



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

**FACTORS AFFECTING JOB SATISFACTION OF FRONTLINE
EMPLOYEES AT ETHIO TELECOM**

**BY
SAMRAWIT MULAT**

**FEBRUARY, 2014
ADDIS ABABA, ETHIOPIA**

**FACTORS AFFECTING JOB SATISFACTION OF FRONTLINE
EMPLOYEES AT ETHIO TELECOM**

BY

SAMRAWIT MULAT

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (GENERAL)**

FEBRUARY, 2014

ADDIS ABABA, ETHIOPIA

**ST.MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

**FACTORS AFFECTING JOB SATISFACTION OF FRONTLINE
EMPLOYEES AT ETHIO TELECOM**

**BY
SAMRAWIT MULAT**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

Table of Contents

Acknowledgments	vi
List of Acronyms	vii
List of Tables	viii
List of Figure.....	ix
<i>ABSTRACT</i>	x
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study	1
1.2. Statement of the problem.....	3
1.3. Objectives of the Study	5
1.3.1. General Objective.....	5
1.3.2. Specific Objectives	5
1.4. Research Hypothesis	5
1.5. Definition of Terms.....	6
1.6. Significance of the study	7
1.7. Scope of the study	7
1.8. Organization of the paper	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1. The Concept and Definition of job satisfaction	9
2.2. Importance of Job Satisfaction	10
2.3. Why Job Satisfaction of Frontline Employee?	12
2.4. The Measurements of Job satisfaction	15
2.5. Consequences of Job Satisfaction and Dissatisfaction.....	18
2.6. Facets of Job Satisfaction	20
2.7. Factors that Influence Job Satisfaction.....	21
2.8. Models of Job Satisfaction	23
2.9. Empirical literature	26

CHAPTER THREE.....	29
RESEARCH DESIGN AND METHODOLOGY.....	29
3.1. Research Design	29
3.2. Sample and Sampling Techniques	29
3.3. Data Source and Data Collection Method	31
3.4. Data Analysis Method.....	32
3.5. Measuring instruments	34
3.6. Validity Test	35
3.7. Reliability Test	35
3.8. Ethical Consideration.....	36
CHAPTER FOUR.....	37
DATA ANALYSIS AND INTERPRETATION	37
4.1. Preliminary Analysis.....	37
4.2. Descriptive Statistics.....	39
4.2.1. Background Information of Respondents	39
4.2.2. Results of measures of central tendency and dispersion.....	41
4.3. Results of Inferential Statistics	43
4.3.1. Pearson's Product Moment Correlation Coefficient	43
4.3.2. Multiple Regression Analysis	46
4.4. Discussion of Results	48
CHAPTER FIVE.....	52
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	52
5.1. Summary of Findings	52
5.2. Conclusions	54
5.3. Limitation and Implications for further research	54
5.4. Recommendations	56
References.....	58
Appendices.....	65

Acknowledgments

I want to praise the Lord for giving me the strength to go through all the way doing this work with grace.

I would like to articulate my deepest gratitude to my advisor Shoa Jemal (Ass. prof.) for all his support, patience, guidance, encouragement and helpful comments.

Furthermore I like to give thanks to my collogues who also are my respondents, thank you very much for considering your valuable and busy time while serving great number of customer for filling my questioner. Without your contribution, the thesis would probably impossible.

Next, I would like to extend my profound gratitude and special appreciation to my colleagues Molla Yimer, Asenafi Abebe, Daniel Belay, Jeberel Esia, Mulugta Berhi for helping me in distributing the questionnaire and also collecting the dispersed questionnaire. Guys you make my journey very easy thanks.

Finally, special thanks go to my friends Tihitna Abebe, Leykun Arega, Yasin Kebede, Hayalu Solomon and Burtikan Gzachew for their valuable comments, help on editing this paper and as well for the material support they given me.

List of Acronyms

JDI: Job Descriptive Index

JDS: Job Diagnostic Survey

JIG: Job-In-General Scale

JSS: Job Satisfaction Survey

MSQ: Minnesota Satisfaction Questionnaire

PSQ: Pay Satisfaction Questionnaire

List of Tables

Table 2.1: Facets of Job Satisfaction Survey (JSS).....	17
Table 3.1: Number of employees and proportion of samples taken from each strata.....	31
Table 4.1: Background information of respondent	38
Table 4.2: Results of facets of job satisfaction and overall job satisfaction.....	41
Table 4.3: The relationship between each variables and job satisfaction.....	43
Table 4.4: Regression analysis of variables	46
Table 4.5: Coefficients of Regression of Variables	46
Table 5.1: Summary of research hypotheses result.....	52

List of Figure

Figure 1: Age of respondents.....40

ABSTRACT

The purpose of this study is to identify and analyze the factors affecting the job satisfaction of frontline employees of Ethio Telecom. Job satisfaction has been defined as “simply how people feel about their jobs and different aspects of their jobs.” To achieve the objectives of this study, observation was made and self administered questionnaires were distributed to 332 respondents and 282 responses obtained. These respondents were selected using stratified sampling technique and within each strata random sampling techniques took place. Secondary data were also extorted from studies computed and information documented in the company manual, reports and magazines in the study area. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, correlation, and multiple regressions.

The results of this study illustrates, the Employees were found to be most satisfied with relationships that they have with their co-workers, and least satisfied with the work itself and growth opportunity; and they have average level of overall job satisfaction. The findings of the study further elaborates that, the facets of job satisfaction have significant and positive relationship with job satisfaction However, demographic characteristics have insignificant association with job satisfaction. More importantly, the study discovers job hygiene factors have stronger influence than job motivators on job satisfaction. Besides, from job hygiene factors, work condition is the most influential factor on job satisfaction. Based on the findings of the study, the researcher forwards some recommendations to the Ethio telecom management.

Key words: *Job Satisfaction, Job Motivator factors, Job Hygiene factors, Hezeberg’s Two-Factor Theory, Frontline employee.*

CHAPTER ONE

INTRODUCTION

This chapter presents the introductory parts of the study. It embrace about background of the study, statement of the problem, research questions, objectives of the study, hypothesis, definition of terms, significance of the study, and scope of the study.

1.1. Background of the Study

More than ever in these uncertain, complex, and chaotic times with increased globalization and declined market conditions like decreasing brand loyalty, increase in high level of competition, high level of information transparency and fast shifting technological development, complicate the road of success for many companies (Kuballa ,2006).

Turban (2004) explained also about today's companies and suggested that these companies which work in knowledge-based environment with competitions, customer-gaining responsibilities, premiership and varieties should compete on creative and responsible human resource as a competitive tool. Hargreaves and Jarvis (1998) mentioned human resource is always related to one organization profitability and their ability cannot be replaced by machines. Lowler(1996),as well emphasized the importance of employee in the organization and described impressive human resource is the power factor of an organization in compare to other resources. So the personnel and their rule is an advantage in competition.

Therefore, being the most important resource of the organization, an employee should be satisfied to be more productive on their work and not to be unsatisfied. Job dissatisfaction has an effect on many aspects of work life such as productivity, morale, quality of work, retention, absenteeism, turnover, and tardiness (Spector et al., 1997). Job dissatisfaction can be costly to institutions in regards to recruiting, training, and length of learning curves (Brown & Mitchell, 1993). On the other hand, evidence suggests that job satisfaction improves productivity, reduces turnover, increases retention, improves morale, and enhances creativity (Brown & Mitchell, 1993).” Satisfied employees tend to be more productive, creative and committed to their employers.” (Syptak et.al 1999(p.40)).

Various researchers have attempted to explore the determinants job satisfaction of employees. For instance, Vold-wein (1998) finds out work challenges, risk taking initiatives, innovative abilities, autonomy and sense of accomplishment as sources of intrinsic satisfaction and a reflected attitude and behaviors towards potential income, growth opportunities, and salary and benefits as extrinsic satisfaction. Garrido et al. (2005) as well conclude that compensation type, compensation level and job design in terms of autonomy and resources are the essential determinants of job satisfaction. Job satisfaction is positively and significantly influenced by variety of job-related factors such as strong organizational culture, interpersonal relationships, employee empowerment, teamwork, and self-perceived responsibility (Hackman et al ,1990).Job satisfaction in general results from many influential factors. Therefore, companies need to pay due attention for the factors which determine the satisfaction of their employees in order to retain and make their employees loyal to them instead of running to recruit new employees every time and to get all the benefits from satisfied and retained employees.

Ethio Telecom is the sole telecom service provider in the country which established in the year 1894 as Ethiopian telecommunications. After the establishment, through many years, Ethio Telecom take different names given that the objective remains to be engaging in accordance with development policies and priorities of the government in construction, operation, maintenance, expansion and provision of telecommunication services.(Ethiopian Telecommunication Corporation annual magazine, 2010)

“Ethio Telecom determines to be committed to understand, meet and exceed the needs and expectations of its customer”. It is one of the values of Ethio Telecom, in order to accomplish this goal frontline employee’s play a great role because they are the ones who interact directly with customers and also be the first ones to get to know about a service failure. Besides, how well the best performance is attained at back office, it will not be appreciate by the customers, unless reflected by frontline employees to reach the end target. Daniel et al., (1996) articulate front-line employees are the “face people” for service organizations; they have direct, influential customer contact that may ultimately impact customers’ perceptions of service quality .Thus, motivation and satisfaction of the frontline employees has a direct impact on the satisfaction of the customer and also on the success of the corporation.

Many studies indicate that unless frontline employees are satisfied with their jobs, it is difficult to satisfy the customer they are serving. Zeithmal & Benter (2003) suggest that, there is concentrate evidence that satisfied employees make for satisfied customer and in turn, reinforce employee satisfaction in their job. Therefore, the power of having a satisfied and efficient frontline employee is more important now than ever and identifying the factors for improving their satisfaction becomes essential. As the result, to identify the factors and to improve the satisfaction level of employees, it is very vital to conduct research on the factors affecting job satisfaction of frontline employees of Ethio Telecom.

1.2. Statement of the problem

Employee satisfaction is essential for the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns seem to cause employers to ignore it (Kirsten, 2011).

According to Hewit (2011), Global work forces are continuing to see low points of employee satisfaction. The most significant decline in engagement in 2011 is employees' perception of performance management. On a global scale, workers believe their employers do not offer the necessary focus or level of management that would increase productivity or have connected individual performance to company goals. In fact, Hewit's analysis shows that performance management fell by nearly 8 percent globally to date in 2011 for a global satisfaction score of 44 percent. Global satisfaction score is at 55 percent in Latin America, 50 percent in the U.S., 49 percent in Canada, 49 percent in Asia Pacific and 36 percent in Europe.

One of the job satisfaction assessment in Ethiopia by Alemeshet (2011) on the case of Jimma university specialized hospital found out the health workers are dissatisfied with their job. The major reasons reported for their dissatisfaction were lack of motivation, inadequate salary, insufficient training opportunities and inadequate number of human resources. Only 41.4% health professionals were satisfied with their job and the major reasons given were getting satisfaction from helping others and professional gratification.

According to Alavi and Askaripur (2003), there are at least three reasons why managers must focus on the job satisfaction of its employees:

1. Evidence suggests that unsatisfied individuals leave organizations.
2. Satisfied employees are in better health and have longer life expectancy. Connolly and Myers (2003) further maintain that a lack of job satisfaction has been associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and commitment.
3. Job satisfaction in the work place also affects individual's private life which in turn has an effect on absenteeism and other important work related attitudes and behaviors.

Other effects of job dissatisfaction result employee's withdrawal from job and company. Tardiness, in showing up for work and coming back from breaks, shows a lack of interest by the employee for his or her responsibilities. This may escalate to the employee not showing up to work entirely. Some less obvious signs of withdrawal from the job include: taking care of personal matters while at work, playing games, engaging in non-work related talk, spending time on social networks, and diminishing job performance. These withdrawal behaviors, when evidence of dissatisfaction, may end with an employee leaving the workplace; "the heuristic model posits that thinking of quitting is the most probable outcome of job dissatisfaction" (Koslowsky & Krausz, 2002). Therefore, withdrawal will lead either to the employee voluntarily leaving the organization or being terminated for unprofessional behavior (Kirsten 2011).

Some of the above mentioned job withdrawal and dissatisfaction behaviors observed in many of Ethio telecom employees. They tend to take long breaks, show up in work late, more engaged in work places social life, playing games and using social Medias in work hours. In reverse around the customer desk offices and contact centers this job withdrawal behaviors not noticed that much because of the computerized monitoring system and high number customer flow to those offices, rather withdrawal from totally from the company and high absentee observed.

In service organization, like Ethio Telecom ,understanding the level of employee satisfaction and factors that affect the level of satisfaction of employees specially the

frontline employees who considered as a bridge between the firm and its customer, should be studied since they direct link customer satisfaction, company's success and employees success. Therefore, the researcher observing these problems and understanding the importance of job satisfaction is motivated to assess factors of job satisfaction for frontline employees.

1.3. Objectives of the Study

This research has the following general and specific objectives.

1.3.1. General Objective

The general objective of the study is to identify factors that determine job satisfaction of frontline employees in Ethio telecom.

1.3.2. Specific Objectives

The specific objectives are mentioned as follows:-

- To investigate the level of job satisfaction of frontline employees in Ethio telecom.
- To ascertain whether demographic characteristics (Gender, Educational level, Work position, Age, Marital status, and Work experience) have relationship with the level of job satisfaction.
- To examine whether there is relationship between the level job satisfaction of front line employee of ethio telecom and Hezeberg's job motivator factors.
- To examine whether there is a relationship between the level job satisfaction of front line employee of ethio telecom and Hezeberg's job hygiene factors.
- To identify which of the factors (job motivator or job hygiene) plays a significant role in influencing level job satisfaction.

1.4. Research Hypothesis

This research test the following hypothesis:-

Ho1: There is no relationship between job satisfaction and demographic characteristics.

HA1: There is relationship with job satisfaction and demographic characteristics (Gender,

Educational level, Work position, Age, Marital status, and Work experience) .

Ho 2: There is no relationship between job motivator and job satisfaction

HA2: There is a relationship between job motivator and job satisfaction.

Ho 3: There is a no relationship between job hygiene and job satisfaction

HA3: There is a relationship between job hygiene and job satisfaction.

Ho 4: Job hygiene has no stronger influence on job satisfaction than job motivator.

HA4: Job hygiene has stronger influence on job satisfaction than job motivator.

1.5. Definition of Terms

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector 1997).

Job Motivator is factors that tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they are simply are “not satisfied” (Herzberg, 1976).

Job Hygiene is factors that tend to lead to job dissatisfaction. When these factors are considered good, or acceptable, workers do not tend to become “satisfied“, they simply become “not dissatisfied” (Herzberg, 1976).

Intrinsic Satisfaction: refers to the nature of job tasks themselves and how people feel about the work they do (Spector, 1997).

Extrinsic Satisfaction: refers to external aspects of the work situation, such as, fringe benefits and pay (Spector, 1997).

Front-line staffs are those who interact directly with customers or the public. This includes: front-desk (or service-desk) staff, customer service staff, sales staff, call centre (or help desk) staff (Robertson, 2003).

1.6. Significance of the study

Modern service sectors rely more than ever on their frontline employees, the people who provide the service of the company to the public. As a sole provider of telecom service in Ethiopia, Ethio telecom highly depends on its frontline employees. And this fact is one of the reasons which motivate the researcher to undertake the study in this area. Therefore, this study is expected to come up with the following results:-

- a. It helps to provide information about the existing factors that affects the level of job satisfaction of frontline employees.
- b. It gives an insight for administrators make organizational or administrative changes that may lead to increased frontline job satisfaction.
- c. It facilitates to work on retention of frontline employee and to motivate employees contribute more to the achievement organizational goals.
- d. It can lay a ground to assess the effect of frontline employees satisfaction on the provision of quality services that the customer value.
- e. It can be used as input for further related studies in Ethio telecom and in other service giving organization.

1.7. Scope of the study

The paper is restrained only on identifying factors affecting job satisfaction of frontline employees of Ethio Telecom. To be more specific this study focused on Hezeberg's two factory theory which have eleven facets of job satisfaction such as work itself, responsibility, recognition for work well done, advancement, working conditions, achievement, supervision, relationship with co-workers, salary, growth, policy and administration to see how they predict the variation on the overall job satisfaction.

The geographical coverage of the study is only the six main zones of Ethio telecom offices found in Addis Ababa because of time and financial constraint, and wideness of the company. In addition to that, this study also includes only the frontline employees of Ethio telecom who work as counter cashiers, sales representative and contact center advisor.

1.8. Organization of the paper

The paper is structured in five chapters. The first chapter deals with an introduction to the reader about the thesis work, which composes the general background of the study, statement of the problem, the objective of the study, research questions, research hypothesis , significance of the study, and scope of the study. The second chapter revises comprehensive theoretical and empirical literatures related to this study. The third chapter presents the methodology such as research design, population and sampling techniques, types of data, and tools/instruments of data collection, procedures of data collection, and methods of data analysis which were used and chapter four enlightens about the analysis and interpretation of the data collected. Finally, the summary findings, the conclusions, the limitation faced and the suggested implications and recommendations discussed in chapter five.

CHAPTER TWO

LITERATURE REVIEW

This chapter revises literatures which are related to the subject matter of the study. From the related literatures this part incorporates the following points; the concept and definition of job satisfaction, importance of job satisfaction, Why job satisfaction of frontline employee?, the measurements of job satisfaction, consequences of job satisfaction and dissatisfaction, facets of job satisfaction, factors that influence job satisfaction and models of job satisfaction. At the end the method of empirical literature is discussed.

2.1. The Concept and Definition of job satisfaction

Even though job satisfaction is a behavior which is solid to give tangible explanation there are many scholars attempt to define it. For instant, the definition given by George et al., (2008) was job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition, to have attitude about their jobs as a whole people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

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

An additional definition given by Spector (1997) is that, Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

According to Woods et al (2004), job satisfaction can be achieved when an employee becomes one with the organization, performs to the best of their ability and shows commitment; moreover, job satisfaction and performance are positively influenced by rewards.

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Dimensions to job satisfaction expressed by Luthan (2005) emphasizes that job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Job satisfaction is also determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. In addition, one of the most important areas of the work situation to influence job satisfaction—the work itself is often overlooked by practitioners when addressing job satisfaction.

2.2. Importance of Job Satisfaction

Satisfaction in the workplace is valuable to study for multiple reasons: (a) increased satisfaction is suggested to be related to increased productivity, and (b) promoting employee satisfaction has inherent humanitarian value (Smith et al., 1969). As well, job

satisfaction is also related to other positive outcomes in the workplace, such as increased organizational citizenship behaviors (Organ & Ryan, 1995), increased life satisfaction (Judge, 2000), decreased counterproductive work behaviors (Dalal,2005), and decreased absenteeism (Hardy et al.,2003). Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000, as cited by Ahmed et al 2010) additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Mosadeghard 2000, as cited by Ahmed et al 2010).

Maxwell (1999) furthermore enlighten that for the organization, high levels of job satisfaction of its workers strongly suggest a workforce that is motivated and committed to high-quality performance. Increased productivity; quantity and quality of output per hour worked, would seem to be almost an automatic by-product of improved quality of workmanship. In proving this point comprehensive studies advocate that job satisfaction plays a crucial role in sustaining the performance of service employees in the workplace, hence the service quality provided to customers (Lee et al., 2006; Karl and Peluchette, 2006; MacKenzie et al., 1998)

Empirically, Karl and Peluchette (2006) find out that satisfied employees believed that their organization provided customer service that was reliable, responsive, and empathetic, and that employees were knowledgeable and able to instill confidence in customers. Bai (2006) as well discover job satisfaction and internal service quality to have positive relationships with organizational commitment, which “is of paramount importance to hospitality companies that strive for competitive advantage” .Therefore, employee satisfaction not only ensures customer service quality, but also contributes to employee retention and commitment, hence adding to the human assets quality of a firm and elevating its competitiveness in the market (Lee et al., 2006).

In another scenario dissatisfied individuals leave the organization and negatively influence the motivation of those staying there and as a result workers loose performance and efficiency and might sabotage the work and leave the job (Sonmezer and Eryaman, 2008,

as cited by Ahmed et al 2010).Therefore, Human resources research has well established the importance of job satisfaction for retention (Arthur 2001).

Henna (2007) observes another side of job satisfaction importance and explained improved job satisfaction in the work place will reduce social problems. The creative aspect of achieving satisfaction will reduce if not overcome boredom and monotony in work, physical strain and mental stress. The benefits to an organization will also include a lower absenteeism rate and lower staff turn-over. These translate into lower losses, less late-coming, fewer grievances and more effective cost control. Satisfied team members are generally more committed to the work place success than those who do not find job satisfaction. A satisfied team member is more likely to perform well cheerfully than other employees.

Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and termination, as well as improved punctuality and worker morale. Job satisfaction also appears to be linked to a healthier workforce and has been found to be quite a good indicator of longevity. Some employers have found that satisfying or "delighting" employees is a prerequisite to satisfying or delighting customers, thus protecting the "bottom line." No wonder Andrew Carnegie is quoted as saying: "Take away my people and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory" (quoted in Brown, 1996, p. 123). Job satisfaction and occupational success can result not only in job satisfaction but also in complete personal satisfaction (Maxwell 1999).

Ryan (2010) argues that if you manage to increase employee job satisfaction it is not only going to benefit the employee, but it will also benefit the business as a whole.

2.3. Why Job Satisfaction of Frontline Employee?

Scholars in marketing and human resource management are giving increasing attention to the personal interaction between the customer and the employee on the "frontline" of service businesses (Mattson, 1994).They are important for service organizations since they provide "a link between the external customer and environment and the internal operations

of the organization”(Zeithaml and Bitner, 2000). They represent the company and directly influence the service quality perceptions of the customer.

Front-line employees are the “face people” for service organizations; they have direct, influential customer contact that may ultimately impact customers’ perceptions of service quality (Daniel et al., 1996; Tansik, 1990). Consequently, the motivation of front-line employees in a service organization becomes crucial to the service delivery process (Bendapudi and Berry, 1997; Bitner et al., 1994; Conduit and Mavondo, 2001; Klemz, 1999; Macintosh and Lockshin, 1997), quality of the service provided (Heskett et al., 1990), and the overall well-being of the organization (Baker and Cameron, 1996; Heskett et al., 1994).

The approach of Graham described the three dimensions correspond to the basic aspects of customer-contact employees (Bettencourt et al., 2001). Firstly, these employees act as representatives of the firm to outsiders, so, it is important for these employees to engage in organizational loyalty behavior. Secondly, customer-contact employees provide information about customer needs and suggest improvements in service delivery, so their organizational participation is fundamental to the firm. Finally, these employees should carry out their tasks in a conscientious manner and follow company regulations in a responsible way, whilst adapting to the individual customer needs. Given the importance of carrying out reliable and responsible behavior of service delivery, Bettencourt et al. (2001) has proposed substituting the term “organizational obedience” with “service delivery”.

According to Hurley (1998) and Lovelock (1996) a key characteristic of service organizations is inseparability; there is an implicit connection between service providers and their customers. Since inseparability is paramount to customer service quality, the relationship between front-line employees and customers is a prevailing concern across service organizations. Service organizations essentially entrust their front-line personnel with the responsibility of managing customer transactions.

In customer-contact businesses, the quality of service delivered cannot be separated from the “quality” of the service provider (Lewis, 1989). Because service delivery occurs

through human interaction, customer-contact personnel during the service encounter largely determine the level of service quality delivered. All kinds of behavior and actions on the behalf of customer-contact employees during the service encounter cannot be directed and controlled by management. Hence, it can be argued that during the “moments of truth” (Carlzon, 1987) of service encounters, it is the discretionary behavior of committed customer contact employees that will largely determine service quality perceptions and customer satisfaction on the external front (Boshoff and Tait, 1996).

Specifically, the services literature indicates that an open and trusting relation between front-line employees and managers has a strong influence on service quality (Parasuraman et al., 1991), and the onus of creating a trusting environment often rests with the manager (Handfield and Bechtel, 2002). In other words, if employees perceive their managers to be sincere and trustworthy, then they are likely to be more open and to participate in proactive behaviors like feedback seeking.

In service firms, the employees who make direct contact with the customer represent the organization and “produce” the service (Suprenant and Solomon, 1987; Zeithaml and Bitner, 1996). Customer-contact employee attitude and behavior influence the consumer satisfaction and service quality (Bowen and Schneider, 1985; Parasuraman, 1987; Crosby and Stephens, 1987; Bitner et al., 1990; Gronroos, 1990; Schneider et al., 1992; Podsakoff and Mackenzie, 1994; Hartline and Ferrell, 1996; Kelley and Hoffman, 1997; Barroso et al., 2004; Dean, 2004).

Zeithamal & Bither (2003) suggest that, there is concrete evidence that satisfied employees makes for satisfied customers and satisfied customer ,in turn, reinforce employees satisfaction in their job some have even gone so far as to suggest unless service employees are happy in their jobs, customer satisfaction will be difficult to achieve. On the other hand, Zeithamal & Bither(2003) reviewed that service profit chain researchers are careful to point out that the model does not suggest causality: rather the two are interrelated and feed off each other.

The interaction between employee and customers is very critical as employees are mainly responsible for creating an excellent public image of the company. Due to this new

management practice were developed in order to enhance customer focus as well as employee satisfaction scholars argue that what happens to employee inside a company considerably affects what happens to customers outside the company (Kuballa 2006).

Robbins (2003) also asked question "is employees satisfaction related to positive customer out come? For front line employee who have regard contact with customer, the answer is yes further stated that satisfied employees increase customer satisfaction and loyalty In service organization customer retention and defection are highly dependent on how front line employees deal with customer satisfied employees are more likely to be friendly positive and responsive which customers appreciate .

Brooks cited by Bugarella (2003) reviewed that, depending on the market segment and industry, between 40 % and 80% of customer satisfaction and customer loyalty was accounted for by the relationship between employee attitude and customer related variables.

2.4. The Measurements of Job satisfaction

The usual method of assessing job satisfaction is through a questionnaire. Sometimes, more often in practice than in research, employees are interviewed about their satisfaction on their job (Lusser, 1990). Furthermore, according to Dewyer et al., as cited by Spector (1996), few cases can be found in which job satisfaction was assessed by asking supervisors where it has been possible to estimate another person's satisfaction by asking observers.

In view of complex attitudes challenges, social scientists have worked hard over the years to develop reliable and valid instruments designed to measure job satisfaction systematically. Several useful techniques have been developed, including questionnaires, critical incidents and interviews (Greenberg et al. 2009). In this study, some measures of job satisfaction that are usually used in researches discussed as follows;

Job Descriptive Index (JDI)

One of the most accepted mechanism is the job Descriptive Index (JDI), a questionnaire in which people indicate whether or not each of several adjectives describes a particular

aspect of their work. Questions on the JDI deal with five distinct aspects of jobs: the work itself, pay, promotion opportunities, supervision, and coworkers (Greenberg et al.2009).

Minnesota Satisfaction Questionnaire (MSQ)

A further popular job satisfaction measure is, the Minnesota Satisfaction Questionnaire (MSQ) which uses a different approach. People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their job. Higher scores reflect higher degree of job satisfaction (Greenberg et al. 2009).

The Minnesota Satisfaction Questionnaire (MSQ) comes in to two forms, a 100-Item long-version and a 20-Item short-version. Both versions have Items that refer to about 20 facets of job satisfaction, but the facet scores are computed only for the long form. The short form is used to assess either global job satisfaction or intrinsic or extrinsic satisfaction.

The 20-dimensions of the MSQ listed by Spector are the following: Activity, Independence, Variety, Social Status, Supervision (Human Relations),Supervision (Technical), Moral Values, Security, Social Service, Authority, Ability Utilization, Company Policies and Practices, Compensation, Advancement, Responsibility, Creativity, Working Conditions, Coworkers, Recognition, and Achievement (Spector 1996)

Spector(1996) added that the MSQ had been shown to have good reliability and evidence for validity. But, several researchers have questioned how these twenty items have been classified in to intrinsic and extrinsic satisfaction groups.

Pay Satisfaction Questionnaire (PSQ)

Even though, the JDI and the MSQ measure many different aspects of the job satisfaction, other scales focus more narrowly on specific facets of satisfaction. For example, as its name suggests the Pay Satisfaction Questionnaire (PSQ) is concerned with attitudes toward various aspects of the pay. The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay systems (Greenberg et al. 2009).

Job Diagnostic Survey (JDS)

The Job Diagnostic Survey was developed to study the effects of job characteristics on people (Hackman & Oldham, 1975 as quoted by Spector, 1997). The JDS covers several areas of job satisfaction, such as growth, pay, security, social, supervisor as well as global satisfaction.

Job Satisfaction Survey (JSS)

The Job Satisfaction Survey is one more familiar measure of job satisfaction and it was used in the present study to elicit data on the job satisfaction levels of participants. The JSS has been tested for reliability and validity across different studies (Spector,1997). It assesses nine facets of job satisfaction as well as overall satisfaction. The nine facets are listed in the Table 2.1 below.

Dimensions of job satisfaction Description	Description
1. Pay	Satisfaction with pay and pay raises
2. Promotion	Satisfaction with promotion opportunities
3. Supervision	Satisfaction with immediate supervisor
4. Fringe benefits	Satisfaction with fringe benefits
5. Contingent rewards	Satisfaction with rewards (not necessarily monetary) for good performance
6. Operating conditions	Satisfaction with rules and procedures
7. Co-Workers	Satisfaction with co-workers
8. Nature of work	Satisfaction with type of work done
9. Communication	Satisfaction with communication within the Organization

Table 2.1: Facets of Job Satisfaction Survey (JSS)

Source: Spector (1997: 8)

Job-In-General Scale (JIG)

The Job-In-General Scale has been designed to measure overall job satisfaction rather than facets. According to Ironson et al. (1989) as quoted by Spector (1997, p. 18), “overall job satisfaction is not the sum of individual facets, it should rather be managed by using a general scale like the JIG.”

2.5. Consequences of Job Satisfaction and Dissatisfaction

Numerous authors have highlighted that job satisfaction impacts on employee productivity, turnover, absenteeism, physical and psychological health (Johns, 1996; Luthans, 2005; Mullins, 1996) as cited by Nezaam (2005). In addition Spector (1996) expressed that there are a number of organizationally relevant behaviors, which are thought to be the results of job satisfaction and job dissatisfaction. But, the three behaviors that have been prominent such as job performance, employee turnover, and employee absence. And here are some of the impacts of job satisfaction.

Job Satisfaction and Job Performance

Different arguments made about the relationship between job satisfaction and performance some says the relationship is not very strong and certainly not consistent across different samples of jobs (*Muchinsky, 1990*) and another said the relationship is positively correlated however, the relationship is not very strong (*Organ & Bateman 1991, Spector 1996, Miner 1992,*).

Even though many agreed that performance and job satisfaction are related, there are two opposite explanation. First, satisfaction might lead to performance. That is, people who like their jobs work harder and therefore perform better. Second, performance might lead to satisfaction. People who perform well are likely to be benefited from that performance, and those benefits could enhance satisfaction (*Spector, 1996*).

It is not clear whether performance causes job satisfaction or job satisfaction causes performance (*Organ & Bateman, 1991*). Supporting this (*Petty, Mc Gee, & Cavender, as cited by Bootzin, 1991*) concluded that the relationship between job satisfaction and performance to be cyclic, but the cycle probably begins with performance. Once the individual worker perceives that they are doing a good job, they become more satisfied, and their satisfaction may further enhance their performance.

Employee Turnover and Job Satisfaction

From several studies it has been observed that the more people dislike their jobs, the more likely they opt to quit the job (*Muchinsky, 1990*). A study done by Hulin, as cited by

Organ & Bateman (1991), indicated that the mean job satisfaction score for those who eventually did quit the job was significantly lower than for those who stayed in the organization.

As refer to by Nezaam (2005), a number of studies strongly support the view that turnover is inversely related to job satisfaction (Griffon, Hand, Meglino & Mobley (1979) and Price (1977) cited in Robbins et al., 2003). According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied.

As indicated by (Crampton et al. cited by Spector (1996), most studies on the relationship between employee turnover and job satisfaction explained that the two variables are negatively related. However, researches' posit that high job satisfaction will not necessarily contribute to a low turnover rate, but will inadvertently assist in maintaining a low turnover rate (Nezaam 2005).

Absenteeism

As demonstrate by Nezaam (2005), research indicates that job satisfaction levels are related to absenteeism (Hellriegel, Slocum & Woodman, 1989). But various opinions given about the relation type and level, For instance, Luthans (2005), explained the relationship between satisfaction and absenteeism indicates an inverse relationship between the two variables and also many studies support this conclusion, but not strongly (*Organ & Bateman, 1991; Miner, 1992*).

Kochler & Mathieu, as cited by Spector (1996), show reasons why the relationship between job satisfaction and absenteeism is very low. There are several possible reasons for being absent from work; it includes employee's illness, family member illness (especially children), personal business, fatigue, as well as just not feeling like going to work. Whereas some of these reasons might be associated with job satisfaction, others probably are not. Thus, overall absence is not likely to have strong relationship with job satisfaction.

Johns (1996) institute the association between job satisfaction and absenteeism to be moderate. Furthermore Robbins (2003) also supports the view and enlighten the moderate

relationship between these variables could be attributed to factors such as liberal sick leave, whereby employees are encouraged to take time off.

Productivity

Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent Nezaam (2005), According to Luthans (2005), although a relationship between job satisfaction and productivity exists, the relationship between these variables is not strong and the most satisfied employee will not necessarily be the most productive employee. At an individual level the evidence is often inconsistent in terms of the relationship between satisfaction and productivity, but at an organizational level a strong relationship exists between satisfaction and productivity (Robbins et al., 2003) as cited by Nezaam (2005).

Physical and psychological health

Spector (1997) affirm that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On reverse Luthans (2005) reveal that employees with high levels of job satisfaction tend to experience better mental and physical health.

2.6. Facets of Job Satisfaction

According to Lam (1995, p.73), research findings suggest that job satisfaction is "...not a static state but is subject to influence and modification from forces: within and outside an individual, that is his or her own personal characteristics and the immediate working environment", which suggests that the facets of job satisfaction can be thus divided primarily into extrinsic and intrinsic sources of job satisfaction (as cited by Mcwatts, 2005).

I) Extrinsic Sources of Job Satisfaction

Extrinsic sources of job satisfaction originate from the individual's environment.

Smith et al. (1969) have identified five facets that represent the most important characteristics of a job about which people experience affective responses and constitute external sources of satisfaction. Advancement, Company Policy and administration, Compensation, Recognition, Supervision –human relations, and Supervision – technical are some examples of extrinsic source of job satisfaction mentioned by Weiss et al. (1967).

II) Intrinsic Sources of Job Satisfaction

Vecchio (2000) maintains that intrinsic source of job satisfaction originate from within the individual and have intrinsic and psychological value because of what they symbolize, but because they originate from an individual's physical environment, it can also be seen as an extrinsic source. The following are examples of intrinsic sources of job satisfaction mentioned by Weiss et al. 1967: Ability Utilization, activity, achievement, authority, independence, moral value, responsibility, security, creativity, social service, social status, and variety.

2.7. Factors that Influence Job Satisfaction

Lawler (1973) enlighten factors associated with job satisfaction: Opportunity for achievement, recognition, advancement, skill use, decision making psychological growth, and better relations with co-employees, subordinates, job security, status and personal life. Individual factors such as gender, age and educational level seem to have some contribution to job satisfaction.

From different studies Kassahun (1996) summarized that job satisfaction is the result of opportunities for recognition, responsibility, achievement, promotion, and the extent to which it provides opportunity for skill utilization. Furthermore, decision involvement (Morse & Reimer, 1956; Vroom, 1959; Seashore, 1971 as reviewed by Katzell & Yankelovich, 1975), pay (Nash & Carroll, 1975 in Ashboush, 1982), and supervision have been judged to be the most important factors in determining employee attitudes, satisfaction and morale. According to Ting (1998) job satisfaction is determined by job characteristics (pay, promotion opportunities, task clarity and significance, skill use) and organizational characteristics (commitment, supervisor, and co-worker relationships). Landy and Trubo (1980) also identified factors such as unfulfilled lower needs or

discomfort of individual and psychological "set" (in Schaffer, 1953) being related to job satisfaction.

In addition to the above factors, Neo et al. (1996) explained sources of job satisfaction as follows:

1. Extreme physical environment: darkness, cleanliness and health hazards, where the job takes place such as indoors or outdoors, etc.

2. Social environment: co-workers and supervisors, for example, having the same values, attitudes, and philosophies, surrounded by sympathetic and caring people, supervisor or co-worker who can help, clarify those goals and paths.

3. Behavioral settings: social density (the number of people in an area divided by the number of square feet in an area) and privacy (the freedom from external observation and interruption). Decreasing social density or restoring partitions sometimes increase work satisfaction.

4. Characteristics of the person: individuals' differences in satisfaction with any and all aspects of life. Some people bring dissatisfaction (anger, contempt, disgust, fear, and nervousness across all contexts) with them to work.

5. Organizational tasks: complexity of the task, the degree of physical strain and exertion on the job, and the value the employee puts on the task. Simple, repetitive jobs that do not mentally challenge the worker usually lead to frustration and dissatisfaction. Monotony at work has been shown to have a particularly strong negative effect on women.

6. Organizational roles: Three aspects of organizational roles stand out as significant influences on job satisfaction: role ambiguity, role conflict and role load. Role ambiguity refers to the level of uncertainty about what the organization expects from the employees in terms of what to do or how to do it. For example, ambiguity of performance criteria and how they are going to be evaluated on the job. Role conflict: refers to recognition of incompatible or contradictory demands by the person who occupies the role. Role overload: is a state in which too many expectations or demands are placed on the person,

whereas role under load refers to the opposite problem. There can be either too much or too little task scope.

Various factors influencing job satisfaction were identified by Kreitner et al (2002), such as the need for management to create an environment that encourages employee involvement and manages stress in the workplace.

According to Sonmezer and Eryaman 2008, Salary, social status, advancement, ability utilization, administrative-employee relationship, creativity, security are the main factors that determine job satisfaction amongst education sector employees (as cited by Ahmed et al 2010).

2.8. Models of Job Satisfaction

Two factor theory of Job Satisfaction

According to Luthans (2005), Herzberg's two factors is a set of motivators that drives people to achieve. He asserts that Herzberg's theory consists of two dimensions known as "hygiene" factors and "motivator" factors. The hygiene factors are preventive and environmental and they are the parts of the jobs which create dissatisfaction but, if not present, only return the worker to a neutral point of job satisfaction. These job factors include company policy and administration, supervision, interpersonal relations, benefits, job security, salary and working conditions. Herzberg states that hygiene issues cannot motivate employees but can minimize dissatisfaction and serve as a point of departure for motivation. On the other hand, satisfying motivator needs which are related to job tasks, job content, achievement, recognition, responsibility, advancement and other intrinsic aspects of the job can lead to job satisfaction, but the absence thereof cannot lead to job dissatisfaction (Luthans, 2005).

Job Characteristics Model

Hackman & Oldham(1976) proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three

critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.).

The Dispositional model of Job Satisfaction

This approach says that job satisfaction is a relatively stable characteristic that stays with people over various situations. According to this conceptualization, people who like the jobs they are doing at one time also tend to like the jobs they may be doing at another time, even if the jobs are different (Greenberg et al. 2009).

Supporting this approach, researchers have found that people are consistent in liking or disliking their jobs over as long as a 10-years period, although they have had several different positions during that time. Such evidence is in keeping with the idea that job satisfaction operates much like the stable dispositions toward positive and negative affect (Greenberg et al. 2009).

Value theory of job satisfaction

Another approach to job satisfaction, known as value theory of job satisfaction, takes a broader look to the question of what makes people satisfied. This theory argues that almost any factor can be a source of job satisfaction so long as it is something that people value. The less people have of some aspect of the job (e.g., pay, learning opportunities) relative to the amount they desire, the more dissatisfied they will be – especially for those facets of the job that are highly valued. Thus, value theory focuses on discrepancies between what people have and what they want: the greater those discrepancies, the more dissatisfied they will be (Greenberg et al. 2009).

According to Greenberg et al (2009), this approach to job satisfaction implies that an effective way to satisfy workers is to find out what they want and, to the extent possible, give it to them. However, because it often is unknown what employees want, this is easier said than done.

Social information processing Model

The idea that people's attitudes towards their job is based on information they get from other people is inherent in the social information processing model. This approach specifies that people adopt attitudes and behaviors in keeping with the cues provided by others with whom they come in contact. The social information processing model is important as it makes sense for managers to pay careful attention to what workers are thinking and feeling about their job. This approach also suggests that managers should be careful about what they say. A few well-chosen remarks may go a long way toward raising employees' job satisfaction. By the same token, a few off-hand slips of the tongue may go a long way toward lowering morale (Greenberg et al. 2009).

Affect Theory

Edwin A. Locke's Range of Affect Theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet (Weiss 1996).

Equity Theory

Adams Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person puts forth. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal(Huseman et al 1987).

2.9. Empirical literature

Explaining its nature some researchers (e.g. Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors external to the worker. From this viewpoint, satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers' needs are met, working conditions that are similar to local and international standards (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993).

Other researchers (e.g. MacDonald, 1996; O'Toole, 1980) argue in favor of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile.

Demographic factors too have influenced Job satisfaction as showed in some research works. Kalleberg and Loscocco (1983) showed that in USA, older workers are more satisfied than younger workers. Rahman and Sarcar (1990) found that among professional women occupational stress was higher for unmarried ones. Most of the studies identified the relationship between job-related factors and Job satisfaction. Khaleque and Rahman (1987) conducted a study on Job satisfaction of Bangladeshi industrial workers regarding influence of some job facets including job content, coworkers, supervision, wage, promotion, work environment and communication. They concluded that job facets can be source of satisfaction as well as dissatisfaction.

A case study by Teoh in 2009 about factors of influence job satisfaction of two Malaysian universities discover that the major sources of job satisfaction for Malaysian faculty members were policy and administration, and salary. The relevant sources of dissatisfaction were achievement, growth, interpersonal relations, recognition, responsibility, supervision, work itself, and working conditions.

Among the major sources of job satisfaction, age, number of years employed, formal education level, and academic rank of faculty members were salary. The findings disclosed

that the age group of 41 years and over were least satisfied with salary than the other groups. Those who were associate professors as well as those who have been employed for more than 11 years were the groups found to be least satisfied with salary. However, when formal education levels were considered, those with a doctoral degree were found more satisfied with their salary as compared with other groups of less formal education.

Among the major sources of job dissatisfaction, marital status and academic rank of faculty members were affected by working conditions and recognition. Married faculty members were more significantly dissatisfied with working conditions than the unmarried co-workers. Also, associate professors were found to be significantly more dissatisfied with working conditions and recognition than the other groups of faculty members with different academic ranks.

Sex and the primary responsibility of faculty members were found to have no significant differences regarding the major factor measuring faculty job satisfaction.

In comparison with the Herzberg Two-factor Theory, the motivator or intrinsic factors contributed more to dissatisfaction than satisfaction of faculty members. Conversely, it was found that two hygiene factors, those of salary, and those of policy and administration, acted as significant contributors to the satisfaction of faculty members in this study.

This study shows that all motivator factors are related to job dissatisfaction, while some of the hygiene factors, in fact, lead to job satisfaction. These "motivators" in Herzberg's words including advancement, recognition, responsibility, achievement, and the work itself attained low value for Malaysian faculty members, showing a trend in the direction of job dissatisfaction. Two "hygiene" factors, policy and administration, and salary were low in Herzberg's model, but appeared high for Malaysian faculty members, disclosing a trend in the direction of job satisfaction. This study also suggests that cultural background differences may have an impact on employee's reaction to job satisfaction, as the pattern of job attitudes for Malaysian faculty members is not similar to that in the Herzberg job satisfaction model.

Furthermore a study made by Muh in 2009 about factors that influence job satisfaction of government employees in Indonesia finds out that there were eleven dominant factors that

influenced employee job satisfaction at the institution. These eleven dominant factors include salary, benefits and facilities, the relationship between superiors and subordinates, the relationship among coworkers, development, opportunity, safety at work, education, Policies within the organization, conflict resolution and career achievements consecutively.

The study prepared by Rifayat et al(2012) tried to analyze the factors which affects the Job satisfaction of private company's employees of Bangladesh. The nine factors which are Coordination and Leave Facility, Reward & Future Opportunities, Vision of the Company, Work Process, Empowerment, Peer Relationship, Health & Insurance Policy, Strategy of the Company and Fair Retirement Policy. The result indicated that four out of nine factors (Coordination and Leave Facility, Reward & Future Opportunities, Vision of the Company, Work Process, and Health & Insurance Policy) have significant influence on Job satisfaction. Remaining factors did not show any significant influence on job satisfaction. It may be said in a way that employees of private companies consider other factors as well for job satisfaction.

Mosammod's (2011) study tested factors affecting job satisfaction for pharmaceuticals companies. Based on the results for the standardized values, it is able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction.

As seen from the above empirical literatures taken from different researchers there is no common factor that influence job satisfaction there is difference through place to place or culture to culture and other associated situation therefore it is important to study the factors that influence the job satisfaction of frontline employee of ethio telecom.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents details of the research design and methodology which were used in the research. This includes the research design, sample size and sampling technique, data source and collection method, measuring instrument and method of data analysis. Finally the validity and reliability tests are presented.

3.1. Research Design

The main objective of this research is to identify and analyze the factors affecting job satisfaction of frontline employees of Ethio Telecom. Considering the purpose of the research and the nature of the phenomenon, the methodology used were qualitative and quantitative. Qualitative methodology has been defined as a methodology which “allows the researcher to ‘get close to the data’ thereby developing the analytical, conceptual and categorical components of explanation from the data itself” (Cooper and Schindler 2006). Cooper et al., (2006) define quantitative research as the accurate sum of some behavior, knowledge, opinion or attitude.

Therefore, this study used first the descriptive survey research design and then inferential study design. Descriptive research design simply summarizes the sample respondent’s information whereas, inferential research design generalize from a sample result to the wider population.

3.2. Sample and Sampling Techniques

Ethio telecom is one of the biggest companies in Ethiopia and the only provider of telecom service that have more than three thousands frontline employees throughout the country. Therefore the researcher because of resource constraint and the wideness of the population is not able to undertake census survey instead used sample which is selected from 6 zones of Addis Ababa region. In this study frontline employees includes sales representatives

(260employees), counter cashiers (149employees), and contact center advisors (1549 employees) as the total population.

The technique which was used in drawing the sample is stratified sampling method. Stratified random sampling is a modification of random sampling in which the population divides into two or more relevant and significant strata based on one or a number of attributes (Saunders 2003).Therefore in this study the attribute used to classify the population was the job title of the frontline employees and then within each strata random sampling takes place.

Furthermore the researcher used the following sample size determination formula to decide the sample size of the population in the three strata's. The formula was developed by Taro Yamane (1973) and according to Yamane, for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by:

$$n = N / [1+N (e)^2]$$

Where

n is the sample size,

N is the total population size, and

e is the level of precision or sampling error = (0.05)

Therefore

$$n=1958/[1+1958(0.05)^2]$$
$$=332$$

332is the total number of sample size but since the number of frontline employees in each strata is not the same, the number of samples for each strata was calculated by the following formula:

$$n1= nN\N$$

Where n= total number of samples

N= total number of population

N1= total number of population in each strata

Table 3.1: Number of Employees and Proportion of Samples Taken from Each Strata

Strata	Total number of Population	Total number of Sample
Counter cashier	149	25
Sales representative	260	44
Contact center advisor	1549	263

Source: Developed for this research

3.3. Data Source and Data Collection Method

For the proper achievement of the objectives of the study, primary data was used as the main source of information and this data was collected using observation in the work places and structured questionnaire. The major reasons to use structured questionnaire are the followings:-

- ◆ Because the study is behavioral it might be perceived variously by the respondents so it helped them to guide their ideas to the subject matter.
- ◆ It has relatively low cost and easy to collect the data within limited resource.
- ◆ To keep the respondent employees answer confidential from their supervisors.

Saunders (2003) acknowledges that before using one's questionnaire to gather data, it should be pilot tested. A pilot-test is an indispensable part of the research process when carrying out a research (Hair, 2008). Therefore, this was conducted to evaluate the questionnaire developed in previous steps to find potential inconsistencies or errors, questions that need clarifications, and get feedback to improve the research instrument, as suggested by Dillman (2007). Twenty three questionnaires were distributed to employees to provide their feedback, which was used to improve the initial version of the questionnaire.

From the resulting sample size of 332 was circulated to frontline line employees in Addis Ababa and 282 responses were received, resulting in a response rate of 84.9% percent.

A response rate of 84.9% was arrived at using the following formula provided by Welman (2007):

$$\text{Response Rate} = \frac{\text{Number of Complete Surveys}}{\text{Number of Participants Contacted}} = 282/332=0.849$$

Thus, out of the 100% questionnaires distributed, 84.9% were filled and returned.

As mentioned above another method used in this study to collect the primary data was observation. According to Taylor (1994), Observation relies upon actual behaviors and actions, inferring the participants thought processes and motivations. The researcher prefer to use observation in order to support some of the questionnaires and to see the physical comfort of the work place, the procedures and the system followed in the work places and other treatments which the company facilitates to the frontline employees.

Therefore, the researcher used informal interview to clarify information while visiting all the three contact centers in Addis Abeba which is leghar branch, old airport branch and TPO branch. Besides to view the conditions which the counter cashiers and sales representative works the researcher visited six ethio telecom shops in Addis Abeba and the selection of this shops was made in convince of the researcher and the size of the shops.

Secondary data is also another source of information used which includes published materials, the company's magazine and other unpublished company's materials and internet sources that are the only preferences for their convenience. Before primary data collection, reviews were made on those materials and such reviews were made to know previous works in frontline employee's job satisfaction studies in Ethiopia and elsewhere as well as to know the existing information gap.

3.4. Data Analysis Method

Statistical Package for Social Science (SPSS) software for version 20 was used to analyze and present the data. The statistical tools used in this study, namely descriptive analysis, correlation and multiple regression analysis discussed as follows;

Descriptive analysis

The descriptive statistical results were offered by tables, graph, pie chart, frequency distributions and percentages to provide a condensed picture of the data. This was achieved

through summary statistics, which includes the means, standard deviations values which are computed for each variable in this study.

Pearson Correlation analysis

In this study Pearson's correlation coefficient was used to determine the relationships between job satisfaction facets (work itself, salary, working conditions, company policy, growth, achievement, relationship with supervision, opportunity for advancement, recognition for the work done, relationship with peers, and work security) and job satisfaction.

Multiple Regression Analysis

Multiple regression analysis was applied to investigate the effect of job hygiene factors (work itself, growth, achievement, advancement, and recognition) and job motivator factors (salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security) on job satisfaction.

Regression functions

The equation of multiple regressions on this study is generally built around two sets of variable, namely dependent variables (job satisfaction) and independent variables (job hygiene and job motivator factors).

First equation regress the influence of job hygiene and job motivator factors on job satisfaction

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3$$

Where Y is the dependent variable-job satisfaction

X₂, and **X₃** are the independent variables (or the regressors)

β₁ is the intercept term- it gives the mean or average effect on Y when of all the variables become zero or no effect.

β₂ is coefficient of job hygiene variable

β₃ is coefficient of job motivator variable

Second equation regress the influence of job hygiene factors (company policy, relationship with peers, salary, relationship with supervisor, work condition and work security) on job satisfaction

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7$$

Where Y is the dependent variable-job satisfaction

X2, X3, X4, X5, X6 and X7 are the independent variables (or the regressors)

β_1 is the intercept term- it gives the mean or average effect on Y when of all the variables become zero or no effect.

β_2 is coefficient of company policy

β_3 is coefficient of relationship with peers

β_4 is coefficient of relationship with supervisor

β_5 is coefficient of work security

β_6 is coefficient of salary

β_7 is coefficient of work condition

3.5. Measuring instruments

Background Information

Self administered questions were used to obtain demographic information of the respondents which is relevant to the study. Participants were requested to provide information with regard to their gender, age, marital status, educational level, work experience and their work position.

Minnesota Satisfaction Questionnaire (MSQ)

Based on Herzberg's Two-Factor Theory of Motivation, Weiss, et al. (1967) developed the Minnesota Satisfaction Questionnaire (MSQ) for measuring job satisfaction. The MSQ is an instrument that measures job satisfaction with several different aspects of the work environment (Weiss et al. 1967). The several different aspects of the work environment refer to the intrinsic and extrinsic factors that can lead to job satisfaction. The intrinsic and extrinsic factors can be assumed as motivators and hygiene factors in Herzberg's Two-Factor Theory of Motivation.

The MSQ consists of long and short form and the researcher used the combination of short and long form to obtain information on how satisfied the employees are on their current job. Each long form of MSQ consists of five response choices weight in the following manner.

Response choice scoring weight

Very Dissatisfied (VDS).....	1
Dissatisfied (DS)	2
Neither (N)	3
Satisfied (S)	4
Very Satisfied (VS).....	5

Scale scores are determined by summing the weights for the responses chosen for the items in each scale (Weiss et al. 1967). Weiss et al. (1967) reported that the most meaningful scores to use in interpreting the MSQ are the percentile scores for each scale obtained from the most appropriate norm group for the individual. According Greenberg et al. (2009) in interpreting the MSQ higher scores reflect higher degree of job satisfaction.

3.6. Validity Test

Validity refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998; Bless and Higson-Smith, 1995). Validity can also be thought of as utility. Furthermore, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

This study used both secondary and primary data collection as source of the information. To collect the primary data observation and questionnaire is used. Therefore, to comfort validity, questionnaires were designed on the basis of previous studies' questionnaires and review of related literatures. Furthermore, this study infer hypothesis from a theory that is relevant to the concept.

3.7. Reliability Test

Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings (Easterby-Smith *et al.* 2008). According to Hair, et al., (2006), if α is greater than 0.7, it means that it has high reliability and if α is smaller than 0.3, then it implies that there is low reliability. In addition Bryma and Bell (2003) confirm

the Cronbach's Alpha result of 0.7 and above implies acceptable level of internal reliability.

Therefore, to meet consistency reliability of the instrument, questionnaire was distributed to 23 frontline employees of Ethio telecom as a pilot and reliability test is done. As the result, Cronbach's alpha was found to be 0.868 for job satisfaction questionnaire.

3.8. Ethical Consideration

The researcher reflects on the ethical issues in every aspect of the activity doing this study. While revising the literature which is done previously by different scholars the researcher try to acknowledge each of the literatures source .Furthermore, when distributing the questionnaires, respondents are assured that the information they provide is confidential and used for academic purpose only. Moreover a statement conform the prohibition of including any identity details or personal references in the questionnaire. This was to avoid any biased response or unauthentic data provided by respondents and to make participants safer in filling the questionnaire. As the result the gathered data was kept confidential and would not be used for any personal interest and also the whole process of the study controlled to be within acceptable professional ethics.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter enlightens about the results and interpretation of the primary data which is gathered through structured questionnaire and researcher's observation. The first portion presents the preliminary analysis, the process through which the result obtained and the background information of the respondent. Finally, the statistical method of analysis which applied to test the hypothesis, such as descriptive analysis, a correlation analysis, and a multiple regression analysis through SPSS version 20 discussed.

4.1. Preliminary Analysis

Prior to analysis, Cronbach's alpha was calculated for the Job Satisfaction Scales to assess reliability. The alpha coefficient of 0.868 found and it indicates exemplary reliability according to the guidelines provided by Robinson et,al(1991), where “.80 or better = Exemplary, .70-.79 = Extensive, .60-.69 = Moderate, < .60 = Minimal”. Furthermore, all the measurement *alpha* coefficients also have shown exemplary reliability with the slight difference on their score (Appendix B).

Another preliminary analysis which is factor analysis done for the job satisfaction questionnaire to determine the independent variables category and their communality among each questionnaires of the independent variable. As the result, the test brings eleven independent variables of job satisfaction and this fit the Hazeberg's factors of job satisfaction so all the factors were valid to this study. Furthermore, there was a high communality noticed among the questionnaires under each independent variable (Appendix C).

To facilitate simplicity in conducting the empirical analysis, the results of the descriptive analysis are presented first, followed by the inferential analysis. The descriptive statistics utilized are based on frequency tables, pie charts and graph to provide information on the demographic variables. Through tables, summary statistics such as means, standard deviations, minimum and maximum are computed for each facets of job satisfaction in this study. This is followed by presentation of inferential statistics based on each hypothesis formulated for the study. All statistical test results were computed at the 2-tailed level of

significance. The alpha level selected a priori for test of significance for correlations, and multiple regression analysis.

Three hundred thirty two questionnaires were distributed to the respondents and out of 332 questionnaires, 282 of them were collected that accounts 84.9% response rate. Accordingly, the analysis of this study is based on the number of questionnaires collected.

4.2. Descriptive Statistics

4.2.1. Background Information of Respondents

Table 4.1: Background information of respondent

	Frequency	Percent (%)	Cumulative Percent (%)
Gender			
Female	155	55.0	55.0
Male	127	45.0	100
Total	282	100	
Marital Status			
Single	236	84	84
Married	46	16	100
Total	282	100	
Education level			
Diploma graduate	6	2.1	2.1
First degree graduate	273	96.8	98.9
MBA\MSC	3	1.1	100
Total	282	100	
Work experience			
Less than 6 month	13	4.6	4.6
6month-1yr	143	50.7	55.3
1-2yrs	74	26.2	81.6
3-5yrs	5	1.8	83.3
More than 5yrs	47	16.7	100
Total	282	100	
Work position			
Clerical	17	6	6
Sales representative	41	14.5	20.6
Contact center advisor	224	79.4	100
Total	282	100	

Source: Own Survey, 2014

Table 4.1 presents the background information of the respondents participated in the study. Gender, educational level, work experience and work position of the sample respondents are exhibited in the table. The survey showed that there were more female employees as compared to male employees in the sampled Ethio telecom sales and customer desk offices. Female respondents represented 55%; on the other hand 45% were males. And the majority of the sampled respondents are single with the percent of 83.7 and the remaining 16.3 percent is married.

With regard to educational level of respondents, Diploma graduates represented 2.1% of the frontline employees, and degree graduates represented 96.8%. Finally, 1.1% of the respondents were MBA or MSC graduates. It can be said from the survey that, most of frontline employees of ethio telecom were degree and above graduates, therefore, they would have the ability to understand in filling the questionnaire.

Item number 4 of the table further indicates work experience of respondents. From the table, 4.6% of the respondents work in ethio telecom less than six month, 50.7% of the respondents work from 6 months up to one year long, 26.2% and 1.8 %of the respondents work in ethio telecom from one year up to two years and from three years up to five years respectively. Finally, frontline employees who worked more than five years hold 16.5 %of respondents in the sample. From this one can understand that most of the frontline employees in ethio telecom have a work experience of 6 month up to one year.

Regarding work position of respondents is 6% are clerical, 14.5% of the respondents are sale representative and 79.4% of the respondents are contact center advisors.

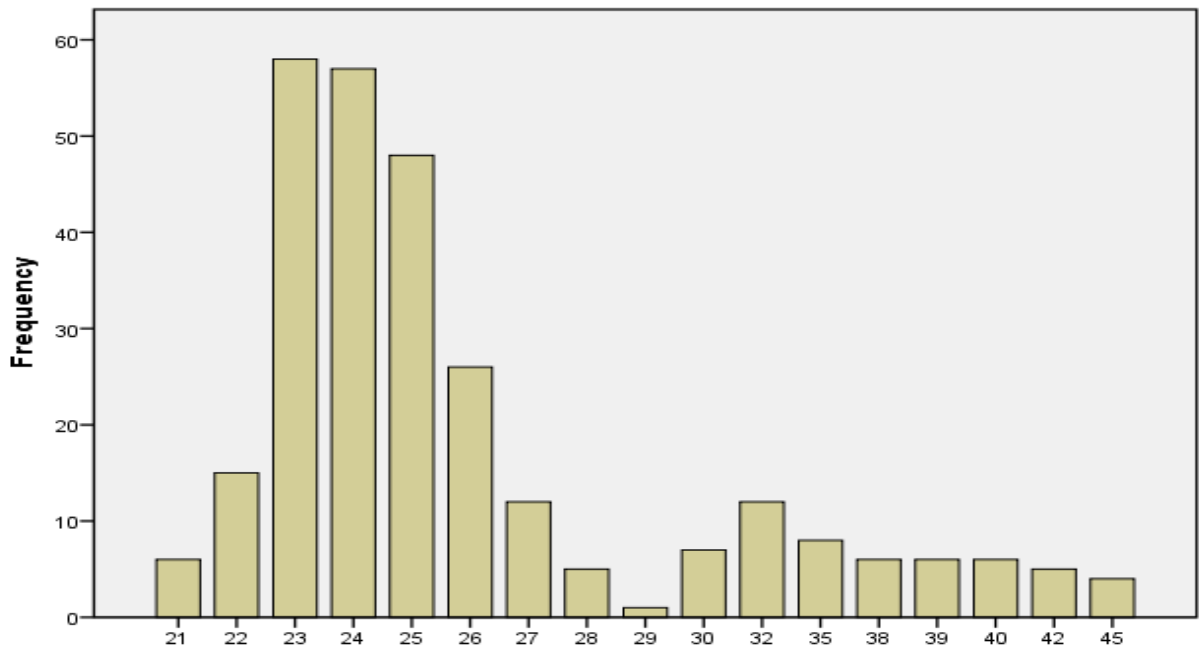


Figure 1: Age of respondents

Source: Own Survey, 2014

The above figure showed that most of the sampled respondent's age group ranges among 23 to 26 which illustrates that the larger number of frontline employee of ethio telecom are in most productive age group. Secondly, grater amount of the employees aged above thirty. Finally, least number of sample respondent aged 29 years.

4.2.2. Results of measures of central tendency and dispersion

This portion presents the descriptive statistics calculated on the basis of the variables integrated in job satisfaction questionnaires. The measures of central tendency and dispersion for facets of job satisfaction and overall job satisfaction results obtained from the sample respondents are shown the following table.

Table 4.2: Results of facets of job satisfaction and overall job satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Achievement	282	1	5	3.50	.916
Advancement	282	1	5	3.21	.955
Company policy	282	1	5	3.36	.877
Growth	282	1	5	3.06	.968
Recognition	282	1	5	3.14	1.025
Relation with peers	282	1	5	3.78	.987
Relation with supervisor	282	1	5	3.36	1.093
Salary	282	1	5	3.43	.961
Work condition	282	1	5	3.27	1.100
Work itself	282	1	5	3.01	1.106
Work security	282	1	5	3.37	1.279
Job satisfaction	282	1	5	3.32	.672
Valid N (listwise)	282				

Source: Own Survey, 2014

As far as the selected facets of job satisfaction assessed through Minnesota Satisfaction Questionnaire is concerned, the above table exhibits that the arithmetic means for the facets of job satisfaction (work itself, salary, working conditions, company policy, growth, achievement, relationship with supervision, opportunity for advancement, recognition for the work done, relationship with peers, and work security) was calculated for sample respondents.

From Table 4.2, therefore, it may be concluded that respondents are most satisfied with the relations that they have with their peers with a mean and standard deviation of 3.78 and 0.987, respectively. This is followed by the achievement opportunity and the salary they receive with the mean 3.5 and 3.43, and standard deviation of .916 and .961 consequently. Furthermore, the sampled respondents had the equivalent feeling towards the company policy and the relationship they have with their supervisor with the similar mean of 3.36 and different standard deviation of 0.877 and 1.093 correspondingly.

Moreover, sample respondents are less satisfied with work security (M=3.37 & SD=1.279), work condition (M=3.27 & SD=1.100), advancement (M=3.21 & SD=0.955), and recognition (M=3.14 & SD= 1.025). However, respondents seem to be least satisfied with

the work itself and growth opportunity of the organizations with the mean 3.01 and 3.06 and standard deviation of 1.106 and .968, respectively.

Weiss et al. (1967) stated that the most meaningful scores to use in interpreting the MSQ are the percentile scores for each scale obtained from the most appropriate norm group for the individual. Ordinarily, a percentile score of 75 or higher indicate high degree of satisfaction; a percentile score of 25 or lower would indicate a low level of satisfaction and the scores in the middle range that is from 26 to 74 of percentile indicate average satisfaction. Therefore, the level of overall job satisfaction of the sample respondents of the ethio telecom frontline employees, as measured by the Minnesota Satisfaction Questionnaire (MSQ), represents a percentile score of 66.4 and arithmetic mean score of 3.32. Hence, it may be concluded that the sampled frontline employee of ethio telecom have an average satisfaction level towards their job.

4.3. Results of Inferential Statistics

The research questions get response and the hypothesis of the study tested using inferential statistics and the results are described in the following parts. Therefore to assess the objectives of the study, Pearson's Product Moment Correlation Coefficient and multiple regressions analysis conducted. As the result, with the help of these statistical tools, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypotheses.

4.3.1. Pearson's Product Moment Correlation Coefficient

On this study, Pearson's Product Moment Correlation Coefficient was used to determine the following relationships.

- ✚ The relationship between demographic characteristics and job satisfaction.
- ✚ The relationship between Job motivators and job satisfaction.
- ✚ The relationship between Job Hygiene and job satisfaction.

Table 4.3 The relationship between each variables and job satisfaction

		Job Satisfaction
Gender	Pearson Correlation	-.245**
	Sig.(2-taild)	.000
	N	282
Age	Pearson Correlation	.096
	Sig.(2-taild)	.107
	N	282
Marital Status	Pearson Correlation	.050
	Sig.(2-taild)	.401
	N	282
Educational level	Pearson Correlation	-.027
	Sig.(2-taild)	.646
	N	282
Work experience	Pearson Correlation	.035
	Sig.(2-taild)	.560
	N	282
Work position	Pearson Correlation	-.056
	Sig.(2-taild)	.349
	N	282
Job Motivator	Pearson Correlation	.744**
	Sig.(2-taild)	.000
	N	282
Job Hygiene	Pearson Correlation	.773**
	Sig.(2-taild)	.000
	N	282

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey, 2014

Hypothesis One

Ho1: There is no relationship between job satisfaction and demographic characteristics.

HA1: There is relationship with job satisfaction and demographic characteristics.

As the above Table 4.3 demonstrates half of the demographic characteristics (Age, Marital status, and Work experience) have positive but insignificant relationship with job satisfaction. The finding further elaborate in detail that the relationship is found between age and job satisfaction ($r = 0.096$, $p > 0.05$), marital status and job satisfaction ($r = 0.050$, $p > 0.05$), work experience and job satisfaction ($r = 0.035$, $p > 0.05$) and work experience and job satisfaction ($r = 0.035$, $p > 0.05$).

On the other hand, the table as well shows that the relation between gender and job satisfaction ($r = -0.245$, $p > 0.05$), educational level and job satisfaction ($r = 0.050$, $p > 0.05$), work experience and job satisfaction ($r = -0.027$, $p > 0.05$) and work experience and job satisfaction ($r = -0.056$, $p > 0.05$). Therefore, gender, educational level and work position have negative and insignificant relationship with job satisfaction. This would imply that, the difference in demographic characteristics (Gender, Educational level, Work position, Age, Marital status, and Work experience) of employees have no significant change on their satisfaction towards their job. As the result, alternative hypothesis one is rejected and null hypothesis one is accepted.

Hypothesis Two

Ho 2: There is no relationship between Job Motivator and job satisfaction

HA2: There is relationship between Job Motivator and job satisfaction.

This study also revealed a significant and positive relationship between job motivator factors (work itself, growth, achievement, advancement, and recognition) and job satisfaction ($r = 0.744$, $p < 0.01$). This goes with hypothesis two (H2: there is a relationship between job motivator factors and job satisfaction ($r = 0.744$, $p < 0.01$)). This would imply

that, a change in job motivator factors for employee's change their satisfaction towards their job may change to the same direction.

Hypothesis Three

RQ: What is the relationship between job satisfaction and Job Hygiene?

Ho 3: There is no relationship between Job Hygiene and job satisfaction

HA3: There is a positive relationship between Job Hygiene and job satisfaction.

Furthermore the study discovered job hygiene factors (salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security) have a positive and significant association with job satisfaction ($r=.773$, $p<0.01$). This was in line with hypothesis three (H3: there is a positive relationship between job hygiene factors and job satisfaction). This would imply that, a change in job hygiene factors for employee's change their satisfaction towards their job may change to the same direction.

To elaborate the study furthermore, the researcher examined the relationship between job satisfaction and all facets of job satisfaction (work itself, salary, working conditions, company policy, growth, achievement, relationship with supervision, opportunity for advancement, recognition for the work done, relationship with peers, and work security). Therefore, the finding shows that all facets of job satisfaction have a positive and significant relationship with job satisfaction (Appendix D).

4.3.2. Multiple Regression Analysis

Multiple regression analysis was engaged to examine which factor of job satisfaction: job motivator or job hygiene have a greater influence on the satisfaction of Ethio telecom frontline employees.

Multi collinearity Test: refers to the correlation among the independent variables. According to Kline (1998) multi collinearity is not a threat if a correlation value is less than 80%. Therefore in this study multi collinearity tested before conducting the multiple regression analysis, and the result of multiple correlations among the independent variables is 37.4% (Appendix E).

Table 4.4 Regression analysis of variables

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.915 ^a	.837	.836	.272	.837	717.303	2	279	.000	1.824

a. Predictors: (Constant), Job Motivator, Job Hygiene

b. Dependent Variable: Job satisfaction

Source: Own Survey,(2014)

Table 4.5 Coefficients of Regression of Variables

Model	Un standardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
			Beta						
(Constant)	.347	.081		4.301	.000	.188	.506		
Job Hygiene	.471	.021	.575	22.061	.000	.429	.513	.860	1.163
Job Motivator	.373	.018	.529	20.291	.000	.337	.410	.860	1.163

a. Dependent Variable: Job satisfaction

Source: Own Survey,(2014)

Hypothesis Four

Ho 4: Job Hygiene has no stronger influence on job satisfaction than Job Motivator

HA4: Job Hygiene has stronger influence on job satisfaction than Job Hygiene.

As it is observed from table 4.4 above, the coefficient of multiple correlations R which is the degree of association between job satisfaction and its factors is 0.915. The regression analysis explains the extent to which the independent variables predict job satisfaction. Given the R² square value of 0.837 and adjusted R square of 0.837, the model summary reveals that the proportion of the variation in job satisfaction explained by the job motivator and job hygiene factors jointly is 83%. The remaining 17% of the variance is explained by other unexplored variables not included in this study.

The results of multiple regressions, as presented in table 4.5 above, revealed that job hygiene has a positive and significant effect on job satisfaction with a beta value ($\beta=0.575$), at 99% confidence level ($p < 0.01$) and job motivator has also a positive and significant effect on job satisfaction with a beta value ($\beta=0.529$), at 99% confidence level ($p < 0.01$). This would imply that, a change in job hygiene factors for employees change their satisfaction towards their job greater than a change in job motivator factors. Therefore, the researcher may reject the null hypothesis and accept the alternative hypothesis which enlightens job hygiene factors has a stronger influence than job motivator factors on job satisfaction.

The researcher further examined from the job hygiene factors which of the factor have greater influence on ethio telecom frontline job satisfaction. As the result, the study finds out that from six of job hygiene factors (company police, relationship with peers, salary, relationship with supervisor, work condition and work security), with beta value ($\beta=0.310$), at 99% confidence level ($p < 0.01$) work condition has a greater influence on job satisfaction followed by company police and relationship with supervisor with similar beta value ($\beta=0.273$), at 99% confidence level ($p < 0.01$) (Appendix F).

4.4. Discussion of Results

This section discusses the findings of the statistical analysis in relation to the previous researches and literatures.

Descriptive statistics (mean, and standard deviation)

Results of this study from the descriptive statistics showed that, respondents are most satisfied with the relationship that they have with their co-workers and conversely are least satisfied with the work itself and growth opportunity of the organizations. Further importantly, job satisfaction factors vary with jobs. For instance, in Herzberg's study, achievement was the most important factor for accountants on their job satisfaction (Herzberg, 1976). While in this study peer relationship is the most important factors to ethio telecom frontline employees. Moreover, average level of overall job satisfaction was found in the sample respondents of the ethio telecom frontline employees. This result is

supported by Nor Liyana and Mansor Abu (2009), who reported a moderate level of job satisfaction among the Navy personnel.

Pearson's Product Moment Correlation Coefficient

The correlation result shows that there is insignificant relationship between demographic characteristics (Gender, Educational level, Work position, Age, Marital status, and Work experience) and job satisfaction. This finding is supported by Jaffe *et al* (1994) and Chong *et al* (2000).

Furthermore, the correlation result showed that a positive and significant relationship exist between job motivator factors (work itself, growth, achievement, advancement, and recognition) and job satisfaction, and job hygiene factors(salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security) and job satisfaction.

The above finding supported by various scholars such as: job satisfaction and salary by Castillo, Conklin, and Cano (1999), Bowen (1980) (as cited by Mcwatts, 2005), job satisfaction and working condition by Castillo et al (199), job satisfaction and company policy by Bowen (1980), job satisfaction and the work itself by Padilla-Velez (1993);Bowen (1980); and Bowen and Radhakrshna (1990), job satisfaction and coworkers Oshagbemi,(2001), Lacy and Sheehan (1997),...etc.

In contrary some researchers failed to discover significant relationship between job satisfaction and facets of job satisfaction such as (Aebi, 1972;Ballyeat 1968; Herzberg, Mausner, and Snyderman, 1959; McLaughlin and Montgomery,1976; Morris, 1972; (as cited by Castillo, 1999).

Multiple Regressions

Additionally, the results of this study regarding the effects of motivation factors and hygiene factors on job satisfaction were similar to those of the previous studies (Chitiris1984, 1988) in that hygiene factors were more powerful predictors in increasing the frontline employee's of ethio telecom job satisfaction level than motivators.

Fascinatingly, Herzberg's view that motivators should increase job satisfaction was not supported in the case of the ethio telecom employees. One possible interpretation of these results is that ethio telecom's frontline employees might prefer to receive more job-related supports (extrinsic motivation; hygiene factors) than psychological pride or mental satisfaction (Intrinsic motivation: motivators).

If Ethio telecom desire its frontline employees to have a higher level of job satisfaction, it supposed to consider that hygiene factors accounted for a larger amount of variation in the frontline employee's job satisfaction than motivators. For instance, investigating human relations with coworkers or their supervisors and making necessary measurements might be a good policy that the Ethio telecom may possibly take to increase their job satisfaction.

Discussion of Observation Result

The researcher made visits to the entire three contact centers which are found in Addis Ababa and also they are the only centers for the whole country. Besides six sales offices branches visited as well according in one branch from one zone in Addis Ababa. The aim of the observation was to assess the working condition and other special facilities and rules applied for frontline employees.

The nature of contact center job is unique which incorporates serving the whole county's customer through phone and working in four shift programmers; the first shift starts from 7am-3pm, the second shift starts from 12am-8pm, the third shift starts from 3pm-11pm and the fourth shift starts from 12noon-8am. Therefore, the company tries to accommodate various facilities to them like serving the employees the coffee, tea and water services freely. This kind of service except for the contact center advisors, clerical and sales representative, is not given to other employees of the company.

The other different facilities Ethio telecom gives to its contact center employees is transportation service. For employees working in second and third shifts, the company services take the employees to their home and for employees working in forth shifts the service pick them from their home. The other unique benefit contact center advisor receive is shift allowance ,in ethio telecom in various work fields such us in network monitoring areas employees work 24 hours but do not have shift allowance.

Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions (Woodward: cited by Hills 2001). While the researcher visited the sale offices it is observed that the office layouts and facilities seems very much alike from one shop to another shop with difference in the place of locations and the nature of the room. As well the three contact centers have the same facilities and working condition too.

Therefore, the company gives better attention to frontline employees. However, some problems noticed such as in providing the transport service sometime because of the lack of coordination between the customer desk offices and flit offices employees wait for the service more than 30 minutes after long hours shift. Besides, the shift allowance the employees receive do not compensate the time of their sleep at night and even the social life they miss after normal working hours.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the summary of findings, the conclusions, the recommendations and limitation and implication for further researches.

5.1. Summary of Findings

The main goal of this study is to investigate the factors affecting job satisfaction of frontline employees of ethio telecom in Addis Ababa based on the observation and the questionnaire which was distributed to three strata in which 282 employees selected randomly in Addis Ababa offices.

In descriptive part of the analysis, the results indicated that majority of the total respondents (55%) are females, aged in the range of 23-26 years, 83.7% of them are single, (96.8%) are degree holders. In addition, (79.4%) of respondents work position is contact center advisor and (50.7%) have work experience duration of 6 months up to 1 year. As far as the facets of job satisfaction is concerned, the results of the central tendency also showed that, the most indicator of job satisfaction is employee's relations that they have with their peers followed by achievement opportunity and the salary they receive.

Furthermore, the sampled respondents had equivalent feeling towards the company policy and the relationship they have with their supervisor with the similar mean. However, respondents seem to be least satisfied with the work itself and growth opportunity of the organization. Totally the sample respondents of the organization have an average satisfaction level towards their job with a percentile score of 66.4.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is low and insignificant relationship between demographic characteristics (Gender, Educational level, Work position, Age, Marital status, and Work experience) and job satisfaction. Besides, correlation results demonstrated that, positive and significant relationship exist between job hygiene factors (work itself, growth, achievement, advancement, and recognition) and job satisfaction, and job motivator factors (salary, working conditions,

company policy, relationship with supervision, relationship with peers, and work security) and job satisfaction.

In the multiple regression analysis, the results discover that both job hygiene and job motivator factors have positive and significant effect on job satisfaction. However, job hygiene factors have stronger influence with a beta value ($\beta= 0.575$, $p < 0.01$) than job motivator factors ($\beta= 0.529$, $p < 0.01$) on job satisfaction of Ethio telecom frontline employees.

The R square value of 0.837, demonstrates that 83.7% of variation in job satisfaction can be accounted by the job hygiene and job motivator factors. The findings of this study also indicated that from job hygiene factors the most important factor is work condition with beta value factors ($\beta=0.310$, $p < 0.01$) to have positive effect on job satisfaction, followed by company policy and relationship with supervisor with similar beta value factors ($\beta= 0.273$, $p < 0.01$).

The following table summarized the results of the hypothesis tested in this study.

Table 5.1 Summary of research hypotheses result

Research Hypothesis	Result
HA1: There is relationship with job satisfaction and demographic characteristics.	Rejected
H2: There is a relationship between Job Motivator and job satisfaction.	Accepted
HA3: There is a relationship between Job Hygiene and job satisfaction.	Accepted
HA4: Job Hygiene has stronger influence on job satisfaction than Job Motivator.	Accepted
Ho1: There is no relationship between job satisfaction and demographic characteristics.	Accepted
Null hypotheses, H2 ₀ , H3 ₀ , & H4 ₀	Rejected

5.2. Conclusions

To achieve the objectives of the study, four hypotheses were generated and to test the hypotheses, descriptive analysis, correlation and multiple regression method were employed. From the results the researcher concludes the following:

- ❖ Ethio Telecom employees have average level of overall job satisfaction and they are most satisfied with the relationship they have with their co-workers but least satisfied with the work itself and growth opportunity.
- ❖ With respect to the specific hypotheses, there exists insignificant relationship between demographic characteristics (Gender, Educational level, Work position, Age, Marital status, and Work experience) and job satisfaction. On the other hand, job satisfaction has positive and significant relationship with job hygiene factors (salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security). Statistically significant relationship was also found between job satisfaction, and job motivator factors (work itself, growth, achievement, advancement, and recognition).
- ❖ Job hygiene factors (salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security) have stronger influence than job motivator factors (work itself, growth, achievement, advancement, and recognition) on ethio telecom frontline employee's job satisfaction.
- ❖ From job hygiene factors the most important factor is work condition to have positive effect on job satisfaction, followed by company policy and relationship with supervisor.
- ❖ From the observation, the researcher concludes Ethio telecom provides different services and benefit packages to motivate its frontline employees. However, even if it's good start, the services need improvement.

5.3. Limitation and Implications for further research

Even though, Ethio telecom provides its service throughout the country and have branches and shops from big cities to rural village, the study is limited in sampled ethio telecom sales offices in Addis Ababa. The main reason not to incorporate all regions and shops

was financial and time constraints. If the time was not short, it would be able to integrate a large number of employees feeling and visited more Ethio telcom sales offices. Furthermore, job satisfaction is unobservable and behavioral variable and it is difficult to tangibly measure exact level of employee's satisfaction for that reason the study is mainly reliant on the respondent's answers. And in filling the questionnaire some respondents were careless and forget to answer all questions which make their response invalid.

As far as to ahead future researches, since this study focused only on limited number of frontline employees; a further study can be done by incorporating a great number of sales offices in Addis Ababa and also in region sales office and also the study should incorporate the effect frontline employee's satisfaction to customer satisfaction. Besides to frontline employee's job satisfaction studies could be done on assessing effect frontline employee's satisfaction to customer satisfaction and also the job satisfaction level of other Ethio telecom employees too. Lastly, the frontline employees are very busy people so problem was noticed in not deal with the questionnaire well and take more time. Therefore, to combat this obstacle time must not be an issue.

5.4. Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations as a means of alleviating the problems founded.

- ✚ Ethio telecom's frontline employees have an average job satisfaction level and their relation with their peers seemed as major antecedent for their satisfaction. Therefore, Ethio telecom should smooth the progress of some condition to increase the relation among employees. The company can facilitate various kinds of social welfares such as get together, carnival, sport competitions, celebrating national holiday and sponsor staff trips.
- ✚ The employees are least satisfied with the work itself and growth opportunity. These employees are expected to give service for hundreds of customers per a days and every minutes matter in their evaluation and sometimes unknowingly the customers abuse the facility only to have fun. As the result, Ethio telecom should work in creating awareness on what kind of services are provide in the centers so the customer could use the service appropriately. Beside that Ethio telecom should minimize the number customers one employee should serve in a day in order for the employee not to get stress and offer the service to customer being pleased. As far as the growth sachem, the company should revise its growth policy and make necessary and beneficiary modification.
- ✚ Job hygiene factors (salary, working conditions, company policy, relationship with supervision, relationship with peers, and work security) have more influence on ethio telecom frontline employees on changing the satisfaction level towards their job. As the result, the company should work on improving the mentioned factors persuasively.
- ✚ From job hygiene factors; work condition is the major factor that influences job satisfaction of ethio telecoms frontline employees. For that reason, The Company should maintain and improve creating suitable working environment which such as comfortable office materials, adequate light, and necessary sound limits.
- ✚ Ethio telecom offers free coffee and tea services to its frontline employees. Therefore the company should maintain providing the service within a better quality.

- ✚ The company facilitates transportation service to employees when they work in a shift but there is loose coordination between the flit office and customer desk office, as the result employees sometimes forced to wait more than thirty minutes after spending eight hours serving hundreds of customer until mid night and suffer unnecessary discomfort. Therefore, Ethio telcom should apply a flit system which eradicates this problem.
- ✚ Ethio telecom gives shift allowance for its contact center advisors. However, the amounts of the money they get do not have the power to compensate working in shifts especially for the time after midnight. Therefore, the company should revise and do better adjustment in its good start of granting the allowance.

References

- Abolalaei,B.(2005) *Worthwhile organization possession, making talent base organization*, Asre Modiriat.
- Alemshet Yami,(2011), *Job satisfaction and its determinants among health workers in jimma university specialized hospital*, south west Ethiopia.
- Aon Hewitt (2011),*Global Employee Satisfaction Continues to Lag*,PR Newswire Association
- Armstrong,M.(2006) *A Handbook of Human resource Management Practice*, 10th Edition, London.
- Arthur,D.(2001). *Employee Recruitment and Retention Handbook* ,New York.
- Babbie, E.and Mouton, J. (1998). *The practice of Social Research*. Cape Town: Oxford University Press.
- Bai, B. (2006), “*Job satisfaction, organizational commitment, and internal service quality: a case study of Las Vegas hotel/casino industry*”, *Journal of Human Resources in Hospitality & Tourism*, Vol. 5 No. 2.
- Bettencourt, L., Meuter, M. and Gwinner, K. (2001), “*A comparison of attitude, personality and knowledge predictors of service-oriented organizational citizenship behaviors*”, *Journal of Applied Psychology*, Vol. 86 No. 1.
- Bolarin, T.A. (1993). *Late payment of teachers' salary as it affects the quality of education in Lagos state primary schools: A socio-psychological perspective*. *Journal of National Association of Education Teachers*.
- Bootzin, R.R., Bower, G.H., Crocker, J., and Hall, E. (1991). *Psychology today*. (7th ed). New York: McGraw-Hill Inc.
- Boshoff, C. and Tait, M. (1996), “*Quality perceptions in the financial services sector: the potential impact of internal marketing*”, *International Journal of Service Industry Management*, Vol. 17 No. 5.
- Brown, A. K. & Mitchell, T. (1993). *Organizational obstacles: Links with financial performance, customer satisfaction, and job satisfaction in a service environment*. *Human Relations*.
- Bulgarella C.(2005)'*Employee satisfaction and customer satisfaction: is there a relation?*'Retrieved http://www.guidestarco.com/professi_service/white
- Carlzon, J. (1987), *Moments of Truth*, Harper & Row, New York.

- Castillo, J. X. (1999). *The levels of job satisfaction among agricultural teacher educators* Unpublished dissertation, the Ohio State University.
- Chitiris, L. (1988). *Herzberg's proposals and their applicability to the hotel industry.* *Hospitality Education and Research Journal*, 12(1).
- Cooper, D.R., Schindler, P.S. (2006), *Business Research Methods*, 6th Edition, McGraw-Hill International Editions.
- Dalal, R. S. (2005). *A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior.* *Journal of Applied Psychology*.
- Daniel, K., Johnson, L.W. and Miller, K.E. (1996), “*Dimensions of uniform perceptions among service providers*”, *The Journal of Services Marketing*, Vol. 10 No. 2.
- Easterby-Smith, M., Thorpe, R. Jackson, P. and Lowe, A. (2008) *Management Research* (3rd edn). London
- French, W. L. (2003). *Human resource management*. (2nd ed). Boston: Houghton Mifflin Company
- Garrido JM, Perez P, Anton C (2005). “*Determinants of Sales Manager Job Satisfaction: An Analysis of Spanish Industrial Firms*”, *Int. J. Human Reso. Manage.*
- George, J.M. and Jones, G.R. (2008). *Understanding and Managing Organizational behavior*, Fifth Edition , New Jersey.
- Maxwell.G (1999), *Encyclopedia of Business*, 2nd ed.,New York.
- Greenberg Jerald and Baron Robert (2009). *Behavior in Organization* (9th ed.). USA.: Pearson education Inc.
- Hackman JR (1990). *Groups That Work (and Those that Don't)*. San Francisco: Jossey-Bass.
- Hair, J. F. J., Anderson, R. E., Tatham, R. L., & Black, W.C (2006). *Mutivarate data analysis* (5thed.).New Jersey: Prentice-Hall.
- Handfield, R.B. and Bechtel, C. (2002), “*The role of trust and relationship structure in improving supply chain responsiveness*”, *Industrial Marketing Management*, Vol. 31 No. 4.
- Hardy, G. E., Woods, D., & Wall, T. D. (2003). *The impact of psychological distress on absence from work.* *Journal of Applied Psychology*.
- Hargreaves pat and Jarvis peter, (1998),*The human resource development handbook*, London.

- Herzberg, F., Mausner, B., Peterson, R., & Capwell, D. (1976). *Job attitudes: Review of research and opinion*. Pittsburgh, PA: Psychological Services
- Herzberg, Frederick (1983) .“*The Human Need for Work, World Executive Digest*”, Vol. IV, No. 12,.
- Henna K.M.(2007) Wellness and mattering: *The role of holistic factors in job satisfaction*. Journal of Employment Counseling.
- Hurley, R.F. (1998), “*Customer service behavior in retail settings: a study of the effect of service provider personality*”, Journal of Academy of Marketing Science, Vol.26 No.2
- Huseman, R., Hatfield, J., and Miles, E.(1987) “*A New Perspective on Equity Theory: The Equity Sensitivity Construct*. Academy of Management Review.
- Ishfaq Ahmed (2010). *Effects of Motivational Factors on Employees Job Satisfaction: Hailey College of Commerce, University of the Punjab, Pakistan*. International journal of business and management, Vol 5, No. 3
- Jaffe, W.F., Almanza, B.A., & Chen, C. (1994). *A study of factors affecting job satisfaction among university foodservice employees*. J. of College & University Foodservice.
- Jhons, P. (1996). *Attitudes in and Around Organizations*. Thousand Oaks, CA: Sage.
- Judge, T. A. (2000). *Job satisfaction*. In A. E. Kazdin (Ed.). *Encyclopedia of Psychology* (Vol. 4) Washington, DC: American Psychological Association.
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance, Second edition*, Thompson Gale, Detroit.
- Kalleberg, A.L., & Lossocco, K.A. (1983). *Aging, Values and Rewards: Explaining Age Differences in Job Satisfaction*. American Sociological Review.
- Karl, K. and Peluchette, J. (2006), “*How does workplace fun impact employee perceptions of customer service quality?*”, Journal of Leadership and Organizational Studies, Vol. 13 No. 2.
- Kassahun Wassihun (1996). *Job satisfaction among employees of the Ethiopian insurance corporation*. Unpublished master's thesis, Addis Ababa University.
- Khaleque, A. & Rahman, M.A (1987). *Perceived important of job facets and overall job satisfaction of Industrial workers*. Human Relations, Vol 40.
- Kirsten Gergory(2011),*The importance of employee satisfaction*, Neumann Unverstiy.
- Krietner, R., Kinicki, A. & Buelens, M. (2002). *Organizational Behaviour*. Second Edition. Berkshire:McGraw-Hill.

- Kline, R. (1998). *Principles and practice of structural equation modeling*. Guilford Press, NY
- Kuballa J (2006)'*Employee satisfaction satisfaction A condition for economical success of service companies?*'Retrived April 15, 2007 from<http://www.hausarbeiten.de/faecher/vourschal>
- Lee, Y.K., Nam, F.H., Park, D.H. and Lee, K.A. (2006), "*What factors influence customer-oriented pro social behavior of customer-contact employees?*", *Journal of Services Marketing*, Vol. 20 No. 4.
- Lawler, E.E. (1973). *Motivation in work organizations*. Monterey, CA Brooks\Cole.
- Lewis, B.R. (1989), "*Customer care in service organizations*", *Marketing Intelligence & Planning*, Vol. 7 No. 5/6.
- Lovelock, C.H. (1996), *Services Marketing*, Prentice-Hall, Greenwich, CT.
- Lowler, EE. , 1996," *From the ground up: six principles for building the new logic corporation*" San Francisco: Jossey- Bass
- Lusser, R. N. (1990). *Human relations in organizations: A skill – building approach*. Boston: Richard D. Irwin Inc.
- Luthans, F. (2005). *Organizational behavior* (10th ed.). McGraw Hill.
- MacDonald, R. (1996). Labours of love: *Voluntary working in a depressed economy*. *Journal of Social Policy*, 19-38.
- Mattson, J. (1994), "*Improving service quality in person-to person encounters*", *The Service Industries Journal*, Vol. 14 No. 1, pp. 45-61.
- McWatts, S. (2005). *Job satisfaction and organizational commitment: A comparative study between academic and support staff at a higher education institution in the Western Cape*. Unpublished Master's thesis, University of the Western Cape, Bellville, South Africa.
- Md. Rifayat Islam, Md. Tauhid Rasul,G. M. Wali Ullah, *Analysis of the Factors that Affect Job Satisfaction: A CaseStudy on Private Companies Employees of Bangladesh,2012*, *European Journal of Business and Management* ISSN 2222-1905 Vol 4, No.4, 2012
- Miner, J. B. (1992). *Industrial and organizational psychology*. New York: Mc Graw-Hill Inc.
- Mosammod Mahamuda (2011) *Factor affecting employee job satisfaction of pharmaceutical sector*, *Australian Journal of Business and Management Research* Vol.1 No.9.

- Muchinsky, P. M. (1990). *Psychology applied to work: An introduction to industrial and organizational psychology*. (3rd ed). California: Brooks/Cole Publishing Co.
- Mullins, J.L. (2005). *Management and organizational behavior*, Seventh Edition, Pearson Education Limited, Essex.
- Muh. Kadarisman , *Analysis on Factors that Influence Job Satisfaction of Government Employee*, Journal of Administrative Science & Organization, January 2012 Volume 19, Number1.
- Nezaam Luddy (2005). *Job Satisfaction amongst Employees at a Public Health Institution in the Western Cape*. Unpublished Mini-thesis, University of the Western Cape.
- Nixon, B.,1992,” *Developing a new culture for organizations in the 90’s*. Management Education and Development”, 23(1).
- Noe, RA., et al. (1996). *Human resource management: Gaining a competitive advantage*. (2nd ed). Boston: Irwin McGraw-Hill.
- Nor Liyana Mohd Bokti and Mansor Abu Talib (2009). *A Preliminary Study on Occupational Stress and Job Satisfaction among Male Navy Personnel at a Naval Base in Lumut, Malaysia*. The Journal of International Social Research, 2(9).
- Organ, D. W. & Bateman, T. S. (1991). *Organizational behavior*. Boston: Richard D. Irwin Inc.
- Organ, D. W., & Ryan, K. (1995). *A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior*. Personnel Psychology,
- O'Toole, A. (1980). *Work in an era of show economic growth. Technological Forecasting and Social Change*, 277-330.
- Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1991), “*Refinement and reassessment of the SERVQUAL scale*”, Journal of Retailing, Vol. 67 No. 4, pp. 420-50.
- Rahman, A., & Sarcar, N.R. (1990). *Occupational Stress Marital status and job satisfaction of working women*. The Dhaka University Press
- Rayen Smerek (2010). *Examining Herzberg’s theory: Job satisfaction among non-academic employees at a research university*. Research in Higher Education, 48(2): 229-250.
- Robertson James(2003),*Knowledge management for frontline staff*,Australia.
- Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1991). Criteria for scale selection and evaluation. In J. P. Robinson, P. R. Shaver, & L. S. Wrightsman (Eds.) *Measures of personality and social psychological attitudes* (pp. 1-16). New York: Academic Press.

- Robins (2003), *Organization Behaviour*, person Education Hd, New Jersey.
- Robins, SP (2005), " *Management of organizational behavior, Translated to Persian by: Parsaeyan A, Aarabi M.* 1st Edition, Tehran Institute of Business Studies and Research, Iran .
- Saunders, M(2003), *Research Methods for Business Students*, Prentice Hall, Upper Saddle River, NJ.
- Smith, P.C., Kendall, L.M., and Hulin, C.L. (1969). *The Job Descriptive Index Bowling*
- Spector, P. E. (1996). *Industrial and organizational psychology: Research and practice.* New York: John Wiley & Sons, Inc.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* Sage: Thousand Oaks, CA.
- Statt, D. (2004). *The Routledge Dictionary of Business Management*, Third edition, Routledge Publishing, Detroit, p. 78
- Tansik, D.A. (1990), " *Managing human resources issues for high-contact service personnel* ", in Bowen, D., Chase, R.B. and Cummings, T.G. (Eds), *Service Management*.
- Taylor, R.E. (1994), *Qualitative research. In introduction to qualitative research: Longman Publishing Group.*
- Teoh Ngee, (2009) , *Case Study of Factors Influencing Jobs Satisfaction in Two Malaysian Universities*, *International Business Research journal*.
- Turban, EEJ, (2004), " *Information technology for management* ", New York: John Wiley & Sons.
- Vecchio, R.P. (2000). *Organizational Behaviour*. 4th ed. Orlando: Harcourt
- Weiss, DJ., Dawis, RV., England, G.W., & Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire. Industrial Relations Center, University of Minnesota.*
- Welman, C, Kruger, F & Mitchel, B. 2007. *Research methodology*. 3rd edition. Cape Town: Oxford Press.
- Wood, G., Yaacob, A., & Morris, D. (2004). *Attitude towards pay & promotion in the Malaysian higher education sector.* *Employee Relations*, Vol.26, No. 2: 137-150.
- Zeithaml, V.A. and Bitner, M.J. (2000), *Services Marketing: Integrating Customer Focus across the Firm*, 2nd ed., McGraw-Hill, New York, NY

Zeithmal A. &Bitner J(2003) *Service Marketing: Integrated Customer Focus Across the Firm*, New York.

Appendices

Appendix A: Questionnaire

ST. MARRY UNIVERSITY COLLEGE

SCHOOL OF GRADUATES

MBA PROGRAM

QUESTIONNAIRE

Dear Respondents,

The purpose of this questionnaire is for **the assessment of factors that influence job satisfaction of frontline employee in Ethio telecom** offices held by a student of Masters of Business Administration in St. Mary's University. The information obtained will help to recommend plausible solutions for the observed problems. To obtain reliable and valid information for the research, your open and genuine response is highly appreciated. ***THERE ARE NO RIGHT OR WRONG ANSWERS*** and what is required is to show the level of your personal opinion to each item. Besides the confidentiality of the respondent's idea is highly kept and it is only for academic purpose so please feel free when you answer the questions. There is no need to mention contact address.

If you have any question, please don't hesitate to contact me by the following address:

Mobile: 0911-509865

Email: samrawitmulat@yahoo.com

Thank you for your cooperation!

Best Regards,

Samrawit Mulat

I. Background Information

Please circle from the alternative that is the most applicable answer to you in respect of each of the following items.

1. Gender
 - Female
 - Male
2. Age _____
3. Marital Status
 - Single
 - Married
 - Divorce
 - Widow
4. Educational Level
 - Diploma graduate
 - First Degree graduate
 - MBA/MSC
 - Other _____

5. How long have you worked in Ethio Telecom?
 - Less than 6 months
 - 6months -1 year
 - 1 – 2 years
 - 3 – 5 years
 - More than 5 years

6. Which of the following best describes your position here?
 - Clerical
 - Sales representative

- Contact center advisor

II. Minnesota Satisfaction Questionnaire (MSQ)

— If you feel that your job gives you more than you expected, check the box under “*Very Sat.*” (Very Satisfied),

— If you feel that your job gives you what you expected, check the box under, “*Sat.*” (Satisfied),

— If you cannot make up your mind whether or not the job gives you what you expected, check the box

under “*N*” (Neither Satisfied nor Dissatisfied),

— If you feel that your job gives you less than you expected, check the box under, “*Dissat.*”

(Dissatisfied),

— If you feel that your job gives you much less than you expected, check the box under, “*Very Dissat.*” (Very Dissatisfied).

	Motivators Factor	<i>Very Dissat.</i>	<i>Dissat.</i>	<i>N</i>	<i>Sat.</i>	<i>Very Sat.</i>
1	Achievement					
1.1	How satisfied are you with your job because it gives you feeling of accomplishment?					
1.2	Are you satisfied with the feeling of your contribution towards your company in a positive manner?					
1.3	Are you satisfied to work in this company because it recognizes your achievements?					
2	Advancement					
2.1	How satisfied are you with your opportunity to get a better job in this company?					
2.2	Do you satisfied with the company’s path for career advancement?					

2.3	Are you satisfied with your job allows you to learn new skills for career advancement?					
3	Work itself					
3.1	How pleased are you with your job requirements clarification?					
3.2	Are you satisfied with your job because it is challenging, stimulating, and rewarding?					
3.3	Are you satisfied by your work since it's according to your qualification and skills?					
4	Recognition					
4.1	Are you satisfied with this organization recognition and acknowledgement for your work?					
4.2	Are you pleased because When you do a good job, you receive the praise and recognition you deserve?					
4.3	How satisfied are you with getting the appropriate recognition for your contributions?					
5	Growth					
5.1	Are you satisfied because your job allows you to improve your experience, skills and performance?					
5.2	How satisfied are you with the adequate opportunities for professional growth in this organization?					
5.3	Do you satisfied for the reason you receive the training you need to do your job well?					
	Hygiene Factors					
6	Company policy					
6.1	Do you pleased to work for this company because the company policy is favorable for its workers?					
6.2	How satisfied are you with the organization's policies for promotion and advancement?					
6.3	How satisfied are you with the information you receive from management on the company's goals & strategies?					
7	Relationship with peers					
7.1	Are you satisfied since it is easy to get along with your colleagues?					
7.2	Do you satisfied for the reason that your colleagues are helpful and friendly?					
7.3	Are you satisfied because you receive enough opportunity to interact with other employees on a formal level?					
8	Work security					
8.1	How satisfied with your workplace welfare?					
9	Salary					

9.1	How satisfied are you for the reason your benefits are comparable to those offered by other organizations?					
9.2	Are you satisfied with your pay level and paid fairly you are your contribution?					
9.3	Are you satisfied with your benefit package?					
10	Relationship with supervisor					
10.1	Do you satisfied since your supervisor keeps you well informed about what's going on in the organization?					
10.2	How satisfied are you with your supervisor being a positive role model?					
10.3	Are you satisfied at work because of your relationship with your supervisor?					
11	Working conditions					
11.1	Are you satisfied because of the comfort you are provided at work?					
11.2	Are you satisfied to work for this company because of the pleasant working conditions?					
11.3	Do you satisfied with the pace of the workplace in this organization?					

Appendix B: Reliability test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.869	32

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Ach1 Achievement1	98.96	222.953	.369	.	.865
Ach3 Achivement3	98.39	230.158	.149	.	.870
Ach2 Achivement2	98.17	227.059	.300	.	.866
Adv1 Advancement1	98.26	237.111	-.072	.	.874
Adv2 Advancement2	98.52	225.170	.254	.	.868
Adv3 Advancement3	98.96	214.589	.458	.	.863
compol1 Companypolicy1	98.35	221.419	.713	.	.860

compol2 Companypolicy2	98.57	224.439	.495	.	.863
experiance workexperiance	99.30	233.403	.119	.	.869
compol3 Companypolicy3	98.35	223.237	.356	.	.865
Gro2 Growth2	99.39	218.794	.480	.	.862
Rec2 Recognition2	98.74	211.747	.712	.	.856
Rec3 Recognition3	98.78	212.269	.655	.	.857
Relpeer2 Relationship with peers2	97.65	220.419	.613	.	.861
Relpeer3 Relationship with peers3	97.78	225.814	.302	.	.866
Relsup3 Relationship with supervisor3	98.65	223.237	.307	.	.867
Salary1 Salay1	97.96	231.589	.197	.	.868
Relsup1 Relationship with supervisor1	98.74	211.383	.555	.	.860
Relsup2 Relationship with supervisor2	98.74	216.474	.451	.	.863
salary3 salary3	98.65	220.964	.402	.	.864
wcond2 working condition2	98.70	231.040	.128	.	.870
wcond1 working condtion1	99.00	229.182	.190	.	.869
work1 Workitself1	98.30	217.403	.482	.	.862
wcond3 working condition3	98.39	223.613	.304	.	.867
salary2 salary2	98.83	225.787	.234	.	.869
work3 workitself3	99.35	214.874	.504	.	.861
wsecurity Worksecurity	98.74	232.111	.066	.	.873
Relpeer1 Relationship with peers1	97.57	222.802	.525	.	.862
work2 Workitself2	99.13	215.664	.502	.	.861
Rec1 Recognition1	98.48	210.079	.768	.	.855
Gro3 Growth3	98.39	228.794	.302	.	.866
Gro1 Growth1	99.48	211.079	.635	.	.858

Appendix C: Factor Analysis

	Structure Matrix	Communalities
Ach1 Achievement1	.685	.642
Ach2 Achivement2	.726	.743
Ach3 Achivement3	.573	.837
Adv1 Advancement1	.751	.596
Adv2 Advancement2	.685	.715
Adv3 Advancement3	.726	.764
compol1 Companypolicy1	.723	.620
compol2 Companypolicy2	.819	.603
compol3 Companypolicy3	.785	.713
Gro1 Growth1	.656	.652
Gro2 Growth2	.598	.598
Gro3 Growth3	.875	.602
Rec1 Recognition1	.688	.689
Rec2 Recognition2	.713	.633
Relpeer1 Relationship with peers1	.783	.788
Relpeer2 Relationship with peers2	.881	.597
Relpeer3 Relationship with peers3	.828	.683
Relsup1 Relationship with supervisor1	.842	.809
Relsup2 Relationship with supervisor2	.644	.694
Relsup3 Relationship with supervisor3	.791	.640
Salary1 Salay1	.871	.719
salary2 salary2	.788	.708
salary3 salary3	.573	.678
wcond1 working condtion1	.883	.750
wcond2 working condition2	.480	.732
wcond3 working condition3	.691	.632
work1 Workitself1	.749	.627
work2 Workitself2	.613	.591
work3 workitself3	.751	.595
wsecurity Worksecurity	.808	.688

Appendix D: Relationship between job satisfaction and its facets

		Job Satisfaction
Advancement	Pearson Correlation Sig.(2-taild) N	.730** .000 282
Achievement	Pearson Correlation Sig.(2-taild) N	.696** .000 282
Company policy	Pearson Correlation Sig.(2-taild) N	.669** .000 282
Growth	Pearson Correlation Sig.(2-taild) N	.689** .000 282
Recognition	Pearson Correlation Sig.(2-taild) N	.774** .000 282
Relation with peers	Pearson Correlation Sig.(2-taild) N	.549** .000 282
Relation with supervisor	Pearson Correlation Sig.(2-taild) N	.589** .000 282
Work security	Pearson Correlation Sig.(2-taild)	.667** .000

	N	282
Work itself	Pearson Correlation	.620**
	Sig.(2-taild)	.000
	N	282
Work condition	Pearson Correlation	.715**
	Sig.(2-taild)	.000
	N	282
Salary	Pearson Correlation	.536**
	Sig.(2-taild)	.000
	N	282

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix E: Multicollinearity Test

		Job Hygiene	Job Motivator	Job satisfaction
Job Hygiene	Pearson Correlation	1	.374**	.773**
	Sig. (2-tailed)		.000	.000
Job Motivator	Pearson Correlation	.374**	1	.744**
	Sig. (2-tailed)	.000		.000
Job satisfaction	Pearson Correlation	.773**	.744**	1
	Sig. (2-tailed)	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix F: Regression

Model Constant	Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
				Lower Bound	Upper Bound
Company policy	.273	8.779	.000	.162	.256
Relation with peers	.195	6.447	.000	.092	.173
Relation with supervisor	.273	9.334	.000	.132	.203
Salary	.131	4.220	.000	.049	.134
Work condition	.310	8.538	.000	.146	.233
Work security	.125	3.492	.000	.029	.102
$R^2=.815$					

- a. Predictors: (Constant), Work security, Relation with supervisor, Company policy, Relation with peers, Salary, Work condition
 b. Dependent Variable: Job satisfaction

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Asst.prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

SamrawitMulat

Name

Signature& Date

ENDORSEMENT

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

Advisor

Signature & Date

