

Analysis of Factors Affecting Employees' Job Satisfaction in Selected Bureaus of Oromia Regional State, Ethiopia

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Abstract

In public service institutions, employees' job satisfaction is a topic of wide interest. Employees who possess high levels of job satisfaction are more productive. However, public services are characterized poorly. The main objective of this study was to assess factors affecting employees' job satisfaction. The study employed both quantitative and qualitative approaches. The SPSS statistic was used for the descriptive and inferential analysis. The findings indicate high level predictive power for the dependent variable, explaining average responses of greater than or equal to the moderate level. The average mean values of responses also determine the acceptance level of the determinant factors. The coefficient of determination describes the influential power of the determinant factors. The Pearson Correlation Coefficient also describes positive relations and statistically significant between and among the variables. Although the implementation process has brought tangible results, it is not free from some challenges. Lack of feeling of employees in fair amount of pay which hinders the motivation of employees; poor relations between leaders and employees; unattractive working environment; inconsistent type of training with discipline (education background); lack of applying modern technology and weak office lay out which is difficult to the customers as well as the staff themselves are the limitations pinpointed. To enhance employees' job satisfaction and their competitiveness, the institutions need strengthening the efficiency and effectiveness of contributing factors.

Key Words: Job Satisfaction, Public Service, Employees

1. Introduction

In public service institutions, job satisfaction describes how content an employee is with his or her job. There are a variety of factors that can influence employees' level of job satisfaction. Many researchers found different factors of employees' job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system, the quality of the working conditions, leadership and social relationships and the job itself, the interest and challenge the job generates and the clarity of the job description (Mosammod, M. and Nurul, K., 2011). According to these writers, other influences on job satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups.

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© 2022 Ethiopian Civil Service University (ECSU).

ISSN 2519-5255(print) ISSN 2957-9104(online)



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Job satisfaction is a very important attribute which is frequently measured by public institutions. Effective public service institutions are those which are able to create an environment where the potential of each employee is recognized and enthusiastically applied in achieving the objectives of the institutions. In the present world, the level of employee's involvement and the quality of work are directly proportional to the accomplishment of institution and contributes towards its progression. It is an integral duty of the managers to always be concerned with recognizing the ways to increase morale, productivity and gain competitive advantage. An employee will get inclined towards the growth and accomplishment of the institution only if he/she is satisfied with his/her work as well as with the institution (Grover, H. and Wahee, S., 2013).

An employee's overall satisfaction with his/her job is the result of a combination of factors – and financial compensation is one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned (Brian, H., 2019). Happy workers are productive workers and productive workers are likely to be happy. Employees' job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the public institutions by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employees' job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance (Singh, J. & Jain, M., 2013).

Employee satisfaction or dis-satisfaction is related with institutional development. If the employees are satisfied by working in the institution, it is better for the institution. Employees are the root element of public service institutions. That's why factors affecting employee job satisfaction is a major considerable matter for institutions (Darge, M., 2015). Therefore, public service institutions require continuous research on factors affecting employees' job satisfaction in the current dynamic and highly competitive environment among public service institutions. The employees of the institutions are valuable assets to the organization and if they are highly satisfied, they provide more services. So, in this competitive environment, it is necessary to know employees' attitude towards their jobs and to measure the level of their satisfaction with various aspects of factors affecting employees' job satisfaction. Efficient human resource management and maintaining higher job satisfaction levels in public service institutions determines not only the performance of the institutions, but also growth and performance of the entire economy (Bhatti, N. and Raza, A., 2011).

2 Statement of the Problem

According to Singh, J. & Jain, M. (2013), happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the public institution by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance.

Although the adoption of the Federal Civil Service System in Ethiopia seems to have strong conviction in that the existence of an efficient and effective civil service institutions, the system has been facing many challenges. The challenge for most managers today is to keep the staff motivated in order to perform well at the work place (Emmanuel, K., Isaac O. & Stephen, O., 2015). The convenient workplaces for the staff are requirements for improving productivity, quality of outcomes and employees job satisfaction. However, lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess are the major factors determine job dissatisfaction in public service institutions. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover (Pech, R. & Slade, B., 2006).

Birhane, G. (2016) examined the determinant factors affecting employees' job performance in Ethiopia. In the implementation of these internal practices, the institution faced problems in relation to formal follow system after training was conducted; inequitable salary and unfair promotion; and limitation in participating employees in decision making. He also found that the mean value for motivation, leadership, organizational culture and working environment were below average which indicates that there were limitations in encouraging employees in practicing effective service provision. Kenneth, N. (2012) explored factors affecting provision of service quality in the public health sector, focusing on employee capability, technology, communication and financial resources. The researcher found that low employee's capacity led to a decrease in employees' job satisfaction. The researcher also showed that work environment has a significant effect on employees' job satisfaction in service delivery.

Taye, Y. (2011) conducted research on the civil service reform in the delivery of public services which is implemented in Adama City Administration. His study findings indicated that the behavioral changes of employees towards serving clients in fair manner were not observed. The study revealed that factors such as small amount of remuneration, benefits, and salary were the determinant of employees' job satisfaction. According to Darge, M. (2015), the management of the organization did not work on employee job satisfaction to achieve the established objectives of the organization. He found that high professional staff turnover indicates the existence of the problem; and factors influence job satisfaction and the level of job satisfaction is unclear. A very challenging issue is decline in professional workers and rising turnover. The organization is failed to attract and retain high quality professional staffs.

As job satisfaction is an attitude of employees over a period of his/her job, so the factors affecting job satisfaction changes over the period of time. Perhaps, in today's business climate of continuous changes and uncertainty, the importance of factors affecting job satisfaction to institutional performance has no question. As work is an important aspect of people's lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction of employees is crucial in improving employees' performance and productivity. From these researches' findings, it can be said that public service institutions have faced challenges in attaining job satisfaction of their employees. In order to assess the employees' job satisfaction, it is vital to identify the aspects that concern them (Grover, H., & Wahee, S., 2013).

Therefore, this study identifies factors affecting employees' job satisfaction in the current dynamic and highly competitive environment among public service institutions. The study also identifies the gaps with other research findings. The above statements guide the study in

building up research questions. Based on this background information, the study uses the following basic research questions: a) What are the overall bundle levels of employees' job satisfaction? b) Which factors dominantly predict the job satisfaction? And c) What are the challenges the institutions have been facing in employees' job satisfaction?

2. Literature Review

2.1 Definitions and Concepts of Job Satisfaction

Job satisfaction is one of the academic concepts that have received worldwide attention in the field of human resource management. Job satisfaction is defined as a positive feeling about one's job resulting from an evaluation of its characteristics. The term job satisfaction refers to the attitude and feelings people have about their work. People's level of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Robbins, S. & Judge, T. 2007, Molla, M. (2015) and Aziri, B., 2011). According to Mosammod, M. & Nurul, K. (2011), job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc.

Job satisfaction explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at work place. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. According to Amanuel, E. (2020), job satisfaction is emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. Job satisfaction is also required as a psychological state of people when an individual's needs and aspirations are fulfilled in a workplace (Molla, M. 2015).

To ensure the achievement of institutions' goals, the institution creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction (Amanuel, E. 2020). According to Luddy, N. (2005), Herzberg's two factors is a set of motivators that drives people to achieve performance. The theory consists of two dimensions known as "hygiene" factors and "motivator" factors. Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dissatisfies (supervision, interpersonal relations, physical working conditions, salary, benefits, job security, etc.), which concern the context in which the job has to be done. The theory suggests that job dissatisfaction ensues in those cases where hygiene factors are absent from one's work environment. Conversely, when hygiene factors are present, e.g. when workers perceive that their pay is fair and that their working conditions are good, barrier to job satisfaction is removed.

However, the fulfillment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction. The degree of satisfaction is different between the standard and what is actually received from a job. Interpersonal comparison theories compare what a person wants (the standard) with, what she or he receives. The smaller the difference, the greater the satisfaction will be. Motivation is the process by which a person effort are energized, directed and sustained towards attending goals (Robbins, S., 2003).

Many scholars in the social-psychology literature provide ample support for the views that happy mood state is more likely provide social behaviours (Aderman, D., 1972). Intrinsic factors refer to the attitude of the individual towards her/his job while the extrinsic factors refer

to the factors related to the working environment. When combined, these two factor groups ensure the job satisfaction of the individual. Intrinsic job satisfaction is when workers consider only the kind of work they do, the tasks that make up the job. Extrinsic job satisfaction is when workers consider work conditions, such as their pay, coworkers, and supervisor. Furthermore, intrinsic motivation refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is naturally satisfying to individual. Intrinsic motivation occurs when an individual is able to focus on internal drivers as the impetus for doing something. A survey from the Chopra Center also included five components of job satisfaction: engagement; respect, praise and recognition; fair compensation; motivation and life satisfaction (Fobbe, P., 2020).

Morangi, S. & Njambi, C. (2016) identified several intrinsic factors that influence employee motivation. These included employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors. The study, further, established that the intrinsic factors that influence employee motivation include empowerment and autonomy, employees' view of their work, organization trust, skill variety requirements among others. According to Herzberg (1950) cited by Tesfaye, W. (2018), achievement, recognitions, work itself, responsibility, advancement and psychological growth were considered as intrinsic factors. On the other hand, salary, work conditions, relation with co- employees and supervisors, institutional policies, job security, status and personal life were considered as extrinsic factors.

2.4 Conceptual Framework

Of course, every person is unique in what they wish to achieve from their work, but there are some job satisfaction factors that most agree on. Job satisfaction depends on several different factors such as satisfaction with pay, promotion opportunities, fringe benefits, job security, relationship with co-workers and supervisors, etc. There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction. These studies have revealed consistent correlation of certain variables with the job satisfaction.

The Job Satisfaction-Service Performance Model is premised on the logic that satisfied employees will deliver quality services to both internal and external customers (Wilson, A. & Frimpong, J., 2004). Schlesinger, L. & Heskett, J. (1991) termed the model as “The cycle of success model” suggests that satisfied employees will deliver high service quality. The apparent logic is that employees who are satisfied with their jobs tend to be cooperative, helpful, respectful and considerate to both co-workers and customers. Some of the key conceptual and empirical bases of this service performance model mainly include work itself, promotion, pay, supervision and environment condition.

Thus, this study is mainly based on the conceptual framework which adopted from different theories and researchers' findings stated to the concepts of employee job satisfaction stated. The conceptual frame work is mainly developed based on Wilson, A. & Frimpong, J. (2004), Schlesinger, L. & Heskett, J.(1991), Mosammod, M & Nurul, K. (2011), Amanuel, E. (2020), Abuhashesh, M.& Ra'ed, M. (2019), Darge, M. (2015), Tefera, Z. (2017) and Morangi, S. & Njambi, C. (2016). Some modifications are taken as depicted in figure below. The conceptual framework has six independent variables that encompass their own items and one dependent variable. These independent variables mainly constructed based on their own dimensions.

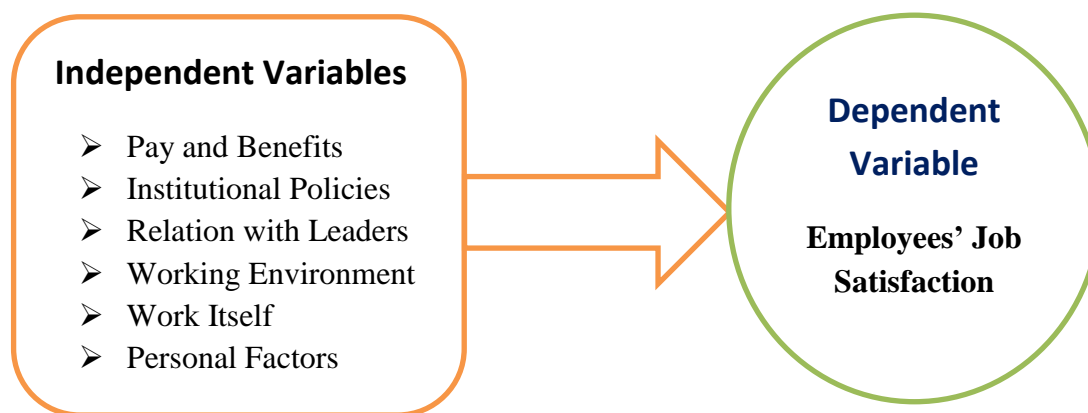


Figure 2.1: Modified Conceptual Framework

3. Study Methodology

3.1 Study Areas

The study areas constituted selected Bureaus of Oromia Regional State. The participants of this study were from these selected bureaus. The selected bureaus were based on the sectors of the services. From each sector the bureaus were selected randomly. For the sake of similar characteristics, the respondents were taken from these bureaus that encompass Bureau of Finance, Trade and Industry, Construction, Health and Public service, and Human resource development.

3.2 Study Design

The research design was intended to provide an appropriate framework for a study. A very significant decision in research design process is the choice to be made regarding research approach since it determines how relevant information for a study is obtained. The choice of appropriate design largely relies on the type of the research questions that the study intends to deal with. It is also a procedural plan, structure and strategy of investigation; so it is concerned as to obtain answers to research questions or problems (Kumar, R., 2011). Since, this study deals with the analysis of factors affecting employees' job satisfaction, this type of inquiry favors the use of descriptive research approach which describes the practice of the civil service institutions. According to Kothari, C. (2004), the major purpose of descriptive research is a description of the state of affairs as it exists at present.

Based on the purpose of the study and the nature of the problem under the investigation, a mixed research approach is employed. Mixing both quantitative and qualitative data were collected. Mixed research design is the most appropriate for this study. Mixing the two methods is suitable for the purpose of triangulation and helps in answering the basic research questions. The quantitative research approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. It is specific, well structured, have been tested for their validity and reliability, and explicitly defined and recognized (Kumar, R., 2011). On the other hand, qualitative research approach is related to understanding some aspects of social life and its methods which generate words, rather than numbers, as data for analysis (Kothari, C., 2004).

Since this study employs a descriptive research design on employees' job satisfaction, it describes relevant aspects of the phenomena of interest from individual respondents. Therefore, this research design enables the study to gather data from a wide range of respondents. The data was collected through a well-structured questionnaire with closed and open-ended that gathered from experts, middle and low level employees of the institutions; and semi-structured interviews and focused group discussions were conducted with middle level managers, experts and employees of the institutions. The importance of collecting and considering primary and secondary as well as both qualitative and quantitative data were used to triangulate and supplement the diverse data generated from different sources which in return used to make the research findings reliable.

3.3 Study Population and Sample Size Determination

Employees of the bureaus have been taken as universe population and employees of selected bureaus have been taken as study target population. The selected institutions have been taken based on the sectors of the civil services. Random sampling was used to increase the probability of fair selection among members of the population. Sample respondents were selected from individual employees, experts, low, middle and top level management of the selected institutions randomly. Many statistical books discuss methods for estimating sample size. There are several software programs available to help with sample size calculation. The sample of this study was calculated by using Taro Yamane (Yamane, T, 1973) formula with 95% confidence level and 5% margin of error which is presented as follows.

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

Where n is the sample size, N is the population size, and e is the level of error.

The selected bureaus have a population of 1840 which 329 respondents were taken as sample respondents out of which 302 were correctly filled and returned.

3.4 Data Collection Instruments

Data collection instruments (questionnaire, interviews and focused group discussions) were used to gather the required data. The primary data was collected primarily from first hand sources through these data collection instruments. The questionnaire was prepared in terms of close-ended responsive/ numerical questions/ and open-ended non-numerical questions/ narrative/. In addition to the structured questionnaire, three focused group discussions and five interviews were conducted.

3.5 Data Quality

Data quality was assured using appropriate data collection process techniques such as giving orientation to data collectors about the contents of the questionnaire. The questionnaire was distributed for the respondents to be filled in with the help of data collectors. Data collectors assisted the respondents in case of difficulties; reporting problems were countered at the time of data collection immediately by the researcher; and taking appropriate measures. Questionnaires were checked for missing values and inconsistency. Those found with missing values and inconsistencies were excluded from the study and considered as non-respondent.

3.6 Data Analysis Method

After the completion of data collection process, data screening, coding, entering and analyzing were made so as to check the consistency and validity of data collected with different tools. Data from questionnaire is analyzed through both descriptive and inferential statistics using SPSS software version 25 (Statistical Package for Social Science). The closed-ended quantitative method was organized using the Likert five scale format (considered on 1-5 points scale, '1' represents the lowest level of agreement or high disagreement, whereas '5' represents the highest level of agreement or high agreement). The points of the scale indicate the degree of agreement level of the respondents. According to Chileshe, N. & Kikwasi, G. (2014), the mean values of satisfaction lies in less than 50% is considered as low, in between 50%-65% is considered as average and 65% and above is considered as high level of satisfaction. The descriptive statistics (frequency distribution, percentile, minimum, maximum, mean and standard deviation) is used to examine the general level of the determinant factors. The inferential statistics (reliability test, correlation coefficient test and regression analysis) is also used to consider the reliability of this study.

Reliability of the instrument: Internal consistency reliability is a measure of consistency between different items of the same construct. For testing the reliability of the data instrument, Cronbach's alpha coefficient of reliability calculated to test the reliability of the research instruments. According to Lombard, M. (2010), coefficients of 0.90 or greater are nearly always acceptable, 0.80 or greater is acceptable in most situations and 0.70 may be appropriate in some exploratory studies for some indices. According to Zikmund, W., Babin, B. & Griffin, M. (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.

Correlation coefficient test: Pearson correlation coefficient is a static tool that indicates the degree to which two variables are related to one another. For testing the relationship between and among the variables, Pearson correlation coefficient was calculated. According to Ahmed, M. (2015), Mosammod, M. & Nurul, K. (2011), the sign of a correlation coefficient (- or +) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. The range of correlation coefficient(r) and strengthens of the correlation are described as follows.

Table 3.1: Pearson Correlation

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Multiple Regression Mathematical Equation: Regression analysis is a statistical tool and a systematic method that is used to investigate the effect of one or more predictor variables on dependent variable. Thus, this multiple regression is used in order to investigate the effect of each and overall bundle of determinant factors on the dependent variable. The coefficient of determination (denoted by adjusted R^2) is a key output of regression analysis; and is the square of the correlation (r) between predicted variable

and actual variable; thus, it ranges from 0 to 1. An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable. The Durbin-Watson statistic will have a value between 0 and 4. A value of 2.0 indicates that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation.

The independent variables treated in the study are payment and benefits (PB), institutional policies (IP), relation with leaders (RL), working environment (WE), work itself (WI) and personal factors (PF). On the other side, employees' job satisfaction (EJS) is considered as the dependent variable. In order to measure the extent of the effects of the independent variables on the dependent variable, Multiple Regression Mathematical Equation is used. The Multiple Regression Mathematical Equation is described as:

$$EJS = \beta_0 + \beta_1 PB + \beta_2 IP + \beta_3 RL + \beta_4 WE + \beta_5 WI + \beta_6 PF + e$$

B_0 is the intercept term that gives the mean effect on dependent variable of all the variables excluded from the equation. Its interpretation is the average value of EJS when the stated independent variables are set equal to zero. B_1 , β_2 , β_3 , β_4 , β_5 , and β_6 refer to the coefficient of their respective independent variables which measure the change in the dependent variable per unit change in their respective independent variables; and e reflects the error term.

4. Results and Discussions

4.1 Background Information of the Respondents

Background information of the respondents is important in giving professional responses to each question. The information includes sex, age and educational qualification of the respondents. Positions and service years in the institution were also identified.

Table: 4.1 Gender, age and educational level of the respondents

Items	Options	Oromia Regional State	
		Frequency	Percent (%)
Sex	Female	142	47
	Male	160	53
	Total	302	100
Age (in year)	18-22	18	6.0
	23-28	127	42.1
	29-32	69	22.8
	> 32	88	29.1
	Total	302	100
Education level	Grade 9-10	4	1.3
	Grade 11-12	28	9.3
	Diploma	82	27.2
	1 st Degree	148	49.0
	2 nd Degree	40	13.2
	Total	302	100

Source: Field survey (2022)

As per Table 4.1, 53 % respondents were male and 47% were female. This shows that sample size of respondents' sex gap is relatively low. The information gathered on the age of respondents showed that, 29.1% of the employees are aged above 32 years. This shows that more of the employees of the institutions are youths who need practical based capacity building to serve the citizens.

On the other hand, the gathered information on educational level shows that most of the respondents have educational level of first degree and above (61.2%) of which most of them were first degree holders. This describes that the respondents have the right qualification in giving the right responses. Table 4.2 describes that most of the respondents have a position of expert and above. This shows that the respondents have opportunities in ensuring reliable data on factors affecting job satisfaction. The information on working duration of the employees in the institution showed that most of the respondents have worked for a period of more than 2 years. This also describes the right qualification in giving the right responses.

Table: 4.2 Position and work experience of the respondents

Items	Options	Oromia Regional State	
		Frequency	Percent (%)
Position in the institution	Individual worker	51	16.9
	Expert	176	58.3
	Beginner manager	46	15.2
	Middle level manager	29	9.6
Work experience in the institution in years	< 2 year	26	8.6
	2-5 year	115	38.1
	5-10 year	91	30.1
	> 10 year	70	23.2

Source: Field survey (2022)

4.2. The Overall Responses of the Respondents

In this section, details are given to the items of the assessment of factors affecting employees' job satisfaction. The result of respondents' perception in the assessment process is used as an instrument for identifying the determinant factors.

Table 4.3: The minimum, maximum, mean and standard deviation values

Determinant Variables	Minimum	Maximum	Mean	Std. Deviation
Pay and Benefits	1.00	5.00	2.4503	.90263
Institutional Policies	1.00	5.00	2.7638	.81962
Relations with Leaders	1.00	5.00	2.9993	.82720
Work Environment	1.00	5.00	3.0265	.81715
Work Itself	1.00	5.00	3.1589	.86153
Personal Factors	1.00	5.00	2.9272	.84805
Average Mean Value			2.8877	
Valid N (listwise) =302				

Source: Field survey (2022)

Table 4.3 describes the minimum, maximum, mean and standard deviation values of the overall determinant variables. The average mean value of the responses on all the determinant factors also describes 2.8877 which is above cut-off point, 2.5. This shows that the implementation of the determinant factors describes average level of employees' job satisfaction of the institution

4.3 Reliability of the Instrument

Table 4.4 describes the reliability of the construct items that are evaluated using Cronbach's coefficient alpha. The average result of the reliability test of the variables is 0.882 which exceeds the minimum acceptable cut-off point 0.70 for all scale variables. Thus, the data collected from respondents was reliable and consistent with the scale. This suggested that the internal reliability in this study was acceptable and signified to be good in all determinant factors. The data gathered in terms of the items of the determinant factors can be used for regression analysis.

Table 4.4 Reliability analysis of the determinant factors

Determinant Variables	No. of items	Oromia Regional State
Pay and Benefits	5	.880
Institutional Polices	6	.861
Relations with Leaders	5	.889
Work Environment	5	.854
Work Itself	5	.886
Personal Factors	5	.872
Overall Job Satisfaction	6	.934
Average		.882

Source: *Field survey (2022)*

4.4 Correlation Analysis

Determining the degree of association between the determinant variables and dependent variable is the main purpose of conducting an analysis using Pearson correlation.

Table 4.5 Pearson Correlation Analysis

	OJS	OPB	OIP	ORL	OWE	OWI	OPF
Overall Job Satisfaction (OJS)	1.000						
Pay and Benefits (OPB)	.356	1.000					
Institutional Polices (OIP)	.148	.543	1.000				
Relations with Leaders (ORL)	.389	.361	.353	1.000			
Work Environment (OWE)	.455	.293	.298	.426	1.000		
Work Itself (OWI)	.272	.195	.203	.359	.406	1.000	
Personal Factors (OPF)	.508	.328	.213	.420	.406	.357	1.000

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

Source: *Field survey (2022)*

Table 4.5 describes the correlation analysis between the independent variables and the dependent variable; and among the independent variables. The result shows that the existing practices of personal factors ($r=0.508$) has substantial association; pay and benefits ($r=0.356$), relation with leaders ($r=0.389$) and work environment ($r=0.455$) have moderate association; and Institutional policies ($r= 0.148$) and work itself ($r= 0.272$) have low association. All the determinant factors have positive relationship and statistical significant at 0.01 level.

4.5 Regression Analysis

Regression analysis is a systematic method that is used to investigate the effect of one or more predictor variables on dependent variable. Thus, this multiple regression and coefficient of determination are used in order to investigate the effect of each and overall bundle of determinant factors on the dependent variable. Table 4.6 shows the model summary of overall bundle determinant factors. The overall bundle of determinant factors explains 61.7% ($R^2 = 0.617$) of the dependent variable. This implies that 61.7% of employees' job satisfaction in the institutions clearly depends on the independent variables while the remaining 38.3 % is determined by other unaccounted factors. The result of the Durbin-Watson value is 1.898 which is significant and approximate to 2 that indicates positive autocorrelation. The F value is 30.147 at 0.000 significant level which also indicates that the model is good as its value is greater than 1 at $P<0.0$.

Table 4.6 Model summary the overall bundle of determinant factors

Institutions	Adjusted R Square	Change Statistics			Durbin-Watson
		F Change	df	Sig. F Change	
Oromia Regional State	.617	30.147	6	.000	1.898

Source: *Field survey (2022)*

Table 4.7 shows the relative contribution of each independent variable by taking the beta value under the unstandardized coefficients. The higher the beta value indicates the strongest its contribution to the dependent variable.

Table 4.7 Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.307	.233		1.319	.188
Pay and Benefits (OPB)	.233	.061	.220	3.844	.000
Institutional Polices (OIP)	.187	.066	.159	2.835	.005
Relations with Leaders (ORL)	.145	.065	.125	2.243	.026
Work Environment (OWE)	.303	.065	.258	4.677	.000
Work itself (OWI)	.001	.058	.001	.012	.991
Personal Factors (OPF)	.354	.061	.313	5.766	.000

Source: *Field survey (2022)*

Accordingly, personal factors (Beta=0.354) makes the strongest contribution in explaining the dependent variable in which the results revealed that, a one unit increase in personal factors would lead to a 0.354 unit increase the level of employees' job satisfaction and followed by work environment (B=0.303) and pay and benefits (B=0.233). Each these four variables have a statistically significant contribution (Sig < 0.05) for the prediction of the dependent variable. Institutional policies (B=0.187), relation with leaders (B=0.145) and work itself (0.001) show statistically insignificant and less contribution for the prediction of the dependent variable.

The equation of multiple regressions is built on dependent variable and independent variables. Therefore, using the result in the regression coefficient described in table 4.7, the estimated regression model is also shown below.

$$EJS=0.307+0.233PB+0.187IP+0.145RL+0.303WE+0.001WI+0.354PF$$

These coefficients indicate the amount of change in the dependent variable due to changes in independent variables. All independent variables have positive and significant contribution to the employees' job satisfaction except work itself.

4.6 Discussions

Amanuel, E. (2020) found that the most significant contributing factor for job satisfaction in civil service institutions is manager's relationship with employees followed by work environment. Whereas, pay and benefits contributing less to the job satisfaction. Abuhashesh, M. & Ra'ed, M. (2019) found that salaries are the most significant factors in determining employees' job satisfaction. Darge, M. (2015) found that the employees were found to be most satisfied with relationships with co-workers and the least satisfied in payment. He also found that relationship with leaders, compensation and benefit and work environment are less significant factors influencing employee job satisfaction. According to Emmanuel, K., Isaac, O. & Stephen, O. (2015), recognition, task itself; work environment, and job security appeared to influence job satisfaction than payment paid to the employees.

According to Mosammod, M. & Nurul, K., (2011), found that work conditions, fairness, promotion, and pays are key factors affecting employees' job satisfaction. Tefera, Z. (2017) indicated that most employees are satisfied with the work environment (73.90%). On the other hand, employees seem to be dissatisfied with the job safety and health management. The employees are also dissatisfied with the salary and benefits package of the hospital (62.11%). He also found that most of the employees (73.91%) were satisfied with their work environment and majority of the respondents (63.57%) are dissatisfied with the current salary and benefits schemes. Bushiri, C. (2014) realized that work environment (58%) had a moderate relationship with employees' job satisfaction.

Anin, E., Ofori, I. & Okyere, S. (2015) found that the average mean score under pay and benefits was 3.91, work environment was 3.71 and the work itself was 3.90. According to Emanuel, E. (2020), employees are satisfied with their job in relation with work environment, pay and benefits and the relations with leaders as indicated by a mean value of 3.838, 3.299 and 4.080. Girma, Y. (2018), the beta value of work nature was 0.296 and statistically significant at $p < 0.05$. The beta value of working environment was 0.676, and is statistically significant at $p < 0.05$. The beta value of pay and benefits was 0.317, $p < 0.05$ and significant.

On the other hand, this study describes that the respondents responded to pay and benefits to the low level (49%) while the responses of the respondents to institutional policies, relation with leaders, work environment, work itself and personal factors shows average level of satisfaction. The average mean score under pay and benefits is 2.45, work environment is 3.03, relation with leaders is 2.9993 and the work itself is 3.16. Generally, this study describes that except pay and benefits, all determinant factors have average level of contributions in determining the employees' job satisfaction. However, the past literatures reveal different results on the same factors. It is observed that the significant factors affecting employees' job satisfaction for different institutions are different at different times. From this study it is observed that all independent variables have positive and significant contribution to the employees' job satisfaction except work itself. This study's result favors some of the earlier researches.

5. Conclusions

The determinant factors describe average level of satisfaction, explaining average responses of greater than or equal to the moderate level. The average mean values of responses also determine the acceptance level of the determinant factors in contributing to the employees' job satisfaction. The coefficient of determination describes acceptable determination of the determinant factors. The Pearson Correlation coefficients also describe positive relations and statistically significant between and among the variables. Though all the dependent variables have positive contributions in predicting the dependent variable, their contributions are different and some are insignificant. Pay and benefits, institutional policies, relation with leaders, work environment and personal factors are statistically significant factors in affecting employees' job satisfaction.

Although implementation practices of employees' job satisfaction have brought about acceptable results, they are not free from some limitations. The interviews and focused group discussions identify both positive results and limitations. Lack of feeling of employees in fair amount of pay and benefits which hinder the motivation of employees; poor relations between and among leaders and employees; uncomfortable working environment and organizational culture; lack of applying modern technology and weak office lay out which is difficult to the customers as well as the staff themselves are the major limitations pinpointed.

6 Recommendations

The findings identified some constraints which together conspire to work against achieving expected performance in the institutions. To enhance employees' job satisfaction and their competitiveness, the institutions need to take corrective measures to improve and strengthen the efficiency and effectiveness of contributing factors as follows.

- **Pay and benefits:** Civil service employees are the backbone of public service. The institutions should improve the current pay and benefits of employees through different compensation and remuneration packages that include recognitions, promotions, rewarding, and building employees' capacity through training and education opportunities to enhance employee's job satisfaction.
- **Institutional policies:** Institutional policies are very important for institutions to have a fair and equal system of employees. So the institutions should perform clear guidelines on how promotions are done and create goals and action plans strategies that recognize the behaviors and accomplishments of their employees that develop employees' job satisfaction.
- **Leaders' relations with employees:** Leadership translates vision, mission and values of the institution into reality with its employees. The leaders should give values to the creative

ideas of their employees; give freedom to the employees to express their ideas; participates employees to take part in decision making; treat inspire every employee equally; adopt new technology; and have strategies that meet the needs of employees in service delivery.

- **Work environment:** A safe and healthy working environment is a key in enhancing efficient service delivery. To facilitate comfortable work environment (technical, human and organizational), the institutions should provide employees all necessary tools and equipment to enable them to discharge their duties effectively; provide an environment in which employees feel safe and secure; and encourage employees interaction through peers, team and work groups.
- **Work itself:** Job characteristics and job complexity mediate the relationship between personality and job satisfaction. To make the work preferable and joy full job, the institutions should ensure individual and group decision making; opportunities for social interaction; team units of work; so that employee can experience a sense of accomplishment and a variety of skills and abilities.
- **Personal factors:** Personal factors are the process that initiates, guides, and maintains goal-oriented behaviors. Institutions must ensure that the employee is happy and has a positive outlook on life. To develop the positive views of employees, the institutions should ensure job security, different incentive mechanisms and encourage its employees to solve their work-related problems.

Acknowledgment

First and for most, I am profoundly indebted to my University, ECSU, who sponsored the whole burden of covering all expenses that would help me to accomplish my study. I also thank all the respondents in giving their responses following the data collection instruments. I would like also to express my heartfelt gratitude for the blind reviewers who gave me incredible comments and suggestions to improve the paper.

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