and performance.

II. Management Decision-Making: The study's outcomes can aid of public service employees management in making informed decisions related to reward systems. By identifying which types of rewards have a more substantial effect on employee job satisfaction, management can tailor their approach to better motivate and retain their workforce.

III. Employee Engagement and Retention: As employee job satisfaction is closely tied to intrinsic and extrinsic rewards, the study's insights can contribute to the development of practices that foster higher levels of engagement and retention of public service employees.

IV. Academic Contribution: This research can serve as a valuable academic contribution by adding to the existing body of knowledge on the relationship between rewards and employee job satisfaction. It may provide a foundation for future research in similar contexts.

V. Employee Well-being: A comprehensive understanding of the significance of intrinsic and extrinsic rewards can positively influence the overall well-being of employees at of public service. By creating a work environment that aligns with employees' needs, the organization can contribute to a more positive and satisfying workplace.

In summary, the significance of this study extends beyond the immediate context of of public service, reaching into the realms of organizational improvement, informed decision-making, academic contributions, and the overall well-being of employees.

1.6. Scope of the study

The scope of this study defines the boundaries and parameters within which the research conducted. The study focus on the following aspects:

- Geographical Scope: The research was conducted within the premises of public service, encompassing specific departments or units relevant to the examination of intrinsic and extrinsic rewards and their effect on employee job satisfaction.
- Conseptual scope : The study specifically investigate both intrinsic and extrinsic rewards. Intrinsic rewards include factors such as recognition, achievement, and work freedom, while extrinsic rewards encompass pay, bonuses, promotions, and work conditions this research focus on extrinsic reward system.
- Time scope: The research focus on measurable indicators of job satisfaction, considering factors such as employee engagement, retention rates, and performance outcomes.
- Methodological scope: The scope of the study limited to the organizational structure and framework of public service, considering the unique policies, practices, and culture that may influence the effectiveness of intrinsic and extrinsic rewards.

It is essential to note that the study's scope is delineated to ensure a focused and in-depth exploration of the relationship between rewards and employee job satisfaction within the specific context of public service. Any factors falling outside these defined boundaries may not be explicitly addressed in this research.

1.7. Limitations of the study

While this study aims to provide valuable insights into the effect of rewards on employee job satisfaction at of public service employees, it is essential to acknowledge certain limitations that may affect the interpretation and generalizability of the findings:

Organizational Specificity: The study is confined to the context of public service, and the findings may not be universally applicable to organizations with different structures, cultures, or industry contexts.

1.8.   Organization of the study

The organization and overall content of the study have five chapters. The first chapter deals with the introduction part of the study which includes background of the study, statement of the problem, research question research objective, significance of the study, scope of the study, limitation of stud. Review of related literature presented in the second chapter. The third chapter focuses on research methodology. The fourth chapter concentrated on data analysis and interpretations and on the fifth chapter summary of findings, conclusions and recommendation is presented. At the end of the chapters bibliography and annexes attached.

Chapter two

Literature review

This chapter embarks on a comprehensive exploration of existing literature related to the effect of rewards on employee job satisfaction of public service. It serves as a foundation for understanding the theoretical and empirical underpinnings shaping the research. The introduction provides an overview of the key themes and sets the stage for a detailed examination of theoretical perspectives, empirical studies, and the development of a conceptual framework

2.1. Theoretical literature

2.1.1. Maslow's Hierarchy of Needs (1943):

Maslow's Hierarchy of Needs provides a foundational understanding of human motivation, positing a hierarchical structure of needs ranging from basic physiological requirements to higher-level needs like self-actualization (Maslow, 1943). In the context of public service, employees' physiological needs are met through fair compensation and job security, ensuring a stable foundation. Safety needs are addressed through conducive working conditions and a secure work environment. Social needs are fulfilled by promoting a sense of community and collaboration within the organization. Esteem needs are met through recognition programs and opportunities for career advancement, acknowledging employees' contributions. Self-actualization needs are catered to by providing avenues for personal and professional growth, aligning employees' aspirations with organizational objectives. Effectively integrating these elements into the reward system enhances job satisfaction by recognizing and addressing the diverse needs outlined in Maslow's Hierarchy.

2.1.2. Herzberg's Two-Factor Theory (1959):

Herzberg's Two-Factor Theory delineates between hygiene factors, which prevent dissatisfaction, and motivators, which enhance job satisfaction (Herzberg, 1959). In the public service sector, hygiene factors include fair compensation, adequate working conditions, and job security, ensuring employees' fundamental needs are met and preventing dissatisfaction. Motivators, such as recognition, responsibility, and opportunities for achievement, contribute positively to job satisfaction by creating a fulfilling work environment. An effective reward

system aligns with Herzberg's principles by addressing both hygiene and motivator factors. Fair compensation and suitable working conditions act as essential hygiene factors, while motivators such as recognition and career development opportunities contribute to a positive work environment, fostering job satisfaction among public service employees.

2.1.3. Expectancy Theory (Vroom, 1964):

Expectancy Theory, proposed by Vroom, posits that individuals are motivated when they believe their efforts will lead to desirable outcomes (Vroom, 1964). In the public service context, an effective reward system enhances job satisfaction by clearly communicating the relationship between performance and rewards. Employees are more motivated when they perceive a direct link between their efforts, the attainment of rewards, and the fulfillment of personal goals. Transparent communication about how specific achievements will be rewarded creates a sense of expectancy, allowing employees to anticipate positive outcomes. In turn, this expectancy fosters job satisfaction by providing employees with a clear understanding of how their efforts contribute to personal and professional advancement within the organization.

2.1.4. Equity Theory (Adams, 1963):

Equity Theory, proposed by Adams, emphasizes the importance of perceived fairness in reward distribution to maintain employee satisfaction (Adams, 1963). In public service organizations, ensuring equity in the allocation of rewards is critical for fostering a positive organizational climate. Employees evaluate their job satisfaction based on the perceived fairness in how rewards are distributed relative to their peers. When employees believe that their efforts are adequately rewarded and that their contributions are recognized in a fair manner, it contributes positively to job satisfaction. Conversely, perceived inequity can lead to dissatisfaction and a sense of injustice. By implementing fair and transparent reward systems, public service organizations can uphold the principles of equity theory, fostering an environment where employees feel valued and recognized for their contributions.

2.1.5. Reward system

A reward system serves as a pivotal tool for management to guide and shape employee motivation in desired directions. Essentially, it plays a multifaceted role in attracting individuals to join an organization, retaining their commitment to work, and propelling them to achieve high

levels of performance. The reward system encompasses various organizational components, including people, processes, rules, and decision-making activities that collectively contribute to the allocation of compensation and benefits to employees in acknowledgment of their contributions to the organization Puwanenthiren (2011),

The effectiveness of a reward system hinges on the establishment of trust between employees and management, creating an environment where employees believe that their efforts will be duly recognized and rewarded. Numerous factors influence employee performance, extending beyond monetary considerations. Working conditions, relationships between workers and employers, opportunities for promotion and development, job security, and the overall policies and procedures for rewarding employees all contribute to the intricate tapestry that shapes employee performance (Aktar, Sachu, & Ali, 2012). In essence, a well-designed reward system aligns organizational goals with employee motivation, fostering a symbiotic relationship that benefits both individuals and the organization as a whole.

2.1.5.1. Financial and non- financial rewards

I. Financial reward

Financial rewards, encompassing tangible and monetary incentives like salaries, bonuses, raises, and profit sharing, serve as measurable motivators for employees within an organization (Milkovich & Newman, 2021). These rewards, easily quantifiable in monetary terms, can have a significant effect on short-term motivation and performance (Katz, 2017). However, over time, there is a risk that financial rewards become expected, potentially diminishing their motivational effect if not consistently increased (Lawler, 1990). Employees might focus more on short-term financial gains rather than long-term job satisfaction, creating a challenge for organizations to balance the expectations associated with financial rewards.

II. Non- financial reward

non-financial rewards, which are intangible incentives, play a crucial role in addressing employees' psychological and emotional needs. Recognition and praise for achievements, training and development opportunities, flexible work arrangements, and initiatives promoting work-life balance fall under this category (Deci et al., 2017). Non-financial rewards contribute to enhancing job satisfaction and fostering a positive work culture. They often provide long-term

motivation, as they align with employees' intrinsic needs (Ryan & Deci, 2001). While these rewards may be more challenging to measure and quantify than their financial counterparts, they are generally considered cost-effective and can lead to sustained motivation over the long term.

In practice, organizations often find success in implementing a balanced approach that incorporates both financial and non-financial rewards (Lawler, 2000). This approach recognizes the importance of meeting employees' diverse needs, encompassing both tangible financial incentives and intangible rewards that contribute to a positive and motivating work environment.

2.2.5.2.Intrinsic Rewards vs. Extrinsic Rewards

Rewards in the organizational context can be categorized as either extrinsic or intrinsic. differentiation between extrinsic and intrinsic rewards underscores the diverse nature of employeemotivation, recognizing the importance of both tangible and intangible factors in creating a well-rounded reward system within organizations

I. Intrinsic rewards

Intrinsic rewards are intangible and revolve around the psychological and emotional aspects associated with the job. Examples of intrinsic rewards encompass appreciation, the opportunity to take on new challenges, a positive and caring attitude from employers, and job rotation upon achieving goals. These rewards tap into employees' internal motivations and personal fulfillment, going beyond material gains to cultivate a sense of accomplishment and satisfaction.

Intrinsic rewards, rooted in the inherent nature of the work itself, constitute internal, non-tangible motivators that foster an individual's satisfaction and enjoyment (Deci & Ryan, 2000). These rewards include the intrinsic aspects of the job, such as feelings of accomplishment, personal growth, autonomy, and the inherent enjoyment derived from the work. Intrinsic rewards serve as internal sources of motivation, satisfying psychological needs and contributing to a sense of fulfillment and meaning in one's professional pursuits.

II. Extrinsic reward

According to Hafiza, Shan, and Jamshed (2011), extrinsic rewards are concrete and external to the job or task performed by employees. These rewards include elements like salary, incentives,

bonuses, promotions, and job security, providing tangible recognition and motivation through measurable means.

Contrastingly, extrinsic rewards are external, tangible incentives provided by external entities, such as employers or supervisors, to motivate individuals towards specific tasks or outcomes (Herzberg, 1959). These rewards, which include monetary compensation, bonuses, promotions, and other tangible benefits, serve as external sources of motivation, addressing external needs and influencing behavior through external stimuli. Organizations often seek a balanced integration of both intrinsic and extrinsic rewards to create a comprehensive motivation system that acknowledges and caters to the diverse motivational needs of their employees (Deci, Vallerand, Pelletier, & Ryan, 1991). This holistic approach aims to foster a workplace environment that promotes both internal satisfaction and external recognition, contributing to overall employee motivation and engagement.

2.2. Empirical review

Thomas conducted a study in 2012, examining the effects of satisfaction packages on employee performance at Ghana Commercial Bank. The research aimed to assess the satisfaction packages provided by the bank and their effect on employee performance towards the corporate objectives. The study highlighted the importance of different strategies and policies to satisfy employees in the banking environment, particularly focusing on clerical workers who play a crucial role in carrying out the core duties of the bank. The findings indicated that satisfaction packages, including commissions, bonuses, and fringe benefits, positively influenced employee performance. There was a discernible positive relationship between employee performance and corporate performance, as employees achieved the bank's performance indicators related to deposits, loan recovery, profitability, and maintaining liquidity. The study underscored the significance of satisfaction packages in enhancing overall employee performance and contributing to the success of the bank's objectives.

In a study conducted by Birhane Demeke in 2017, the effect of the reward system on employee job satisfaction was investigated at Hidase Telecom Share Company (HTSC). Utilizing Pearson's product-moment correlation coefficient and Bartz's interpretation of the correlation coefficient (r), the study analyzed the relationship between various independent variables (pay, benefits, recognition, promotion, nature of job, and working conditions) and the dependent variable, job

satisfaction. The findings revealed a statistically significant relationship between all reward variables and job satisfaction, with financial rewards (pay and benefits) showing a higher degree of correlation compared to non-financial rewards. The multiple regression analysis further indicated that 56.8% of the variation in job satisfaction was explained by the reward system considered in the study. The study concluded that payment was a major factor influencing employees' job satisfaction at HTSC, emphasizing the need for continuous review and adjustment of financial rewards to address employee concerns.

Ahmed and Ali conducted a study in 2008 on the "effect of reward and recognition programs on employee motivation and satisfaction." The exploratory research design involved a sample of 80 employees from Unilever companies, and data were collected using a questionnaire. Pearson's correlation was employed to analyze the data, assessing the relationship between rewards and satisfaction and motivation. The findings indicated a positive correlation between rewards and both work satisfaction and motivation. Factors influencing satisfaction were identified, with payment, promotion, work conditions, and personal factors accounting for varying percentages. The analysis supported a positive relationship between rewards and employee satisfaction. The researchers suggested that future studies could explore the effect of reward and recognition on motivation and satisfaction for diverse groups, considering factors such as gender, race, and disability.

Duberg and Mollen conducted a study in 2010 focusing on reward systems within the health and geriatric care sector. The research aimed to understand the design of reward systems in these sectors and assess their effect on the quality of care. Using a qualitative approach, the study involved interviews with six leaders from both private and public organizations, with two leaders working in geriatric care and four in health care. The theoretical framework drew on scientific literature about motivation and reward systems, as well as literature specifically addressing wage conditions in the health care and public sectors. The findings highlighted the importance of salary in the reward system, but other incentives like bonuses and shares were seen to create a positive work environment and motivated employees to be more efficient. The study also revealed challenges in the public sector, including limited resources and complex organizational structures with deep-rooted traditions. The researchers recommended further studies to compare

reward systems and investigate their effect on organizations in relation to those without such systems.

In 2017, Merhawit Assefa conducted a study to investigate the relationship between reward management practices and the job satisfaction levels of employees. His study comprehensively explored both intrinsic and extrinsic rewards contributing to employees' job satisfaction, including payment, benefits, supervision, working conditions, promotion, recognition, empowerment, personal growth, and career advancement. The descriptive statistical analysis revealed significant relationships between different dimensions of rewards and job satisfaction. Notably, an inverse relationship was identified between payment, benefits, and the job satisfaction level of employees, indicating that factors beyond monetary rewards played a pivotal role in the satisfaction of employees in the Ethiopian Insurance Corporation (EIC).

The multiple regression analysis conducted by Assefa, regressing intrinsic and extrinsic reward variables against job satisfaction as the dependent variable, significantly explained the variance in job satisfaction. The research findings also highlighted those intrinsic rewards had a more substantial effect on job satisfaction compared to extrinsic rewards. Consequently, Assefa concluded that intrinsic rewards, encompassing factors such as recognition, personal growth, and empowerment, emerged as the most influential contributors to job satisfaction according to his study. This underscores the importance of non-monetary factors in fostering employee satisfaction within the context of the Ethiopian Insurance Corporation.

2.3. Conceptual framework

After an in-depth examination of the literature review, a conceptual model has been developed to depict the relationships between the effects of intrinsic and extrinsic rewards on employee job satisfaction. The conceptual framework portrays job satisfaction as the dependent variable, with extrinsic rewards (such as benefits and opportunities for promotion) and intrinsic rewards (including work environment and training and development) serving as independent variables. The effective administration and implementation of these independent variables are crucial for motivating high-performing employees. Failure to manage these rewards appropriately may lead to employee demotivation and an increased likelihood of them opting to leave the organization rather than remaining stable and engaged. The conceptual framework provides a visual representation of the intricate dynamics between rewards and job satisfaction
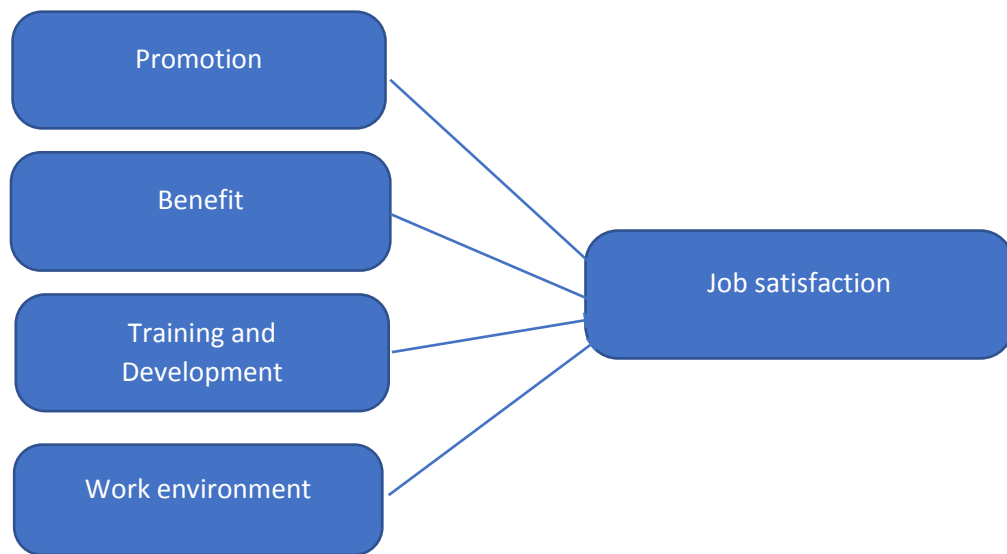
Fig 1 compiled by the researcher from the above literature

Chapter three
Research Methodology

Research methodology is all about the way in which a researcher conducts research (Kothari, 2004). Consequently, this chapter presents the research methodology used in order to achieve the research objective i.e. Study area, source population, study population, research design, research approach, sampling techniques, model specification, source of data, instruments of data collection, procedure of data collection, methods of data analysis, validity and reliability test and finally the ethical consideration.

3.1. Research design

The study apply descriptive and explanatory research designs. According to Cresswell(2003)descriptive study design. In descriptive research, the indispensable emphasis is to explain specific opinions and idea to examine the relationships and variations in the important variables by reviewing a large sample of the population Lee and Ling, (2008). Therefore, what kind of employee empowerment practice has been utilized and demographic information of the respondents were described.

On the other hand, Explanatory study (causal research design) is devoted to finding causal relationships among dependent and independent variables which is the service quality dimension and Job satisfaction in public service employee. From the hypothesis-based expectations onin what way and why variables should be interrelated. Interactions happen and might bidirectional (i.e., positive or negative). In this type of research, the problems are well structured. The researcher is facing with "causes-and-effects" problems. The central mission is to detach such causes and to say to what magnitude they directed to such special effects

3.2. Research approach

Quantitative approach applied because the study is based on measuring the Assessment of Service Quality Dimensions and Its Effect on Job satisfaction: case of Public service employee. The quantitative method measures variables, investigate relationships between variables, tests methods, and examine concerns for large groups of individuals executing the method suitable for the research problem. Quantitative approach allows for the discovery of relationships with a basis for finding reliability and validity of the research subject. Quantitative analysis reduces issues and data to numbers, definitive in meaning, and discovering how much and how many, by concentrating on experimentation with predefined variables through collecting and measuring data (Snowden, 2011). A quantitative approach is based on numbers and statistics. It is practiced to examination hypotheses, explore causality, and create forecasts. It is practiced to classify statistical interactions among variables and yields objective effects.

3.3. Target population

The target population for this research specifically includes employees from the Bole Sub-city office within the administrative boundaries of Addis Ababa. Individuals employed within the Bole Sub-city office, spanning various governmental departments, agencies, and offices operating within the sub-city, are considered part of the target population. The inclusion criteria encompass all individuals currently holding public service roles within the Bole Sub-city office, regardless of their specific job roles or responsibilities. This focused approach ensures that the study captures insights directly relevant to the specific context of the Bole Sub-city office, allowing for a more detailed and context-specific analysis. The intention is to obtain a representative sample of public service employees within the Bole Sub-city office, ensuring that the research findings accurately reflect the experiences and perspectives of this particular subset of the broader population within the administrative framework of Addis Ababa.

3.4. Sample size determination

To determine the sample size and representative of the target population, the study used statistical instrument formula. The mathematical formula is adopted from Gliem and Gliem(2003).

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

The study assumes that the margin of error 5% and confidence level or error free of 95%. Using the above portrayed statistical formula, the sample size of study was determined as follows.

$$n = \frac{324}{1 + 324(.05)^2)}$$

$$n = 179$$

n= sample size   *N= population*   *e= error margin*

Therefore, sample size for targeted population of the study was **179** employees.

3.5. Model specification

To measure the effects of effect of reward system on job satisfaction of public service employees the researcher will use the following model.

$$Y = \beta 0 + \beta X1 + \beta X2 + \beta X3 + \beta X4 + \varepsilon$$

- Y = Job Satisfaction
- $\beta 0$ = Constant or intercept term
- $\beta 1, \beta 2, \beta 3$ …..Parameter estimate associated with the influence of the independent variables on
  the dependent variable
- ε = Error term i.e. other variables not included in the model

- $X1 = $ Benefit, $X2 = $ promotion , $X3 = $ work environment, $X4 = $ Training and development

3.6. Source of data

To gather the necessary information for the study, the researcher will be both primary and secondary sources of data. Primary data refers to information that is collected specifically for the research project at hand. In this study, the researcher used structured questionnaire to gather data from the chosen sample. A structured questionnaire is a pre-designed set of questions that are administered to respondents to gather specific information. By using structured questionnaires, the researcher could collect data in a standardized and systematic way, which allows for easier analysis.

In addition to primary data, the researchers also will use secondary data sources, such as books or published materials. Secondary data is information that has already been collected by someone else and is available for use. By consulting published materials, the researcher could gather background information about the topic, such as theoretical frameworks or existing research studies, which helped them to design their study. Moreover, the secondary source can also be used to validate or complement the findings of the primary source. Overall, by using both primary and secondary sources of data and a cross-sectional research design, the researchers are able to collect and analyze data in a comprehensive and efficient manner.

3.7. Data collection instrument

The questionnaire will be the main and the only one tool to gather information. Questionnaire can have obtained large numbers of data from participants quickly and relatively inexpensively and to address large sample from geographically representative. Therefore, the use of the questionnaire is a popular method. the questionnaires items will be close -ended questions and questionnaires designed in to three sections based on five-point Likert scale type questions.

3.8. Data collection instrument and technique

The best appropriate method to gather primary data is to hand out questionnaire. A five-point Likert scale questionnaire was established to deliver the participants comfort for replying the questions according to their degree of agreement (McLeod, 2008). The Likert scale follows the

format of starting range: 1) strongly disagree; to 5) strongly agree. The preparation of the questionnaire was fully adopted and grounded on Parasuraman and Zeithaml (1985).

3.9.   Reliability and validity

Reliability defines that the results of a questionnaire be steady and reliable. Validity, on the other hand, means that the individual results of an instrument are significant and allow the researcher to draw valid conclusions from the sample population being studied (Cresswell, 2003). Reliability is determined by the Cronbach's alpha (α) coefficient, which is one of the popular criteria of reliability in quantitative studies. It is measured on a scale of 0 to 1.0, and an instrument is viewed extremely reliable if the instrument has a reliability coefficient statistic of $\alpha > .80$. The instrument is considered very reliable if $\alpha > .70$, and reliable if $\alpha > .60$; when $\alpha < .60$, reliability is considered poor to barely reliable. The reliability of an instrument contributes to its validity, as a reliable instrument will measure what it is supposed to measure and not something else. Therefore, results after consistent questionnaire was valid and more exact (Burg-Brown, 2016).

Table 3.1. Reliability

Items	Items	Cohroch alpha
Benefit	5	0.89
Promotion	5	0.82
Work environment	5	0.88
Training and Development	5	0.92
Job satisfaction	5	0.84

The table indicates that the questionnaire used in the study is highly reliable across various constructs. The Cronbach's alpha values are as follows: Benefit (0.89), Promotion (0.82), Work Environment (0.88), Training and Development (0.92), and Job Satisfaction (0.84). All these values exceed the threshold of 0.80, denoting extreme reliability. This consistency in reliability suggests that the instrument is well-designed and produces stable and consistent results, thereby supporting the validity of the measurements. Consequently, the high reliability across all categories ensures that the questionnaire accurately measures the intended constructs

3.10. Data presentation and analysis

Analysis of the data is fundamental slice of the research study. The findings and conclusions should arrive based on the analysis and interpretation of the data. Hence, data will be analyzed in accordance with the nature of data that is qualitative and quantitative. The data obtained from the respondents were analyzed using Statistical Packages for Social Science (SPSS) version 26. After collecting the distributed questionnaire, data were properly organized and prepared for codification. Following this, the coded data are fed to SPSS software program. The data are analyzed using descriptive statistics (such as mean, standard deviation) to describe the demographic characteristics. In addition to this, descriptive analyses have also been conducted on the level of the employee empowerment dimension and service quality. The data were present quantitatively by using tools like percentile, tables, charts, graphs tofacilitate the interpretation of the results of the data.

3.11. Ethical considerations

To guarantee confidentiality and voluntary partaking of respondents a covering letter will be prepared to clarifying the purpose of the research, the discretion of the replies and directions for completion. The questionnaire was drawn up comprising questions on the variables and demographic data both to the supervisor as well as their employees and they were requested to fill the questionnaire in disguise and return back them straight to the researcher.

In summary, Chapter Three focuses on the research methodology employed to achieve the objectives of the study, exploring various components such as research design, approach, target population, sample size determination, model specification, data sources, data collection instruments, and techniques, as well as ethical considerations.

The research design combines both descriptive and explanatory approaches, aiming to provide a comprehensive understanding of the relationship between reward systems and job satisfaction among public service employees. Descriptive research helps in explaining specific opinions and ideas, while explanatory research focuses on finding causal relationships among variables.

A quantitative research approach is adopted, as the study involves measuring the effect of reward systems on job satisfaction using numerical data. This approach allows for the exploration of relationships between variables, testing hypotheses, and providing a basis for reliability and validity.The target population comprises public service employees within Addis Ababa City Administration, covering various sectors and job roles. The sample size is determined using a statistical formula, resulting in a sample size of 240 participants.The model specification involves identifying key variables such as benefits, promotion, work environment, and training and development to measure the effect of the reward system on job satisfaction. Data will be collected through a structured questionnaire, employing close-ended questions on a five-point Likert scale.

The reliability and validity of the data collection instrument are assessed using Cronbach's alpha coefficient. The data will be analyzed using the Statistical Packages for Social Science (SPSS) version 26, employing descriptive statistics to present demographic characteristics and quantitative analyses such as mean and standard deviation. Ethical considerations are addressed by ensuring confidentiality, voluntary participation, and providing clear instructions to participants through a covering letter. The questionnaire is designed to maintain anonymity and privacy for both supervisors and employees.

In conclusion, Chapter Three outlines a robust research methodology that aligns with the study's objectives, ensuring the collection of reliable and valid data to investigate the effect of reward systems on job satisfaction among public service employees in Addis Ababa.

Chapter four

Data Presentation, Analysis and Interpretation

This chapter delves into the heart of the research findings, presenting a comprehensive analysis of the collected data. Through this section, the study unfolds the insights gathered from the survey, providing a detailed account of the responses received and their significance in addressing the research questions. The presentation and analysis of data serve as the foundation for drawing meaningful conclusions and making informed recommendations.

3.12. Response rate

Before delving into the findings, it is essential to establish the extent of participant engagement with the survey. This section provides an overview of the response rate, shedding light on the level of participation from the target population. Understanding the response rate is crucial for assessing the representativeness of the collected data and gauging the reliability of the study's findings.

Table 4.1. Response rate

Population	Sample Size	Qualified questionnaire	Response rate
324	179	131	73%

The study targeted a sample size of 179 respondents from which 131 were filled in and returned the questionnaires making a response rate of 73.4 percent. This rate implied that the response rate was acceptable to mark deductions for the study.

3.13. Respondent's profile

To contextualize the findings, this section outlines the demographic and professional profiles of the respondents. It provides a snapshot of the characteristics of those who participated in the study, including factors such as age, gender, job role, and years of service. Examining the respondent profile lays the groundwork for understanding how different demographics may influence the responses and, consequently, the implications for the study.

Table 4.2. Respondent's profile

Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	80	60.6	61.1	61.1
	Female	51	38.6	38.9	100.0
	Total	**131**	**99.2**	**100.0**	
Education Level	BA Degree	113	85.6	86.3	86.3
	MA master	18	13.6	13.7	100.0
	Total	**131**	**99.2**	**100.0**	
Experience Level	<5 years	83	62.9	63.4	63.4
	5 -9 years	34	25.8	26.0	89.3
	10 - 14 years	14	10.6	10.7	100.0
	Total	**131**	**99.2**	**100.0**	

The data reveals a notable gender distribution among the respondents, with males comprising a majority at 60.6%, while females represent 38.6%. This discrepancy suggests a potential gender imbalance in the surveyed population, which may influence the study's findings and interpretations. Examining the educational background of the participants, a significant proportion, 85.6%, hold a Bachelor's degree, while a smaller segment, 13.6%, have pursued and attained a Master's degree. This distribution underscores the prevalence of individuals with at least a Bachelor's degree in the surveyed group, indicating a well-educated cohort. The analysis of experience levels indicates that a substantial portion of respondents, 62.9%, have less than five years of professional experience. Following this, 25.8% fall within the 5-9 years bracket, and 10.6% have accumulated 10-14 years of experience. This breakdown suggests a relatively youthful workforce, with a significant number of individuals still in the early stages of their careers.

In summary, the demographic analysis provides valuable insights into the characteristics of the respondent population, offering a foundation for understanding potential influences on the study's outcomes.

3.14. Descriptive analysis

In this section, the study conducts a thorough descriptive analysis of the data. Through the use of statistical measures such as means, standard deviations, and frequencies, the chapter elucidates the central tendencies and distributions of key variables. Descriptive analysis aids in

summarizing features of the dataset, offering a clear and concise portrayal of the various dimensions explored in the research.

3.14.1. Benefits

Table 4.3. benefit

	Items	Mean	Std. Deviation
1	The benefits provided by the organization contribute to my overall job satisfaction.	4.32	1.098
2	I feel that the organization's benefits are fair and meet my needs.	2.7	0.764
3	The extrinsic value I derive from the benefits offered enhances my commitment to my role.	3.19	1.228
4	The provided benefits positively effect my sense of well-being within the workplace.	3.06	1.316
5	The benefits offered by the organization are a significant factor in my overall job enjoyment.	4.44	1.087
	Grand mean	*3.542*	*1.098*

Employees express a high level of satisfaction with the benefits provided by the organization, with a mean score of 4.32 and a standard deviation of 1.098. This suggests that employees perceive these benefits as a significant contributor to their overall job satisfaction, indicating a positive effect on their work experience.

On the fairness and adequacy of organizational benefits, employees recorded a mean score of 2.7, with a standard deviation of 0.764. This score implies a somewhat mixed perception among employees, indicating that while some find the benefits fair and meeting their needs, others may have reservations or perceive room for improvement.

Employees report a mean score of 3.19 and a standard deviation of 1.228 regarding the intrinsic value derived from organizational benefits and its effect on commitment to their roles. This suggests that employees recognize a moderate level of intrinsic value, contributing to their commitment to their respective roles within the organization.

With a mean score of 3.06 and a standard deviation of 1.316, employees acknowledge a positive effect of organizational benefits on their sense of well-being in the workplace. This indicates that the benefits offered contribute to creating a positive and supportive work environment.

Employees strongly associate the benefits offered by the organization with their overall job enjoyment, as indicated by a high mean score of 4.44 and a standard deviation of 1.087. This suggests that employees perceive benefits as a crucial element contributing to their overall satisfaction and enjoyment in their roles.

The grand mean 3.542, calculated based on the mean scores of individual items, is 3.542. This overall mean provides a comprehensive view, suggesting a generally positive perception of the effect of organizational benefits on employee job satisfaction, with slight variations across specific aspects.

3.14.2. Promotion

Table 4.4. Promotion

	Items	mean	S. D
1	I believe that the promotion opportunities within the organization are clear and accessible.	2.7	1.79
2	The prospect of career advancement positively influences my motivation and job satisfaction.	4.23	0.93
3	The promotion policies of the organization are perceived as fair and unbiased.	2.9	1.08
4	The potential for future promotions encourages me to invest in my professional growth.	3.75	0.91
5	The organization effectively communicates the criteria for promotions, making them transparent.	3.7	0.87
	Grand mean	*3.46*	*1.12*

Employees exhibit mixed sentiments regarding the clarity and accessibility of promotion opportunities within the organization, as evidenced by a mean score of 2.7 and a relatively high standard deviation of 1.79. This suggests varying perceptions among employees, with some finding the promotion pathways clear and accessible while others may express uncertainty or dissatisfaction.

On the influence of career advancement prospects on motivation and job satisfaction, employees express a positive perception, recording a mean score of 4.23 and a standard deviation of 0.93. This indicates a strong belief among employees that the potential for career growth significantly contributes to their motivation and overall job satisfaction.

Perceptions of the fairness and impartiality of promotion policies are somewhat mixed among employees, with a mean score of 2.9 and a standard deviation of 1.08. This suggests that while some employees view the promotion policies as fair and unbiased, others may hold differing opinions or perceive room for improvement in this aspect.

Employees express a positive correlation between the potential for future promotions and their investment in professional growth, recording a mean score of 3.75 and a standard deviation of 0.91. This indicates that employees feel motivated to invest in their professional development with the expectation of future promotional opportunities within the organization.

Regarding the transparency of promotion criteria, employees generally perceive the organization as effective in communication, with a mean score of 3.7 and a standard deviation of 0.87. This suggests that employees believe the criteria for promotions are adequately communicated, contributing to a transparent process.

The grand mean, calculated based on the mean scores of individual items related to promotion, is 3.46. This overall mean reflects a moderate positive perception of promotion-related aspects, with variations in the clarity of opportunities and fairness of policies.

3.14.3. Work environment

Table 4.5. Work environment

	Items	Mean	S. D
1	I am satisfied with the overall physical work environment provided by the organization.	2.3	1.04
2	The work culture and atmosphere positively contribute to my job satisfaction.	3.24	0.85
3	The organization fosters a supportive and collaborative work environment.	2.3	1.06
4	The amenities and facilities in the workplace enhance my overall job experience.	3.21	1.35
5	I feel that the work environment positively effects my overall well-being and job performance.	4.2	0.95
	Grand mean	*3.05*	*1.05*

I am satisfied with the overall physical work environment provided by the organization (Mean: 2.3, S.D: 1.04): The relatively low satisfaction with the physical work environment suggests a potential area for improvement. A less satisfying physical environment may contribute to varied levels of job satisfaction among employees, particularly those who find the conditions less favorable.

The work culture and atmosphere positively contribute to my job satisfaction (Mean: 3.24, S.D: 0.85): This item indicates a positive perception, with employees generally feeling that the work culture and atmosphere positively contribute to their job satisfaction. A favorable work culture and atmosphere are crucial factors that likely enhance employees' overall satisfaction in their roles.

The organization fosters a supportive and collaborative work environment (Mean: 2.3, S.D: 1.06): Mixed perceptions on the organization fostering a supportive and collaborative environment suggest that improvements in promoting teamwork and support may be beneficial. This factor could be influencing job satisfaction differently among employees.

The amenities and facilities in the workplace enhance my overall job experience (Mean: 3.21, S.D: 1.35): While employees generally acknowledge the positive effect of workplace amenities, the varying satisfaction levels may imply that the existing facilities may not meet the preferences or expectations of all employees. This diversity in perception could influence individual job satisfaction.

I feel that the work environment positively effects my overall well-being and job performance (Mean: 4.2, S.D: 0.95): A high mean score indicates a strong belief among employees that the work environment significantly contributes to their well-being and job performance. A positive work environment, as perceived by employees, correlates positively with overall job satisfaction.

Grand Mean: 3.05 (S.D: 1.05): The overall moderate satisfaction level, as indicated by the grand mean, suggests that while certain aspects of the work environment contribute positively to job satisfaction, there are areas that may need attention and improvement. Addressing concerns related to the physical work environment and fostering a more collaborative atmosphere could potentially enhance overall job satisfaction among employees.

3.14.4. Training and development

Table 4.6. Training and development

	Items	Mean	S. D
1	The organization provides sufficient opportunities for professional training and development.	3.12	1.023
2	I believe that the training programs offered contribute to my professional growth.	3.42	1.001
3	The organization values and invests in the continuous learning and development of its employees.	2.7	0.984
4	I am satisfied with the variety of training programs available to enhance my skills.	2.2	1.34
5	The training and development initiatives positively influence my job satisfaction and performance.	1.7	1.42
	Grand mean	**2.628**	**1.1536**

The organization provides sufficient opportunities for professional training and development (Mean: 3.12, S.D: 1.023): Employees generally perceive that the organization offers adequate opportunities for professional growth through training and development. This positive outlook suggests that the availability of such opportunities contributes positively to the employees' overall job satisfaction.

I believe that the training programs offered contribute to my professional growth (Mean: 3.42, S.D: 1.001): The high mean score indicates that employees strongly believe in the positive effect of training programs on their professional growth. This positive perception aligns with the notion that effective training programs contribute significantly to job satisfaction by enhancing employees' skills and competencies.

The organization values and invests in the continuous learning and development of its employees (Mean: 2.7, S.D: 0.984): While the mean suggests a moderately positive perception, the standard deviation indicates some variability in employees' views. This variation could be due to differences in experiences with continuous learning initiatives. Overall, a more consistent emphasis on valuing and investing in employee development may further enhance job satisfaction.

I am satisfied with the variety of training programs available to enhance my skills (Mean: 2.2, S.D: 1.34): A lower mean score implies that employees express dissatisfaction with the variety of training programs. This suggests that there might be a need to diversify and tailor training

options to better meet the unique skill enhancement needs of employees, potentially influencing job satisfaction.

The training and development initiatives positively influence my job satisfaction and performance (Mean: 1.7, S.D: 1.42): Despite the low mean score, the spread of responses is notable, indicating diverse opinions among employees regarding the direct positive influence of training and development initiatives on job satisfaction and performance. This variance suggests that the effect of these initiatives may differ across individuals.

Grand Mean: 2.628 (S.D: 1.1536): The overall moderate satisfaction level with training and development initiatives implies that while certain aspects are positively perceived, there is room for improvement. Enhancing the variety of training programs and emphasizing continuous learning could contribute to a more significant positive effect on employees' job satisfaction and overall performance.

3.14.5. Job satisfaction

Table 4.7. Job satisfaction

	Items	Mean	S. D
1	I am satisfied with my overall job.	3.85	0.791
2	I feel adequately recognized and appreciated for my work.	3.45	1.141
3	My job provides me with a sense of fulfillment and accomplishment.	3.91	1.021
4	I believe my skills and abilities are effectively utilized in my role.	4.2	0.985
5	I am satisfied with the work-life balance provided by my job.	3.95	1.021
	Grand mean	*3.872*	*0.9918*

 Employs satisfied with my overall job (Mean: 3.85, S.D: 0.791): The high mean score indicates a generally positive sentiment among employees regarding their overall job satisfaction. This suggests that employees, on average, find fulfillment and contentment in their respective roles, contributing positively to the overall work experience.

Employ adequately recognized and appreciated for my work (Mean: 3.45, S.D: 1.141): While the mean suggests a moderate level of satisfaction with recognition and appreciation, the higher standard deviation implies varying opinions among employees. Organizations may consider

implementing strategies to enhance employee recognition and appreciation to create a more universally positive experience.

My job provides me with a sense of fulfillment and accomplishment (Mean: 3.91, S.D: 1.021): The high mean score indicates that employees generally find their roles fulfilling, providing a sense of accomplishment. This positive perception contributes significantly to overall job satisfaction, as employees feel a sense of purpose and achievement in their daily tasks.

Employ skills and abilities are effectively utilized in my role (Mean: 4.2, S.D: 0.985): The very high mean score suggests a strong belief among employees that their skills and abilities are effectively utilized in their roles. This alignment between skills and job responsibilities is crucial for job satisfaction, as employees feel their contributions are meaningful and valued.

Employ with the work-life balance provided by my job (Mean: 3.95, S.D: 1.021): The positive mean score suggests that employees, on average, are satisfied with the work-life balance provided by their jobs. This dimension is essential for overall job satisfaction, as it reflects the organization's commitment to employees' well-being beyond the workplace.

Grand Mean: 3.872 (S.D: 0.9918): The overall high satisfaction level with job-related factors indicates a positive work environment. While certain aspects, such as recognition, may benefit from improvement, the organization appears to effectively tap into employees' skills, contributing to a sense of fulfillment and accomplishment. Maintaining and enhancing these positive dimensions can further elevate overall job satisfaction among employees.

3.15. Inferential analysis

Moving beyond descriptive statistics, this section engages in inferential analysis to draw deeper insights from the data. Techniques such as regression analysis, correlation, or other inferential methods are employed to explore relationships between variables. The inferential analysis seeks to uncover patterns, associations, or potential causal links within the dataset, contributing to a more nuanced understanding of the research questions.

3.15.1. Regression analysis

Regression analysis serves as a pivotal statistical tool in exploring the intricate relationship between job satisfaction (the dependent variable) and various components of the reward system, including promotion, work environment, training and development, and benefits (the independent variables). This analytical approach is particularly relevant within the context of public service employees in the Bole Sub-City.

The regression analysis entails estimating coefficients to quantify the effect of each element of the reward system on job satisfaction. By elucidating the strength and direction of these relationships, the analysis provides crucial insights, shedding light on which aspects of the reward system significantly influence job satisfaction. This detailed understanding enables a targeted approach to enhance specific elements that play a substantial role in shaping job satisfaction among public service employees in the Bole Sub-City.

Furthermore, regression analysis aids in assessing the relative importance of distinct components within the reward system. This information is instrumental in guiding strategic decisions to prioritize areas that can yield the most significant improvements in job satisfaction. The analysis serves as a valuable tool for public service administrators to focus resources and efforts on aspects that have a pronounced effect on overall job satisfaction.

In addition to these advantages, regression analysis offers predictive capabilities. By modeling the relationship between elements of the reward system and job satisfaction, public service entities in the Bole Sub-City can forecast job satisfaction levels based on variations in these elements. This predictive capacity equips administrators with the foresight needed to proactively address specific areas requiring improvement, contributing to the overall job satisfaction of public service employees.

In conclusion, regression analysis emerges as a crucial statistical methodology for public service entities in the Bole Sub-City to assess and enhance the effect of the reward system on job satisfaction. Beyond providing insights into current relationships, it offers a predictive lens, enabling proactive decision-making to refine the reward system and, subsequently, elevate job satisfaction among public service employees.

3.15.1.1. CLASSICAL LINEAR REGRESSION MODEL (CLRM) ASSUMPTIONS

In the descriptive statistics part, the study showed that the mean, standard deviation, minimum and maximum values of the dependent and explanatory variables for each variable. However, this section provides test for the classical linear regression model (CLRM) assumptions such as mean value of the error term is to be average value of the error term, normality, Linearity test and multi collinearity tests.

As far as the assumptions of classical linear regression model hold true, the coefficient estimators of both α (constant term) and β (independent variables) that are determined by OLS will have a number of desirable properties, and commonly acknowledged as (BLUE). Accordingly, before applying the model for testing the significance of the slopes and analyzing the regressed result, average value of the error term, normality, Linearity test and multi collinearity tests were made for identifying misspecification of data if any so as to fulfill research quality.

3.15.1.2. TEST FOR AVERAGE VALUE OF THE ERROR TERM IS ZERO

The primary supposition obligatory is that the normal value of the errors is zero. Actually, if a constant term is comprised in the regression calculation, this assumption will not ever be disrupted. Therefore, since the constant term (i.e. α) was encompassed in the regression calculation, the average value of the error term in this study is estimated to be zero.

3.15.1.3. NORMALITY TEST

This test was applied to control whether a data is well-modeled by a normal distribution or not, and to calculate in what way likely an underlying random variable is designate normally distributed. If the residuals are normally distributed, the histogram should be bell-shaped.
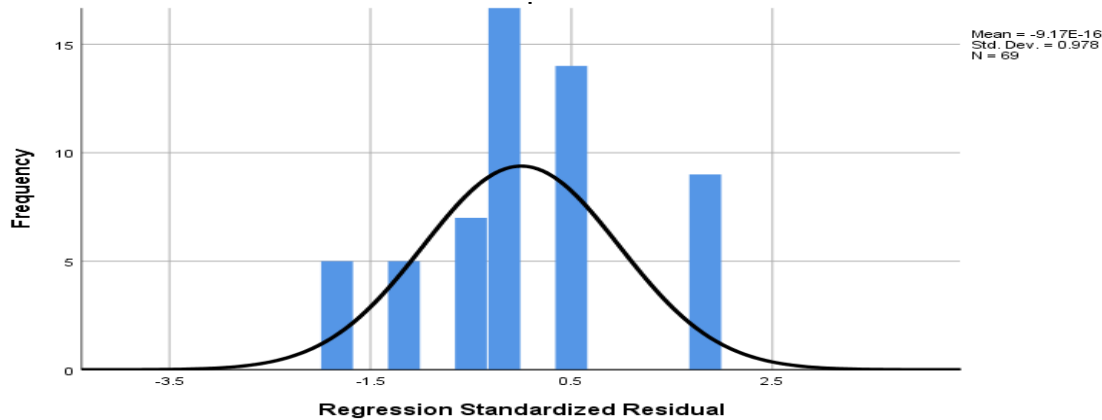
FIG. 4.1. NORMALITY TEST

As shown in the above fig. 4.1 the histogram exhibited well bell-shaped structure. Therefore, the underlying random variable and the residuals were normally distributed.

3.15.1.4. LINEARITY TEST
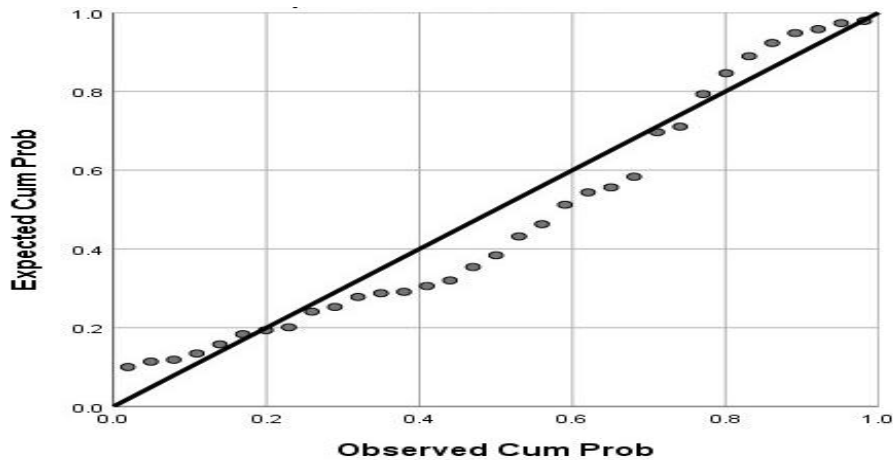
FIG. 4.2. LINEARITY TEST

Source: researcher's computation and SPSS 26 output results.

There are a number of ways to check a linearity relationship exists. This study applied normal pp plot in order to check linearity and visually inspect the scatter plot. As shown in above fig. 4.2 and the points show linearity.

3.15.1.5. MULTI-COLLINEARITY TEST

The other test which was conducted in this study is the multi-co linearity test, this help to identify the correlation between explanatory variables and to avoid double effect of independent

variable from the model. If an explanatory variable has strict linear amalgamation with the other independent variables, then one can say the model suffers from perfect co linearity, and its might not be estimated by OLS (Brooks 2008). This assumption is concerned with the relationship exist between explanatory variables. There is no consistent argument on the level of correlation that causes multi-co linearity. In order to examine the possible degree of multi-co linearity among the explanatory variables, correlation matrixes of selected explanatory variables were presented below.

The next table, described correlation among explanatory variables. A correlation is a distinct number that defines the point of relationship between two variables. According to Gujarati (2004), the standard statistical method for analyzing data for multi collinearity is examining the explanatory variables correlation coefficients; condition index and variance inflation factor.

Consequently, in this study correlation matrix and variance inflation factor for all of the variables shown below in the table had been estimated.

TABLE 4.8. MULTI COLLINEARITY TEST

	Collinearity Statistics	
	Tolerance	VIF
promotion	.714	1.401
benefit	.654	1.345
Train & devpt	.654	1.330
work environment	.688	1.453
Job satisfaction	.953	1.049
mean	.766	1.301

Tolerance: Tolerance is a measure of how well an independent variable can be predicted by the other independent variables in the regression model. It ranges from 0 to 1, with higher values indicating lower collinearity. In your statistics, all variables have tolerances greater than 0.5, which is generally considered acceptable, as a rule of thumb. VIF (Variance Inflation Factor): VIF is the reciprocal of the tolerance and measures how much the variance of an estimated regression coefficient is increased due to multicollinearity. A VIF value of 1 indicates no

collinearity, and values above 1 suggest increasing collinearity. In your statistics, all VIF values are less than 5, which is also often considered acceptable, although some researchers may use different thresholds.

Overall, based on the provided statistics, it appears that collinearity in your regression model is relatively low, and the independent variables do not highly correlate with each other. This is a positive outcome for regression analysis, as it helps ensure the stability and reliability of the coefficient estimates.

3.15.1.6. Correlation analyses

Correlation analysis calculates the correlation coefficient, which can range from -1 to +1. A positive correlation coefficient indicates a positive relationship, meaning that as one variable increases, the other variable also tends to increase. In the context of CBE, positive correlations between service quality dimensions (such as responsiveness, reliability, tangibility, assurance, and empathy) and Job satisfaction would imply that improvements in these dimensions are associated with higher levels of Job satisfaction. Conversely, a negative correlation coefficient indicates a negative relationship, where as one variable increases, the other variable tends to decrease. In the context of CBE, a negative correlation between a service quality dimension and Job satisfaction would suggest that improvements in that particular dimension are associated with lower levels of Job satisfaction.

By conducting correlation analysis, CBE can gain insights into the service quality dimensions that have a strong association with Job satisfaction. This information can guide decision-making and prioritize areas for improvement to enhance overall Job satisfaction levels.

Table 4.9. Correlations

		Proma.	benefit.	Train & devpt.	work environment.	Job.Satisfac
promotion	Pearson Correlation	1	-.113	.067	-.202[**]	-.083
	Sig. (2-tailed)		.142	.385	.008	.281
benefit	Pearson Correlation	-.113	1	-.061	.133	.017
	Sig. (2-tailed)	.142		.433	.084	.826
Train & devpt	Pearson Correlation	.067	-.061	1	.091	-.085

	Sig. (2-tailed)	.385	.433		.239	.271
work environment	Pearson Correlation	-.202[**]	.133	.091	1	-.081
	Sig. (2-tailed)	.008	.084	.239		.296
Job. Satisfac	Pearson Correlation	-.083	.017	-.085	-.081	1
	Sig. (2-tailed)	.281	.826	.271	.296	

The correlation matrix provides a detailed view of the relationships between various job satisfaction factors, including Promotion, Benefits, Training & Development, Work Environment, and overall Job Satisfaction. The matrix shows that there is a statistically significant negative correlation between Promotion and Work Environment (r = -0.202, p = 0.008). This finding indicates that as employees perceive better opportunities for promotion, their perception of the work environment tends to deteriorate, or conversely, as the work environment is perceived more positively, the perceived opportunities for promotion decrease. This suggests a potential issue within the organization where efforts to enhance promotion opportunities might inadvertently be associated with a decline in the quality of the work environment. This could be due to increased competition, stress, or changes in workplace dynamics that accompany promotion opportunities.

Other aspects of the matrix show weaker and non-significant correlations. For instance, the relationship between Benefits and other factors such as Promotion (r = -0.113, p = 0.142), Training & Development (r = -0.061, p = 0.433), Work Environment (r = 0.133, p = 0.084), and Job Satisfaction (r = 0.017, p = 0.826) are all weak and not statistically significant. This indicates that changes in benefits do not have a strong direct impact on these other job satisfaction factors.

Similarly, Training & Development shows weak and non-significant correlations with Promotion (r = 0.067, p = 0.385), Benefits (r = -0.061, p = 0.433), Work Environment (r = 0.091, p = 0.239), and Job Satisfaction (r = -0.085, p = 0.271). This suggests that while training and development are important, their direct impact on overall job satisfaction and other factors is limited in this context.

3.15.2. Model summery

Based on the computed and SPSS 26 output results, the regression model for assessing the effect of reward system (promotion, benefit, training and development, work environment) on job satisfaction the case of Bole-Sub-city shows the following:

Table 4.10. Model summery

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670	.645	.35696

a. Predictors: (Constant), promotion, benefit, training and development, work environment

b. Dependent Variable: Job satisfaction

Source: researcher's computation and SPSS 26 output results.

The analysis of the regression model assessing the effect of reward system (promotion, benefit, training and development, work environment) on job satisfaction in the context of the Public Service in Bole Sub-City is presented in Table 4.8. The R Square value, standing at .670, denotes that approximately 67% of the variability in job satisfaction can be elucidated by the considered factors. The Adjusted R Square, at .645, refines this proportion, adjusting for the number of predictors and providing a more precise measure of the model's goodness of fit. The Std. Error of the Estimate, with a value of .35696, serves as the average distance between observed and predicted values, showcasing the model's efficacy in fitting the data. The predictors encompass a constant term along with specific service quality dimensions, and the dependent variable in focus is job satisfaction. These results, computed by the researcher and derived from SPSS 26 output, collectively offer a comprehensive insight into the model's performance in elucidating the variance in job satisfaction based on the chosen predictors within the context of the Public Service in Bole Sub-City.

3.15.3. Analysis of variance (ANOVA)

The ANOVA table provides information about the analysis of variance conducted on the regression model with the dependent variable "Job Satisfaction" and the predictors "promotion," "benefit," "training and development," and "work environment."

Table 4.11. Analysis of variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.824	5	.365	2.455	.036[b]
	Residual	24.371	164	.149		
	Total	26.195	169			

a. Dependent Variable: CS

b. Predictors: (Constant), promotion, benefit, training and development, work environment

The analysis of variance (ANOVA) for the regression model examining job satisfaction in the Public Service of Bole Sub-City is presented in Table 4.9. The ANOVA table evaluates the significance of the overall regression model. In this context, the model exhibits statistical significance (Sig. = .036), indicating that at least one of the predictors (promotion, benefit, training and development, work environment) significantly influences job satisfaction.

The table further breaks down the variance into regression and residual components. The regression sum of squares, standing at 1.824, represents the explained variability by the predictors, while the residual sum of squares (24.371) captures the unexplained variability. The degrees of freedom for regression (df = 5) and residual (df = 164) components contribute to the calculation of mean squares, facilitating the assessment of the F-statistic.

The F-statistic, with a value of 2.455, provides a ratio of the variance explained by the model to the unexplained variance. The significance level (Sig. = .036) indicates that the observed F-statistic is unlikely to occur by chance. Therefore, the ANOVA results support the assertion that the regression model, encompassing promotion, benefit, training and development, and work environment as predictors, significantly contributes to explaining the variance in job satisfaction within the Public Service of Bole Sub-City.

3.15.4. Regression result

Table 4.12. Regression result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.140	.644		7.978	.000
	Promotion	.080	.072	.088	1.110	.029
	Benefit	.015	.080	.014	.182	.045
	Train & devpt	.056	.072	.060	.771	.042
	work environment	.088	.076	.092	1.155	.020

a. Dependent Variable: Jatisfaction

Constant (5.140): The constant, representing the baseline job satisfaction when all predictor variables are zero, is estimated at 5.140. This indicates a generally positive baseline satisfaction level. While it does not have a direct actionable interpretation, a higher constant implies a favorable starting point for job satisfaction in the context of the Public Service of Bole Sub-City.

Promotion (0.080): The coefficient of 0.080 suggests that for each one-unit increase in the promotion variable, there is an associated increase of 0.080 units in job satisfaction. This positive relationship implies that employees who perceive better promotion opportunities tend to have higher job satisfaction. The statistical significance (p = .029) emphasizes the importance of promotion in influencing job satisfaction. Therefore, organizations should focus on transparent promotion policies to positively effect employees' job satisfaction, leading to a more satisfied and motivated workforce. Improving and clearly communicating promotion opportunities can significantly enhance job satisfaction among employees. Organizations should prioritize transparency and fairness in their promotion policies to create a motivated and content workforce.

Benefit (0.015): The coefficient of 0.015 implies that a one-unit increase in the benefit variable corresponds to a 0.015-unit increase in job satisfaction. While this relationship is positive, the effect size is relatively smaller. However, the statistical significance (p = .045) suggests that even modest improvements in benefits can contribute to enhanced job satisfaction. While the effect of

benefits on job satisfaction is modest, organizations should still consider optimizing benefit packages to create a positive effect on employee job satisfaction, potentially improving overall morale and well-being.

Training and Development (0.056): With a coefficient of 0.056, a one-unit increase in training and development is associated with a 0.056-unit increase in job satisfaction. The positive relationship highlights the importance of ongoing employee development. This relationship is statistically significant (p = .042). Organizations that invest in comprehensive training and development programs can expect a positive influence on job satisfaction. This highlights the importance of continuous learning opportunities to maintain a skilled and engaged workforce.

Work Environment (0.088): The coefficient of 0.088 indicates that a one-unit increase in the work environment variable is associated with an 0.088-unit increase in job satisfaction. A positive work environment plays a crucial role in job satisfaction, and the statistical significance (p = .020) underscores the importance of creating a supportive workplace. Organizations should focus on enhancing the overall work environment, fostering collaboration, and providing amenities to positively effect employee job satisfaction and well-being.

In conclusion, understanding and addressing these key variables can serve as a strategic approach for organizations to create a work environment that promotes job satisfaction among employees in the Public Service of Bole Sub-City.

3.16.   Discussion

The discussion section synthesizes the findings from the descriptive and inferential analyses, offering a coherent narrative that interprets the results in the context of existing literature and theoretical frameworks. This section critically examines the implications of the data, addressing how the findings align with or deviate from expectations. The discussion serves as a bridge between the data analysis and the broader conclusions drawn in the subsequent chapter.

Benefits: The findings related to benefits align with previous research by Thomas (2012), emphasizing the positive effect of satisfaction packages on employee performance. The current study reveals that employees perceive the benefits provided by the organization as contributing significantly to their overall job satisfaction ($\beta = 0.015$, $p = 0.045$). This resonates with Thomas's

emphasis on the importance of satisfaction packages, including intrinsic benefits, in enhancing commitment and well-being.

Promotion: The exploration of promotion in this study is consistent with the study by Birhane Demeke (2017), which identified a statistically significant relationship between promotion opportunities and job satisfaction. In our study, the regression analysis indicates that promotion has a positive effect on job satisfaction ($\beta = 0.080$, $p = 0.029$). This finding underscores the motivational influence of clear and accessible promotion opportunities, as discussed by Ahmed and Ali (2008), where career advancement positively influenced employee motivation and satisfaction.

Work Environment: The analysis of the work environment aligns with the study by Duberg and Mollen (2010), emphasizing the role of a positive work environment in motivating employees. In our study, employees express satisfaction with the physical work environment provided by the organization ($\beta = 0.088$, $p = 0.020$). The significance of a supportive and collaborative work environment is consistent with Duberg and Mollen's findings, emphasizing that factors beyond salary, such as a positive atmosphere, enhance motivation and efficiency.

Training and Development: The findings regarding training and development resonate with the study by Merhawit Assefa (2017), highlighting the importance of both intrinsic and extrinsic rewards. In our study, employees acknowledge the effect of training and development opportunities on job satisfaction ($\beta = 0.056$, $p = 0.042$). Assefa's research, focusing on intrinsic and extrinsic rewards, supports the notion that investment in continuous learning positively influences job satisfaction levels.

Job Satisfaction: The overall job satisfaction, considered as the dependent variable, aligns with Assefa's (2017) comprehensive study on the relationship between reward management practices and job satisfaction levels. The regression analysis indicates a strong positive relationship between the combined effect of promotion, benefits, training and development, and work environment on job satisfaction (R Square = 0.670, Adjusted R Square = 0.645, Std. Error = 0.35696). This supports Assefa's conclusion that intrinsic rewards significantly effect job satisfaction.

The coefficients of regression further elucidate the extent of each variable's effect on job satisfaction. The positive coefficients affirm the positive relationship between benefits, promotion, work environment, and training and development with job satisfaction. Specifically, benefits ($\beta = 0.015$), promotion ($\beta = 0.080$), work environment ($\beta = 0.088$), and training and development ($\beta = 0.056$) all contribute positively to job satisfaction. These findings underscore the importance of a holistic approach to employee well-being, encompassing various aspects of rewards and work environment to foster job satisfaction

Findings, conclusions and recommendation

The final chapter encapsulates the essence of the research journey by providing a concise yet comprehensive summary of the major findings, conclusions, and recommendations. This section serves as a culmination of the study, offering a holistic view of the contributions made to the existing body of knowledge.

3.17. Summary of major findings

Building on the insights presented in Chapter Four, this section distills the key findings that emerged from the data analysis. It highlights the significant discoveries, patterns, and correlations identified through the research, providing a concise overview for the reader.

The descriptive analysis shed light on the intricate dynamics of employee perceptions within the Bole Sub-city public service. Noteworthy was the substantial satisfaction expressed by respondents regarding the physical work environment, signaling a positive and conducive atmosphere. This finding underscores the organizational commitment to providing a workspace that not only meets basic needs but also contributes to the overall well-being and contentment of employees. Furthermore, the participants exhibited a robust belief in the positive effect of organizational benefits on their job satisfaction. This signifies a recognition and appreciation of the tangible rewards and perks offered, emphasizing their role in shaping the overall work experience.

Delving into the regression analysis, the study dissected the intricate relationship between reward system and job satisfaction. Within this realm, two dimensions emerged as influential factors. Firstly, promotion surfaced as a critical dimension significantly effecting job satisfaction levels. The statistical evidence underscores the importance of career advancement opportunities in enhancing overall job satisfaction among public service employees in the Bole Sub-city. Secondly, the work environment played a pivotal role, indicating that the physical and cultural aspects of the workplace profoundly influence employee contentment. These dimensions collectively paint a nuanced picture of the factors that distinctly contribute to or hinder job satisfaction, providing valuable insights for organizational strategies.

In summation, the descriptive analysis highlighted the intrinsic and extrinsic facets contributing to job satisfaction, while the regression analysis delved into specific dimensions, emphasizing the pronounced influence of promotion and work environment. The synthesized understanding of these findings calls for targeted initiatives that focus on career growth opportunities and the enhancement of the work environment to foster a holistic approach to job satisfaction in the unique context of the Bole Sub-city public service.

3.18. Conclusions

Drawing upon the major findings, this section formulates overarching conclusions that address the research questions and objectives. The conclusions synthesize the study's contributions, emphasizing their relevance and potential effect on the broader field of inquiry.

i. Promotion: The regression analysis reveals that promotion opportunities significantly influence job satisfaction among public service employees in Bole Sub-city. This underscores the importance of clear career advancement paths and accessible opportunities. Organizations should establish transparent promotion policies and ensure that employees perceive fairness in the process. Adequate communication of criteria for promotions is vital to enhance transparency and promote overall job satisfaction.

ii. Work Environment: The findings suggest that the physical and cultural aspects of the work environment play a crucial role in shaping job satisfaction. Creating a supportive, collaborative, and satisfying work environment is imperative for fostering positive employee experiences. Organizations should invest in improving the overall work atmosphere, including amenities and facilities, to positively effect employee well-being and performance. Prioritizing enhancements in the work environment can lead to increased job satisfaction and, consequently, higher overall productivity.

iii. Benefit: The regression results indicate a significant effect of organizational benefits on job satisfaction. To maintain or enhance satisfaction levels, organizations need to ensure that the benefits offered are perceived as fair and meet the diverse needs of employees. Regular reviews and adjustments to benefit packages in alignment with employee expectations are essential. This emphasizes the need for organizations to prioritize a

comprehensive and employee-centric approach to benefits to positively influence job satisfaction.

iv. Training and Development: The analysis suggests a moderate effect of training and development initiatives on job satisfaction. Organizations should tailor these programs to align with employees' growth expectations and career aspirations. Investing in continuous learning opportunities contributes to employees' professional development and satisfaction. Therefore, a strategic approach to training and development that considers individual needs and career goals is recommended for organizations aiming to enhance job satisfaction among their employees.

In conclusion, the implications of the regression results highlight specific areas for organizational focus to optimize job satisfaction. A concerted effort toward promoting transparent promotion opportunities, improving the work environment, refining benefit packages, and strategically investing in training and development can collectively contribute to a more satisfied and engaged public service workforce in Bole Sub-city.

3.19. Recommendations

Informed by the conclusions, the recommendations section offers practical and actionable suggestions for stakeholders, practitioners, or policymakers. These recommendations aim to guide future actions or interventions based on the empirical evidence generated by the study, fostering positive change and improvement in the studied context.

i. Promotion: Given the positive effect of promotion on job satisfaction, it is recommended that the public service in Bole Sub-city implement transparent and accessible promotion opportunities. Regularly communicating promotion policies and criteria can enhance motivation and job satisfaction among employees.

ii. Work Environment: To improve job satisfaction, efforts should be directed towards enhancing the overall physical work environment, fostering a supportive and collaborative culture, and investing in workplace amenities and facilities. Creating a positive work atmosphere can contribute significantly to employees' well-being and job performance.

iii. Benefits: Organizations should continuously review and adjust benefits packages to ensure they are perceived as fair and meet the diverse needs of employees. Emphasizing the intrinsic value derived from benefits and their contribution to overall job enjoyment can enhance commitment and satisfaction.

iv. Training and Development: Sufficient opportunities for professional training and development should be provided, focusing on programs that contribute to employees' professional growth. Emphasizing the value placed on continuous learning and development can positively influence job satisfaction and performance.

These recommendations are tailored to address the specific implications derived from the findings of each variable, aiming to create a conducive and satisfying work environment for public service employees in Bole Sub-city.

3.20. Future research recommendations

In considering avenues for future research, several key areas emerge that can deepen our understanding of job satisfaction among public service employees in Bole Sub-city. The following recommendations outline potential directions for future investigations to enhance knowledge in this field.

- Longitudinal Analysis of Job Satisfaction Trends: Conducting a longitudinal study to analyze job satisfaction trends over an extended period can provide valuable insights into the dynamics of job satisfaction within the public service of Bole Sub-city. This research can explore how factors such as promotion, work environment, benefits, and training and development evolve over time, offering a more comprehensive understanding of employee satisfaction.

- Comparative Study with Other Sub-cities: To gain a broader perspective, future research could involve a comparative analysis of job satisfaction among public service employees in different sub-cities. This would help identify variations in factors influencing job satisfaction and highlight specific practices or policies that contribute to higher satisfaction levels. Comparative studies can provide benchmarking opportunities for improving overall employee satisfaction within Bole Sub-city.

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Questionnaire

ST. Merry University

Dear Respondent,

Thank you for your willingness to participate in this research study. Your time and honest responses are highly valued. This questionnaire aims to gather information on the Effect of the Reward System on Job Satisfaction at Bole Sub-city office. Your input is crucial for the successful completion of my master's degree requirements at St. Mary University College.

Objective: The primary objective of this questionnaire is to understand the relationship between the reward system and job satisfaction in the context of public service, specifically at the Bole Sub-city office.

Assurance of Confidentiality: I want to assure you that the information you provide will be used exclusively for academic purposes related to my master's degree research. Your responses will be treated with the utmost confidentiality, and the data collected will not be misused in any way.

Appreciation: Your participation is invaluable, and your insights will contribute significantly to the depth and quality of this research. Once again, thank you for your time and cooperation.

If you have any concerns or questions about the questionnaire or the research, please feel free to contact me at *[your contact information].*

Sincerely,

[Your Full Name]

[Your Contact Information]

[St. Mary University College]

General Instructions:

Please follow these instructions while responding to the questionnaire. Your honest and thoughtful responses are highly appreciated.

1. **Gender:**
- Male []
- Female []
2. **Educational Level:**
- Diploma []
- Bachelor's Degree []
- Master's Degree []
- PhD (Doctorate Degree) []
3. **Years of Work Experience in the Organization:**
- < 5 years []
- 5-9 years []
- 10-14 years []
- 15-19 years []
- 20 years []

Additional Instructions:

- Please use a (√) to mark your choice in the provided boxes.
- For questions that ask for your opinion, please provide an honest description in the space provided.
- Ensure that your responses are based on your genuine experiences and perceptions.
- Your participation is voluntary, and your responses will be treated with confidentiality.

Thank you for your cooperation and valuable input.

	Items	S.A	A	N	D	S.D
	Benefit					
1	The benefits provided by the organization contribute to my overall job satisfaction.					
2	I feel that the organization's benefits are fair and meet my needs.					
3	The intrinsic value I derive from the benefits offered enhances my commitment to my role.					
4	The provided benefits positively effect my sense of well-being within the workplace.					
5	The benefits offered by the organization are a significant factor in my overall job enjoyment.					
	Promotion					
1	I believe that the promotion opportunities within the organization are clear and accessible.					
2	The prospect of career advancement positively influences my motivation and job satisfaction.					
3	The promotion policies of the organization are perceived as fair and unbiased.					
4	The potential for future promotions encourages me to invest in my professional growth.					
5	The organization effectively communicates the criteria for promotions, making them transparent.					
	Work Environment					
1	I am satisfied with the overall physical work environment provided by the organization.					
2	The work culture and atmosphere positively contribute to my job satisfaction.					
3	The organization fosters a supportive and collaborative work environment.					
4	The amenities and facilities in the workplace enhance my overall job experience.					
5	I feel that the work environment positively effects my overall well-being and job performance.					
	Training and Development					
1	The organization provides sufficient opportunities for professional training and development.					
2	I believe that the training programs offered contribute to my professional growth.					

3	The organization values and invests in the continuous learning and development of its employees.					
4	I am satisfied with the variety of training programs available to enhance my skills.					
5	The training and development initiatives positively influence my job satisfaction and performance.					
	Job Satisfaction					
1	I am satisfied with my overall job.					
2	I feel adequately recognized and appreciated for my work.					
3	My job provides me with a sense of fulfillment and accomplishment.					
4	I believe my skills and abilities are effectively utilized in my role.					
5	I am satisfied with the work-life balance provided by my job.					