

**Job Satisfaction among a Toll Free Telephone Counselors
In Wegen AIDS Talk Line of National AIDS Resource Center
(ARC) in Addis Ababa, Ethiopia**

MSW Dissertation Research Project

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Prepared By

Daniel Ayalew Teshale

(Enrollment Number - 099125435)

Project Supervisor

Sebsib Belay (Mr)

**Indira Gandhi National Open University
School of Social Work**

**September, 2013
Addis Ababa, Ethiopia**

DECLARATION

I hereby declare that the dissertation entitled **JOB SATISFACTION AMONG A TOLL FREE TELEPHONE COUNSELORS IN WOGEN AIDS TALK LINE OF NATIONAL AIDS RESOURCE CENTER (ARC) IN ADDIS ABABA, ETHIOPIA** Submitted by me for the partial fulfillment of the MSW to Indira Gandhi National Open University (IGNOU). New Delhi, it is my own original work and has not been submitted earlier, either to IGNOU or to any other institution for the fulfillment of the requirement for any other program of study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

Place- Addis Ababa, Ethiopia

Date- September, 2013

Signature.....

Enrolment NO - 099125435

Name - Daniel Ayalew Teshale

Address- Addis Ababa, Ethiopia

CERTIFICATE

This is to certify that Mr. **DANIEL AYALEW TESHALE** student of MSW from Indira Gandhi National Open University, New Delhi was working under my supervision and Guidance for his/her project Work for the course **MSWP-01**. His project work entitled **JOB SATISFACTION AMONG A TOLL FREE TELEPHONE COUNSELORS IN WOGEN AIDS TALKLINE OF NATIONAL AIDS RESOURCE CENTER (ARC) IN ADDIS ABABA, ETHIOPIA** which is submitting is his genuine and original work.

Place- Addis Ababa, Ethiopia

Date- September, 2013

Signature.....

Name of the Supervisor- Sebsib Belay (Mr.)

Address of the supervisor -Addis Ababa, Ethiopia.

Phone No +251-911-16 52 64

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Abbreviation and Acronyms

- ❖ **AIDS** - Acquired Immune Deficiency Syndrome
- ❖ **AAU** – Addis Ababa University
- ❖ **CDC** -US Centers for Disease Control and Prevention
- ❖ **FGD** – Focus Group Discussion
- ❖ **HIV**- Human Immune Virus
- ❖ **MOH**- Ministry of Health
- ❖ **NARC** – National Aids Resource Center
- ❖ **HSDP**- Ethiopian Health Sector Development Program
- ❖ **MSQ** - Minnesota Satisfaction Questionnaire.
- ❖ **HSJSQ** -Human Service Job Satisfaction Questionnaire
- ❖ **JDI**- Job Descriptive Index
- ❖ **JSS**- The Job Satisfaction Survey
- ❖ **PEPFAR**- President’s Emergency Plan for AIDS Relief
- ❖ **PLWHA** –People Living with HIV/AIDS
- ❖ **STI** -sexually transmitted infections
- ❖ **TB**- Tuberculosis
- ❖ **UNAIDS**- United Nation Program on HIV/AIDS
- ❖ **WHO**- World Health Organization
- ❖ **OLJS** -Overall Level of Job Satisfaction Scores

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Abstract

The purpose of this study was to examine the current level of job satisfactions and factors affecting the level of job satisfaction among a toll free telephone counselors who are currently working at Wegen AIDS Talk Line Center. In this journey it is tried to examine the Intrinsic and Extrinsic characteristics to telephone counselors' level of job satisfaction and it has also tried to map out the concept of job satisfaction by telephone counselors. In addition the study determined the relationships between some selected socio demographic variables and work setting characteristics with the overall job satisfaction of toll free telephone counselors. Participants included 61 Telephone counselors working in Wegen AIDS Talk Line Center. Using Minnesota Satisfaction Questionnaire (MSQ-short form), Key informant Interviews, Focus group discussion and observation the following research questions were investigated: What is the overall job satisfaction level of Wegen AIDS Talk Line telephone counselors? How do telephone counselors perceives the term 'job satisfaction' What are the most important Intrinsic and Extrinsic values to telephone counselors job satisfaction, What factors do affect telephone counselors' levels of job satisfaction? And what is the relationship between selected demographic variables and work setting characteristics with the overall job satisfaction of Wegen AIDS Talk Line telephone counselors? As measured by the Questionnaire, The analysis examined that the majority of the counselors were generally satisfied with (59%, n = 36), s with their job. The counselors were comparatively felt a higher level of satisfaction in intrinsic level on the area of Achievement, Social status, and Independence, Extrinsic level on the area of supervision-human relations with coworkers at the Talk Line center and the counselors felt satisfied comparatively lower level of satisfaction Intrinsically, with Authority, Creativity, Moral values, Recognition and extrinsically with compensation, Responsibility, Advancement of working condition. Additionally, the study was conducted to know how the counselors perceive the term job satisfaction, and what factors affecting their level of satisfaction. After getting the counselors' expression salary, permanency of the job, career prospects (promotion, supervision and training), academic qualifications and the physical and social work setting characteristics are found to be their mind to explain the term job satisfaction and also factors for their satisfaction and dissatisfaction at the job. Moreover, to determine the relationship between socio demographic and some selected work setting characteristics to the overall job satisfaction the data entered into SPSS and Measurement of Relationship (Chi-square analysis & correlation) and measurement Difference (one way ANOVA)was used. And the study indicated there was no statistically significant difference on the overall level of counselors' job satisfaction among the socio-demographic variables of Gender, Marital status, Educational level difference, Job experience. And salary, except Age and also among some selected work setting variables of Organizational policy and structure, physical and social working environment, promotion, supervision and counselors intent remain in their current position and counselors' intent to remain in their current profession. Finally, to overcome Telephone counselors problems of stress, burnout and high turnover, the study forwarded important actions for effective implementation of social welfare administration skills and techniques appropriate to the social work practice setting to improve the job performance and satisfaction level of telephone counselors in the Center.

CHAPTER ONE

Introduction

This research is done to examine the current level of job satisfactions and factors affecting the level of job satisfaction among a toll free telephone counselors who are presently working at wegen AIDS Talk Line Center. And In order to ensure that clients receive high quality services from their toll free telephone counselors of Wegen aids talk line center Research is needed to clarify weather professional counselors are satisfied with their jobs or not (burnout). Presently, the level of job satisfaction among a toll free telephone counselors working in Wogen aids talk line is unknown therefore. A research like would be useful to the organization and generally to the health sector to understand more about the working scenario of the present work situation medic to improve their conditions since satisfied workers are more motivated, productive and fulfilled. They can also contribute to higher quality service and client satisfaction and Commendable measures then can be taken.

1.1 Background of the study

HIV/AIDS has become one of the main agenda both at national and international forums. AIDS affects not just only the individual suffering from the disease, but the entire family, community and country. Its multifaceted effects (economical, social, racial etc) have made it the leading concern for countries including Ethiopia. Efforts to combat the disease since its outbreak range from formulating policy frameworks to the actual implementation of policies and programs at grass-roots level.

According to the available data Ethiopian single point HIV prevalence estimate, the prevalence of HIV in the country in 2010 is estimated to be 2.4%, with an estimated 1.2 million people living with HIV, 79,871 of who are children. During the same year, 28,073 HIV positive people have lost their lives because of AIDS. The report also shows that an estimated of 137,494 people are newly infected by HIV in 2010. (Federal HIV/AIDS Prevention & Control Office, July 2011). This shows that a significant number of people are infected and also are affected by the epidemic. On the other hand, this implies the increasing need for prevention and control services related to HIV/AIDS.

In order to respond to the need of PLWHAs different governmental, nongovernmental, Community and faith- based organizations have tried to run different programs. Since

HIV/AIDS has no vaccine or cure yet, creating awareness and disseminating information is crucial for prevention and control of HIV/AIDS. Despite ardent efforts to bring about awareness/information related to HIV/AIDS being made by governmental and non-governmental agencies, the misconceptions relating to HIV/AIDS continue to outpace the efforts to educate people regarding the disease. Thus, now in the 21st century with our technological advancements using effective communication strategy to generate awareness and disseminate information on HIV/AIDS has become increasingly significant. Social case Work and counseling (2009)

Today's technological advancement has been put to the maximum utility by the social workers. They have become well-versed with the different medium of spreading information, be it the TV, Radio or the internet. Many social workers have opened websites discussing the problems related to HIV and AIDS for PLHA who are unable to talk to anyone but can voice their opinion and fears without anyone knowing their identity. Further a data base of hospitals and clinics as well as good doctors have been created by some social workers as a reference sites for those affected and infected with HIV and AIDS; who wants to undergo treatment but unsure where to go. The World Wide Web provides an instant connectivity for people all over the world and one can have a discussion on the issues of HIV and AIDS whereby unknowingly creating further awareness among people who had little or no information about HIV and AIDS. The social workers play an active role and try and break down the myths that may arise providing the audience with valid and relevant information. Social case work and counseling (2009)

In most developing countries Unlike TV prints, and Radio, telephone is also used to exchange views and create awareness on public health. As we talk about communication strategies designed to generate awareness and disseminate information on a socially relevant issue like HIV/AIDS, it goes without saying that telephone is also serves a very important function and Social workers play a major role in putting into practice telephone counseling and other different kinds of intervention meant for people living with HIV and AIDS or to bring about the prevention and control of this deadly disease. Therefore, it would be necessary to make a study in the area of telephone counseling that could be researched further.

On the other hand, human power is the back bone for the provision of quality health care for the population. High level of professional satisfaction among health workers earns high dividends. Such as, higher work forces retention and client/ patients satisfaction. Job

dissatisfaction resulting in burn out and turn over would exacerbate the current shortage and results in serious under staffing of health care facilities. This has the potential to have a negative impact on the delivery of services because there is evidence to suggest that reduction in health professional staff below certain level is related to poor client /patient outcomes (Alemshet, 2009)

Worldwide, there is wide agreement that human resource development represents one of the major challenges for public health service delivery (WHO 2000, 2006; World Bank 2002). The availability and participation of trained, qualified, and motivated health workers is a necessary condition for effective health service delivery. (World Bank, 2010)

In Ethiopia between 2005 and 2010, the Government designed and implemented the Third Ethiopian Health Sector Development Program (HSDPIII), which was aimed at improving all aspects of health care provision in Ethiopia, including human resource development. One of the key objectives of the Ethiopian HSDPIII has been to increase ratio of health workers population moreover, the programs have been highly successful in achieving its original goals. As a result of the programs the population ratio of the general practitioner and specialists was to 1:53,642 , health officers 1: 22,387 , midwives 1:33,903 , nurses 1:2772 in 2010-11. Consequently, the national number of health professional's distribution in public sectors has increased to 70,370 (Ministry of Health, 2011).

Although there was an increase in the number of health professionals registered in 2010-11, it falls short of what is needed to ensure the provision of effective and equitable health care throughout the country.

In addition to the limited availability of qualified and well-trained health workers, there are at least three other challenges related to human resources and health in Ethiopia: the potential for low levels of job satisfaction and motivation of health workers. The World Bank's "*Health Workers' Career Choices and Early Work Experience in Ethiopia*" Printed in May 2010 reported From gathering data on the job preferences of health workers and their satisfaction with different job attributes, found that, Health workers tend to be unsatisfied with most aspects of their jobs, especially salary, access to training, and chances of promotion. About 80% of the health professionals are either "unsatisfied" or "very unsatisfied" with their current salary. And also Health workers' satisfaction with their career choice, their economic situation, and life in general has deteriorated between 2004 and 2007

Therefore, Ethiopian health sector faces a number of challenges related to human resources including geographical imbalances in the distribution of health workers, problems with job satisfaction, and a high willingness to migrate abroad. To address these challenges with appropriate policies, more empirical evidence is needed. (*World Bank, 2010*)

Despite the fact that Job satisfaction of the health workers is highly important in building up employee motivation and efficiency and also as higher job satisfaction determine better employee performance and higher level of clients/patients' satisfaction, and there is limited amount of literature in the areas related to factors affecting job satisfaction

Accordingly, the purpose of this study is to specifically examine the level of job satisfaction and factors affecting them among a toll free telephone counselors working in wegen aids talk line of aids resource center (ARC) Ethiopia.

Moreover, Information on the job satisfaction of a toll free telephone counselors may have Implications for a toll free telephone counselors, counselor's supervisors; wegen Aids alkaline center personnel and administrators. A toll free telephone counselors should be front and center, taking an active role in their own career satisfaction. Based on the existing limited research on job satisfaction toll free telephone counselors, should become advocates for themselves in the areas of supervision and also the counselors collaborate with other staff members within the same organization in order to clarify roles. "By becoming more proactive in defining their roles and counselors can reduce their stress levels and enhance their job" In addition, if proper supervision is not readily available to a toll free telephone counselors, they may need to actively seek support from coworkers or other responsible bodies.

Wegen aids talk line personnel and administrators may also benefit from information about the level of job satisfaction among a toll free telephone Counselors. For example, if research continues to states low levels of job satisfaction and high level of burn out of counselors, administrators may want to explore, reevaluate, and clearly define requirements for counseling and guidance programs. in order to deliver efficient services A study conducted may revealed several components necessary in the building of an effective relationship between a toll free telephone Counselors and their administrators s, including a clearly defined counselor role, mutual trust and clear communication, and continual maintenance of support strategies

Counselor Supervisors and Training programs may also find information on practicing telephone counselors' satisfaction useful in preparing a toll free telephone counselors to enter the work force. If studies continue to document low level of job satisfaction, stress and burn out of telephone counselors, Supervisors may want to emphasize techniques for counselors to implement in the future when trying to determine employment responsibilities. In addition, counselor Supervisors may also want to focus on stress reduction techniques in their programs to help counselors in training cope with future stressful situations that may arise due to emotionally charged and difficult calls they receive every day

Therefore, In order to ensure that clients receive high quality services from their toll free telephone counselors of wegen aids talk line. Research is needed to clarify whether professional counselors are satisfied with their jobs or not (burnout). Presently, the level of job satisfaction among a toll free telephone counselors working in wegen aids talk line is unknown therefore, the purpose of this research is to examine the present level of job satisfaction and factors affecting them among a toll free telephone counselors working in wegen aids talk line of AIDS Resource Center (ARC) Ethiopia.

1.2 Statement of the problem

The use of toll- free direct Telephone lines to provide counseling, information and referral services focusing on HIV/AIDS and related health, social and economic problems is an effective health communication approach in highly populated countries like Ethiopia. Wegen AIDS Talk line (952) is a state-of-the art toll free direct line which reaches a wider community throughout the nation by providing effortful counseling and life-saving information on HIV/AIDS and related issues. But, currently, there is a general assumption that the present telephone Counselors who are working at wegen AIDS Talk Line center , face a very serious counselors stress that comes from dealing with the, abusive prank calls, emotionally charged and difficult calls they receive every day. These results Stress and burnout of Counselors and Counselors' Turnover (Wegen newsletter aug.2009 & Dec.2010) In order to settle the this problems the Talk line organizes Counselor Debriefing and Constructive Feedback Sessions and burnout management retreats every six months Through Debriefing, counselors support each other by sharing their feelings, experiences, knowledge and skills. It plays a fundamental role in building the capacity of the counselors and improves quality of service. And also Talk line supervisors conducts a daily constructive feedback

sessions with counselors to identify their strengths and gaps in call management, improve counseling skills, acquaint them with latest information and help them properly manage the large volume of abuse/prank calls. Additionally, In order to proactively prevent counselor burnout, the Talk line organizes burnout management retreats every six months. During these sessions a mental health professional works with counselors individually and in groups to help counselors manage the stress that comes with dealing with the emotionally charged and difficult calls they receive every day. (Wegen newsletter Aug.2009)

In addition, the situation became worse when the counselors had no time to review the outcome of these clients because new cases were being referred which required immediate intervention. Also the counselors are unable to evaluate client feedbacks because of the time constraints. This made the counselors feel incompetent and dissatisfied with his/her job. Research has shown that there is a significant relationship between job satisfaction and termination of therapeutic/counseling relationships (Resnick.c, Dziegielewska sf, (1996).

Past research has linked job satisfaction to a variety of obstacles for both employer and employees in many occupational settings. Despite these negative correlations, however, only limited research is available on the satisfaction of helping professionals and even fewer studies focus on professional health workers in particular. And similarly, Toll- free telephone counselors have a responsibility to provide support for each clients/callers to ensure that clients receive high quality services from their telephone counselors, and research is needed to clarify if telephone counselors are satisfied with their jobs. Presently, the job satisfaction of professional toll- free telephone counselors working in Wegen Aids Talk line setting is unknown.

A research is thus needed to find out if the present toll free telephone cancellers are satisfied with their job or are they burnout. There is a need to examine if the individual / demographic factors of these telephone cancellers affect their levels of job satisfaction. The results of this research would be useful to the organization and generally to the health sector to understand more about the working scenario of the present work situation medic to improve their conditions since satisfied workers are more motivated, productive and fulfilled. They can also contribute to higher quality service and client satisfaction and Commendable measures then can be taken. In light of the above mentioned problems, the main purpose of the study is to investigate the following basic questions:

- 1 How do toll free telephone counselors who are working at wegen Aids talk Line Center perceive the term 'job satisfaction'?
- 2 What is the level of job satisfaction among a toll free telephone counselors who are currently working at wegen Aids talk Line of National Aids Resource Center (NARC) in Addis Ababa, Ethiopia.
3. What are the most important Intrinsic and Extrinsic values to telephone counselors who are working at wegen Aids talk Line center?
- 4 What are the most important identified factors that affect a toll free telephone counselors levels of job satisfaction?
- 5 What are the relationship between some selected demographic variables and work Setting characteristics with the overall job satisfaction of toll free telephone councilors of wegen Aids talk line center.

The above questions are important because job satisfaction levels affect workers' productivity, creativity and commitment. It also affects their well being, the delivery of their services to clients and eventually the efficiency of the Organization.

1.3 Study Objectives

This study has the following general and specific objectives

1.3.1 General objective

- The general objective of the study is to examine the overall level job satisfaction and factors affecting the level job satisfaction among a toll free telephone counselors who are currently working at wegen Aids talk Line of National Aids Resource Center (NARC) in Addis Ababa, Ethiopia.

1.3.2 Specific objectives

1. To identify how a Toll Free Telephone counselors who are working at Wegen Aids Talk Line Center perceives the term 'job satisfaction'

2. To examine the overall level of job satisfaction of Wegen AIDS Talk Line Toll Free Telephone counselors.
3. To examine the most important intrinsic and extrinsic values to Telephone counselors who are currently working at Wegen AIDS Talk Line center.
4. To identify the most important factors affecting the level of job satisfaction of a Toll Free Telephone counselors who are currently working at Wegen AIDS Talk Line of National AIDS Resource Center (NARC) in Addis Ababa.
5. To determine the relationship between some selected Socio demographic and work setting characteristics with the overall job satisfaction of Toll Free Telephone counselors of Wegen AIDS Talk Line Center.

1.4 Operational definitions

The operational definitions used in this study will be as follows:

1. ***Job Satisfaction:*** The term “job satisfaction” has been defined in many ways. However, for the purposes of this study, the term is defined as a subjective quality that is measured in the form of an overall job satisfaction score on the Minnesota Satisfaction Questionnaire

2. ***A Toll Free Telephone Counselors:*** those individuals serving caller clients primarily in and who are employed as telephone counselors in Wegen Aids Talk line center Virginia public middle school

3 ***Intrinsic satisfactions;*** Intrinsic satisfaction relates to how positive an individual feels about his or her job performance like ability utilization, opportunities for advancement, recognition, and achievement, activity, authority, creativity .independence, and social status etc.

4 ***Extrinsic satisfaction;*** satisfaction relates to external to the work itself such as compensations, policies and practices, supervision, Promotion ,working conditions, interpersonal relations, responsibility and security etc

4. ***Social environment*** means Supervisor-counselor’s relationships, Managers- Counselor’s relationships and Inter-personal relationship among the colleagues/counselors.

5 ***Physical environment*** covers infrastructure of the building, rooms, Temperature, Humidity, Ventilation, Lighting Noise. Cleanliness of the work Place, Toilets facilities etc and other interior office facilities computer, telephone, fax, , Headsets, furniture’s etc

6. **Supervision:** An evaluative intervention extending over time and provided by a senior member of the profession to a junior member of the profession for the purpose of gate keeping, as well as enhancing and monitoring the professional functioning of the junior member

7 **Promotion:** the advancement of a counselors rank or position in an organizational hierarchy system of Wegen Aids Talk LINE Center. It is counselors reward for good performance, i.e., positive appraisal

8. **Role Conflict:** A feeling of being pulled and pushed in multiple directions from a variety of authorities

9. **Career prospect.** Career prospect is with recruitment and selection, promotion, supervision, training and transfer, as well as placement of employees in the organization

10. **Job security:** Job security is the assurance an employee has about the continuity of gainful employment for his or her work life in a certain organization.

1.5 limitation of the study

This study has the following limitations:

1. Although the respondents are defined as toll free telephone councilors some of them are not professionally trained in this field. As such, they are not able to reflect their work professionally.

2. This study cannot make a generalization that its findings represent the overall job satisfaction levels of all telephone counseling .This is because the respondents are limited only to a toll free telephone canceller working in Wegen talk line of aids resource center of Ethiopia. There might be other telephone cancellers working in some other area.

3. The acute problem the researcher will be facing is lack of reference materials and up to date information source .To make up the lack of reference materials and up to date information Web source will be intensively used with due care and precautions. There are also limitation of time and other resources that limit the study to be undertaken.

CHAPTER TWO

Review of Related Literature

2.1. Review of Related Literature

AIDS Resource Center (ARC) in Addis Ababa was launched in December of 2002. ARC serves as Ethiopia's Premier source of HIV/AIDS information, with the objective of Building capacity and advance the field of health communication in Ethiopia The center (referred to as CCP/ARC) serves as a hub for a host of user-driven resources and services, such as a comprehensive multimedia reference collection, high-speed computer terminals with Internet access, audiovisual equipment, databases of information pertaining to HIV/AIDS, and a toll-free HIV/AIDS telephone hotline. In addition to its user driven services, the CCP/ARC also supports local partners in developing strategic, targeted behavior change communication (BCC) tools and approaches. Through both its user services and BCC activities, the CCP/ARC strives to build the capacity of its partners, with a particular emphasis on the Ethiopian government's HIV/AIDS Prevention and Control Office (HAPCO).(ARC web-source)

Under the National AIDS Resource Center (ARC) of Ethiopia Wegen AIDS Talk line was established in September 2004 with technical support from the Johns Hopkins University Bloomberg School of Public Health/Center for Communication Programs (JHU/CCP) in collaboration with the Ethiopia's HIV/AIDS Prevention and Control Office and the Ethiopian Telecommunication Corporation. It is funded by the President's Emergency Plan for AIDS Relief (PEPFAR), through the US Centers for Disease Control and Prevention (CDC). Wegen AIDS Talk line serves the community with up-to-date information, counseling and referral service on HIV/AIDS, STI and TB. The Talk line provides anonymous, confidential and nonjudgmental service allowing callers to speak about sensitive and private issues without embarrassment and empower Ethiopians to know their HIV status and help those HIV negative maintain their sero status; and support PLWHIV and their families adopt a healthy life style. Wegen is a toll- free Talk line both from land line and mobile phones and people from all parts of the country can reach it by dialing 952. (Wegen profile, 2012)

In highly populated countries like Ethiopia, the use of toll-free direct lines to provide counseling, information and referral services focusing on HIV/AIDS and related health, social and economic problems is an effective health communication approach. Wegan AIDS Talk line (952) is a state-of-the-art toll-free direct line which reaches a wider community throughout the nation by providing effortful counseling and life-saving information on HIV/AIDS and related issues

The Talk line offers anonymous and confidential service which allows callers to speak freely about sensitive issues without embarrassment. It is an excellent means of disseminating up-to-date and accurate HIV/AIDS information, high quality telephone counseling, and referral services. Information obtained from callers also provides feedback to government and other agencies to quickly address service gaps. With the increased demand of callers (over 7,000 calls a day), Wegan Talk line has expanded its service to nationwide coverage, 24 telephone lines, and 14 languages. The Talk line is operational 16 hours a day and is staffed by over 60 counselors including nurses, health officers, public health professionals, psychologists, sociologist and other professionals. who can communicate with different local languages. Such as Amharic, Oromogna, Tigregna, Afarigna, Somaligna, Aderegna, Wolayitegna, Guragegna, Awigna etc (Wogen newsletter Aug.2009)

The researcher made library and social welfare agencies survey and visitations to related bureaus. He found some local research materials that are somehow related to this study. And few foreign studies which are found from web search are also included to show the empirical evidence related to this study. These studies are considered and presented only because they somehow deal with the issues of job satisfaction. As far as this search is concerned, there is no M.A thesis that tried to deal with job satisfaction which specifically concentrates on the area of toll free telephone councilors or anything related to it.

Accordingly, the works Alemshet Yami, Sebsibe Yilma and Aklog, Fenot Berhan are some of the research papers found somehow relevant to this study and which served for the researcher to have a glimpse on job satisfaction in Ethiopia.

Alemshet Yami, (2009), the study, entitled “**job satisfaction and its determinants among health workers in jimma university specialized hospital southwest, Ethiopia.**” The study tried to determine the job satisfaction of health professionals working in Jimma University

Specialized Hospital and factors affecting their level of satisfaction. During the study a total of 145 health professionals have responded for the self administered questionnaire. The result showed that sixty seven (46.2%) of 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 sixty (41.4%) health professionals were satisfied with their job, the major reasons given were getting satisfaction from helping others and professional gratification. Suggestion given by the respondents to improve job satisfaction and increase retention rate included motivation of staff through different incentives such as bonus, house allowance, salary increment, establishing good administration management system and improving hospital facilities and infrastructure. The study concluded that Job satisfaction of health professionals in Jimma University Specialized Hospital was found to be low.

Theses by Sebsibe Yilma entitled “**some major determinants of job satisfaction among employees of Oromia head and zonal cooperative promotion offices**” Addis Ababa University (2009.) The study focused on some major determinants of employees’ job satisfaction of Oromia head and zonal cooperative promotion offices. In this study the researcher considered three specific job facets that affect overall job satisfaction. These are satisfaction with the work itself, satisfaction with payment, and satisfaction with promotional opportunities. Moreover, personal variables associated with job satisfaction were considered and the study found among the demographic characteristics of employees indicated, males were found to be more satisfied than females and married employees were more satisfied than unmarried ones with respect to satisfaction with the work itself. And the variability of employees overall job satisfaction of Oromia head and zonal cooperative promotion were to the extent of 30.3% only by the two independent variables (the work itself and promotional opportunities). And Relatively, the variable ,the work itself is most important, promotional opportunity follows, and payment has almost were negligible effect on the variability of overall job satisfaction.

The other research pepper is by Aklog, Fenot Berhan, entitled “**Teacher job satisfaction and dissatisfaction: An empirical study of urban teachers in Ethiopia**” Columbia University Teachers College, 2005, This study sought to identify the sources of job satisfaction and dissatisfaction of teachers in urban primary schools in Ethiopia, and to examine how personal and school characteristics mediate teachers' sentiments towards their profession. During the study Teachers identified aspects intrinsic to the task of teaching, such as their interactions

with students and their capacity to influence student achievement as major sources of satisfaction. Satisfaction with extrinsic school or district levels facets showed the greatest variation in both degree and kind. Teachers were almost uniformly dissatisfied with wider system and societal levels facets of their work. A key difference between overall dissatisfied and overall satisfied teachers was found in their satisfaction with intrinsic aspects of teaching, but not in their satisfaction level with extrinsic aspects of their work.

Several researches have been done locally on employee job satisfaction and work motivation. Among these Bensa, (1996) did research on secondary school teachers entitled “Factors affecting teachers job satisfaction in Addis Ababa”. Unpublished Master’s Thesis, AAU. A related research were done by Kassahun (1996)” Job satisfaction on employees of Ethiopian Insurance Corporation, “Unpublished Master’s Thesis, AAU.. A recent research was made by Kumsa (2001) on job satisfaction of Oromia Medical personnel. Moreover, Habtamu (1983) conducted a research on agricultural cooperative peasants regarding factors affecting their motivation to work. But no research has been done locally on wogen Aids talk line employees/counselors regarding their job satisfaction.

Wogen Aids talk line offices, like all other types of organizations, are affected by employee’s job satisfaction or dissatisfaction. Hence, this study is focused on determining job satisfaction of wogen Aids talk line employees/counselors.

A few other studies which are found from web search are also presented to show the empirical evidence related to this study for instance, Lim Bee Ean study entitled” **job satisfaction and burnout levels of all medical social workers in Malaysian government hospitals**” submitted in fulfillment of the requirements for the degree of Master of Social Work university SAINS Malaysia June (2007).

The study surveyed the job satisfaction and burnout levels of all medical social workers in Malaysian government hospitals. It aimed to find the association between the individual / demographic factors of the medical social workers to the Human Service Job Satisfaction Questionnaire scores (HSJSQ scores), and it identified other important factors which influenced the medical social workers’ job satisfaction and burnout levels. The respondents were 143 social workers who worked in 58 hospitals. Data was collected by questionnaire and the instrument used was the Human Service Job Satisfaction Questionnaire (HSJSQ).

Findings showed that overall the social workers were satisfied with their jobs. The demographic variables of the medical social workers were the main reasons for them being satisfied whereas the organizational factors were the main reasons for them suffering from burnout

Another research by Ghulam Mustafa Kazi **entitled” The Contribution of Individual Variables: Job Satisfaction and Job Turnover. (2011).** This paper examines and explains the sources of employee turnover based on the contribution of individual variable which affect job satisfaction level, types of job turnover under various conditions and suggesting the strategies related to individual variables for minimizing employee turnover in an organization. Further the paper will help the future research in understanding of the individual variables based on personal satisfaction and its influence on organizational performances and employees attitude.

Tara Yost Bane pepper “Job Satisfaction Among Professional Middle School Counselors in Virginia” Dissertation submitted to the Faculty of the Virginia Polytechnic Institute and State University in partial fulfillment of the requirement for the degree of Doctor of Philosophy In Counselor Education (2006), the study investigated the relationship between the overall job satisfaction of Virginia middle school counselors with demographic variables and selected work environment and In addition, satisfaction levels were compared with previous studies on Virginia elementary school counselors.

Analysis determined that 92.9% of participants were satisfied with their current jobs, with social service being the area of greatest satisfaction and compensation being the area of least satisfaction. Only 7.1% of participants were dissatisfied using a regression model, the three demographic variables of gender, licensure, and intent to remain in the position, were found to be significant predictors of overall job satisfaction. Qualitative responses indicated that middle school counselors were most affected by the current political climate in regard to standardized testing, while the social climate affected counselors in regard to the difficult challenges faced by students. The greatest impediment to the participants’ preferred role was an excess of non counseling duties, while administrators and principals provided the greatest support. Overall, the results from this study revealed that middle school counselors in Virginia were satisfied with their jobs.

2.2 Definition and importance Job Satisfaction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore Job satisfaction has been discussed in a number of ways, as the definition of job satisfaction tends to hold some ambiguity; as cited by Lim (2007) Locke (1976) emphasized the need for researchers to define what they are trying to measure, before conducting any further investigation. Locke offered the following commonly accepted definition:

Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values as entailing disvalues. Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing. (p 316) For the purpose of this study, the concept of job satisfaction as proposed by Locke is used.

Despite different authors have different approaches towards defining job satisfaction. Some of the most commonly cited and recent definitions on job satisfaction are analyzed in the study as follows.

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.(Wikipedia, the free encyclopedia)

Kaliski defines Job satisfaction as 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 (Kaliski, 2007).

Aziri considered that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2011). Luthans's (1995) dimension of job satisfaction. First dimension is that job satisfaction is an emotional response to a job situation. Second job satisfaction is often determined by how well outcomes meet or exceed expectations. The pattern of define or explain the term job satisfaction.

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of any organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary organizations. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.(Aziri, 2011).

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization'. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.3 Theories of job satisfaction

There are numerous theories attempting to explain job satisfaction, but three conceptual frameworks seem to be more prominent in the literature. The first is content theory, which suggests that job satisfaction occurs when one's need for growth and self-actualization are met by the individual's job. The second conceptual framework is often referred to as process theory, which attempts to explain job satisfaction by looking at how well the job meets one's expectations and values. The third conceptual group includes situational theories, which proposes that job satisfaction is a product of how well an individual's personal characteristics interact or mesh with the organizational characteristics. Each of the three theoretical frameworks has been explored and reviewed by countless scholars and researchers, and the purpose of this chapter is not to provide an exhaustive review of job satisfaction theories. Instead, a highlight of the main theories and theorists from each framework will be offered, to provide clarity, relevance and direction to this study of job satisfaction.

2.3.1 Content Theories

When discussing human needs, growth, and self-actualization, one cannot look far before finding Abraham Maslow and his "hierarchy of needs". Maslow's (1954) as cited by Tara (2006) traditionalist views of job satisfaction were based on his five-tier model of human needs. At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified. The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love. The fourth tier incorporated self-esteem needs and recognition by one's peers and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction. According to Maslow, the needs of an individual exist in a logical order and that the basic lower level needs must be satisfied before those at higher levels. Then, once the basic needs are fulfilled, they no longer serve as motivators for the individual. The more a job allows for growth and acquisition of higher level needs, the more likely the individual is to report satisfaction with his or her job. Furthermore, the success of motivating people depends on recognizing the needs that are unsatisfied and helping the individual to meet those needs

Building on the theories of Maslow, Frederick Herzberg (1974) suggested that the work itself could serve as a principal source of job satisfaction. His approach led to the aforementioned two-continuum model of job satisfaction where job satisfaction was placed

on one continuum and job dissatisfaction was placed on a second. Herzberg's theory recognized that work characteristics generated by dissatisfaction were quite different from those created by satisfaction. He identified the factors that contribute to each dimension as "motivators" and "hygiene's". The motivators are intrinsic factors that influence satisfaction based on fulfillment of higher level needs such as achievement, recognition, and opportunity for growth. The hygiene factors are extrinsic variables that such as work conditions, pay, and interpersonal relationships that must be met to prevent dissatisfaction. When hygiene factors are poor, work will be dissatisfying. However, simply removing the poor hygiene does not equate to satisfaction. Similarly, when people are satisfied with their job, motivators are present, but removing the motivators does not automatically lead to dissatisfaction. Essentially, job satisfaction depends on the extrinsic characteristics of the job, in relation to the job's ability to fulfill ones higher level needs of self-actualization hence, the two Continuum model of Herzberg's Motivator-Hygiene theory.

2.3.2 Process Theories

Process theories attempt to explain job satisfaction by looking at expectancies and values (Gruneberg, 1979). This theory of job satisfaction suggests that workers' select their behaviors in order to meet their needs. Within this framework, Adams' (1963) and Vroom (1982) have become the most prominent theorists. J. Stacy Adams' suggested that people perceive their job as a series of inputs and outcomes. Inputs are factors such as experience, ability, and effort, while outcomes include things like salary, recognition, and opportunity. The theory is based on the premise that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others. This "equity theory" proposes that people seek social equity in the rewards they expect for performance. In other words, people feel satisfied at work when the input or contribution to a job and the resulting outcome are commensurate to that of their coworkers.

According to Milkovich and Newman (1990), this social equity is not limited to others within the same workplace, and the equity comparisons often reach into other organizations that are viewed as similar places of employment. Vroom's (1964) theory of job satisfaction was similar in that it looked at the interaction between personal and workplace variables; however, he also incorporated the element of workers' expectations into his theory. The essence of this theory is that if workers put forth more effort and perform better at work, then

they will be compensated accordingly. Discrepancies that occur between expected compensation and actual outcome lead to dissatisfaction. If employees receive less than they expect or otherwise feel as if they have been treated unfairly, then dissatisfaction may occur. Conversely, overcompensation may also lead to dissatisfaction and the employee may experience feelings of guilt. The compensation does not have to be monetary, but pay is typically the most visible and most easily modified element of outcome. Salary also has significance beyond monetary value and the potential to acquire material items, and Gruneberg (1979) notes that it is also an indication of personal achievement, organizational status, and recognition.

Vroom's theory also goes one step further to incorporate an individual's personal decision making within the work-place. Vroom (1982) explained that employees would choose to do or not do job tasks based on their perceived ability to carry out the task and earn fair compensation. To illustrate and clarify his ideas, Vroom generated a three-variable equation for scientifically determining job satisfaction. Expectancy is the first variable, and this is the individual's perception of how well he or she can carry out the given task. Instrumentality is the second variable of the equation, and this refers to the individual's confidence that he or she will be compensated fairly for performing the task. Valence is the third variable, which considers the value of the expected reward to the employee. In Vroom's formula each variable is given a probability value, and when all three factors are high, workers will be more satisfied and have more motivation. If any of the factors are low, work performance and employee motivation will decline.

2.3.3 Situational Theories

The situational occurrences theory emerged in 1992, when Quarstein, McAfee, and Glassman stated that job satisfaction is determined by two factors: situational characteristics and situational occurrences. Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative. Positive occurrences might include extra vacation time, while negative occurrences might entail faulty equipment or strained coworker relationships. Within this theoretical framework, job satisfaction is a product of both situational factors and situational occurrences.

2.4 Determinants of job satisfaction

A number of variables are frequently cited as significant determinants of job Satisfaction .A review of the literature shows that numerous variables have been investigated in their relationship to job satisfaction. These variables include individual factors (e.g. individual differences and personality, demographic data's like age, gender, marital status, and educational level, etc), intrinsic features of the job (e.g. recognition, advancement, and responsibility), and extrinsic variables (e.g. salary, supervision, and working conditions) have been identified as important determinants related to the job satisfaction.

2.4.1 Individual factors and demographic data

The relationship of individual factors to job satisfaction is discussed under two headings: - (1) individual psychology and personality, (2) demographic data' (age, sex/gender, marital status, Educational Attainment and salary.

Individual psychology and personality

Individual psychology and personality structures have shown to be important contributing factors for job satisfaction and burnout. Work does not mean the same thing to each individual. It is therefore important that the individual characteristics particularly individual's self esteem is considered when studying job satisfaction and burnout. Locke (1976) as cited by Lim (2002) identifies the self (or the individual) as the important agent for job satisfaction. According to him, job satisfaction is the result of how the individual views himself and the way in which this view affects what he seeks for pleasure on the job and how various job experiences and conditions affect him. He argues that employees with high self esteem, derives more pleasure from work as compared to low self-esteem employees. Similarly, Maslach (1982) relates individuals with low self esteem, lack of confidence, and a lack of understanding about self-limitations, strengths, and weaknesses as more vulnerable to burnout.

Studies have provided evidence that personality to be an important factor for job satisfaction and burnout. Staw and Ross (1985), as cited in Spector (1997) find that job satisfaction is due to personality. Spector (1997) goes further by identifying two particular traits which has significant correlations with job satisfaction. The two personality traits are: (1) the individual's locus of control and (2) negative affectivity. Locus of control is a cognitive variable that represents an individual's generalized belief in his or her ability to control positive and negative reinforcements in life. Locus of control affects job performance,

leadership behavior, perceptions of the job, and work motivation. Negative affectivity or 'NA' is a personality variable that reflects a person's tendency to experience negative emotions, such as, anxiety or depression. People who are high in NA tend to be low in job satisfaction.

Demographic Data. (age, sex/gender, marital status, Educational Attainment and salary).

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

Herzberg. (1974) investigated the relationship between age and job satisfaction. In their analysis of 23 studies, researchers discovered a consistent trend in the shifting of job attitudes with the aging process. They described this relationship between job satisfaction and age as one having a U-shaped curve. According to Herzberg, morale is high among young workers at the beginning of a career, and then gradually decreases during the first few years of employment, only to increase again around age thirty and remain high until retirement. Explanations for this trend in lower satisfaction after the first few years of employment include uncertainty, worry, and lack of seniority and security. Herzberg. suggested the steady rise in morale later in an employee's career is due to an increase in feelings of security and seniority, broadening of interests, and a general rise in life adjustment and satisfaction.

Researchers have found inconsistent results in their examination of the relationship between job satisfaction and gender (Spector, 1997). Some studies have found males to be more satisfied on the job than females, while other studies have found females more satisfied than males, and still additional results have failed to find any differences in gender groups at all (Gruneburg, 1979).

Alternatively, as cited by Tara (2006), Brush (1987) stated that most research typically finds males more satisfied with their jobs than females and In Mertler's (2002) study of job satisfaction, perception, and motivation among middle and high school teachers, male participants reported higher job satisfaction than female coworkers. Hulin and Smith (1964)

also studied the impact of gender differences on the job satisfaction of 163 females and 295 males. Results indicated that the males were more satisfied in comparison to their female coworkers. Researchers further speculated that this difference in gender alone was not the sole determinant of job satisfaction or dissatisfaction. Instead, Hulin and Smith suggested the interaction between gender and other factors, such as salary, job level, or advancement opportunities, influenced worker satisfaction levels. Gruneburg (1976) proposed that the differences between job satisfaction for men and women can be explained in their differences toward the orientation of the job, whereby women are less concerned with career aspects in comparison to social aspects and men are more oriented toward competitiveness.

The relationship between marital status and job satisfaction is not clearly stated, because of the conclusion made by different studies were not uniform. For example, as cited by Sebsibe. (2009) a study made by King et al. (1982) indicated that married employees were found to have greater job satisfaction than the unmarried ones. On the contrary, other studies such as Agarwal cited in Saiydain (1985), and Landy (1985) revealed that there was no significant difference between married and unmarried employees.

Regarding the relationship between occupational status and job satisfaction, the literature is in substantial agreement. That is, as occupational status increases, so does job satisfaction (*Kalleberg, 1974*) as cited by Sebsibe (2009). And In their comparative study of workers of higher and lower occupational levels, Organ & Bateman (1991) and Miner (1992) reported that managers and professionals to be more satisfied than other occupational groups. They further explained that the work of higher-level employees (such as managers and professionals) is more varied and stimulating. The work offers them challenge, gives them the chance to use valued skills and knowledge, and gives them opportunity for continual self-development and growth and as a result it gives them room for satisfaction.

The relationship between a worker's educational attainment and his overall job satisfaction is not clear. For example, Herzberg (1974) conducted 13 studies regarding the relationship between these two variables. The results of the studies were varied. In three of them, they found a positive relationship; in five of them, a negative relationship; and in three of them no relationship at all between job satisfaction and educational attainment. As a result they concluded that there is no difference in attitude towards a job as a result of difference in educational level.

On the other hand *Bau & Duncan; Hauser, Sewell, & Lutterman, as cited by Kalleberg (1974)* and *Sebsibe(2009)* pointed out that educational attainment serves as a means of getting one's occupational status and the income one receives. Therefore, it is a cause of one's job satisfaction. Yet, several other studies such as *Brue, Bonjean, & Williams; Volmer & Kinney; as cited by Glenn, Tayler, & Weaver (1977)* and *Sebsibe (2009)* pointed out that educational level is negatively related to job satisfaction. This is because education probably tends to raise expectations. Moreover, *Klyin & Masher, as cited by Berkowitz et al. (1987)*, stated that educational level is negatively correlated with pay satisfaction.

Although salary is another variable often associated with job satisfaction, studies frequently yield conflicting results. In his investigation of the actual earnings of teachers with their satisfaction in regard to these earnings, *Hoppock (1935)* as cited by *Tara(2006)* determined salaries did not influence overall job satisfaction. According to the two-factor theory, *Herzberg (1974)* claimed that because payment is a hygiene factor and extrinsic to the job itself, this variable can only produce feelings of job dissatisfaction. *Gruneburg (1976)*, however, refuted this suggestion by maintaining that substantial evidence supports the hypothesis that salary operates as a determinant for both job satisfaction and dissatisfaction.

2.4.2 Intrinsic factors

Work is unquestionably an intrinsic part of peoples' lives. Intrinsic satisfaction describes how positive an individual feels about his or her job performance. Intrinsic satisfaction relates to factors, like ability utilization, opportunities for advancement, recognition, and achievement, activity, authority, creativity .independence, and social status etc

Intrinsic factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived respect and responsibility, task variety, and meaningful work. These personally rewarding intrinsic factors have demonstrated a significant impact on job satisfaction in many studies (*Aziri, 2011*)

In a review of approximately 150 studies, Herzberg (1974) identified and categorized ten major job factors as having an impact on job satisfaction and dissatisfaction. These factors, listed in order from the most to least often cited variable were intrinsic aspects of the job, supervision, working conditions, wages, opportunity for advancement, security, company and management, social aspects of the job, communication, and benefits.

As cited by Lim (2007) Barber (1986) finds that the intrinsic nature of work such as achievement, recognition, interesting work, advancement and decision making power are strong predictors of job satisfaction among direct service workers, supervisors and managers, and their level of absenteeism and job turnover

2.4.3 Extrinsic factors

Extrinsic satisfaction factors relates to external to the work itself such as compensations, policies and practices, supervision, Promotion ,working conditions, interpersonal relations, responsibility and security etc. Extrinsic satisfaction pertains to outside factors and if these factors are perceived positively or negatively.

Spector (1997) says the causes of job satisfaction can be grouped into two main categories. The first category is the job environment and factors associated with the job. This includes how people are treated, the nature of job tasks, relations with other people in the work place and rewards. The second category is the individual factors that the person brings in the workplace. This includes both personality and prior experiences. These two categories often work together to influence an employee's job satisfaction and Barber (1986) other extrinsic job factors which affect job satisfaction are the worker's relationship with co-workers and their salaries. In the same study, workload is found to be the major factor predicting job satisfaction.

Some of the extrinsic satisfaction factors relate organizational environment which affect job satisfaction are: Organizational structure and policies, Promotional chances, supervision, physical social working environment and salaries. Organizational structure and policies play an important role in affecting the job satisfaction of employees An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature .Organizational policies also govern the human behavior in the organizations. These policies can generate positive or negative feelings

towards the organization. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained. Thus, a democratic organizational structure with fair and liberal policies is associated with high job satisfaction (Aziri, 2011).

There is substantial evidence that promotional opportunities do affect job satisfaction. Employees' desire for promotion is strong for different reasons. Lock, Feldman & Arnold (1983), as cited by Lim(2007) stated that the roots of desire for promotion include the desire for higher earnings, the desire for social status, the desire for psychological growth (made possible by greater responsibility), and the desire for justice (if one feels he or she has earned the promotion). As cited by Lim (2007) *Lousier (1990)*, stated most of the employees working in a given organization want to be promoted to higher level jobs, if there is no room for growth and promotion these employees may not be satisfied by their work.

Whether an employee is directly concerned with his promotion or not, he shows interest in what is happening in his organization as far as promotion is concerned. Regarding this, *Murthy (1996)* as cited by Sebsibe (2009) noted that promotion made on favoritism, political and other pressure, makes employees to distrust the organization and to be dissatisfied. On the contrary, an open promotion policy removes much doubt and misconception from the minds of employees. Moreover, a sound and fair promotion policy is a powerful management tool not only to keep the existing employees happy but also to attract new employees

On the other hand Supervision is also important source of job satisfaction. There are two dimensions of supervisory 'styles which affect the job satisfaction: First is Employee Centeredness. Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare. Second is Participation. The superiors, who allow their subordinates to participate in decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction. (Aziri, 2011)

The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work (Bruce and Blackburn, 1992; Vroom, 1982) as cited by Lim (2007). Positive interactions tend to include constructive feedback, effective communication, and a focus on quality rather than quantity (Schroffel, 1999). Positive supervisory

relationships are also those that treat the employees with respect, those that promote staff cohesion but allow for individual thinking, and those that fulfill employee's functional and interpersonal needs (Locke, 1970) as cited by Lim (2007).

Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction simply because they lead to physical discomfort and physical danger. (Aziri, 2011)

Within the context of job satisfaction research, interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with one's supervisor, the social interaction with co-workers, and even the interactions with clients and/or customers. According to Brown (1998) as cited by Tara (2006), employee supervision and interaction have been found to be the two most significant interpersonal factors when looking at job satisfaction. The importance of co-worker social support has been investigated for decades. As far back as the Hawthorne Studies of the 1920's, research has shown that workers who belong to a social group and have friendships on the job tend to be more satisfied (Maynard, 1986) as cited by Lim (2007). Maynard suggests further that employees who lack social support at work experience more stress, have less coping techniques, and are generally less satisfied. Fellow employees can satisfy many social needs, and sympathetic and supportive co-workers can increase job satisfaction (Green, 2000) as cited by Tara (2006). Co-workers are also vital for evaluating the equity and fairness of one's pay and work requirements, and social needs studies have shown that co-worker job satisfaction can influence one's own job satisfaction (Brown, 1998) as cited by Tara (2006).

Whether a person enjoys performing the work itself has a major effect on overall job satisfaction. People who view their jobs as boring, dull, or unchallenging tend to have low levels of job satisfaction (*Lussier, 1990*) as cited by Lim (2007).. Supporting this as cited by Sebsibe (2009) *Muchinsky (1990)*, generalized the following: Tiresome work is dissatisfying, personally interesting work is satisfying, and mentally challenging work that the individual can successfully accomplish is satisfying. Three of the most important aspects of the work itself, as considered by Feldman & Arnold (1983) cited by Sebsibe (2009), as sources of job

satisfaction were: workers who were permitted to decide how that job should be done found to be more satisfied than who were not given such chances. Workers who had chances to use valued skills and abilities were found to be more satisfied than others who didn't have such chances. And an employee who works on a "whole" piece of work or if his personal contribution to the whole is clear and visible, was found to be more satisfied.

Other studies emphasized that besides the work situation, personality of the individual contributes for job satisfaction. For example, Miner (1992) as cited by Sebsibe (2009), pointed out that some people continue to seek out situations where they will be satisfied, while others are drawn toward situations where they will not. Despite this difference, forces internal to the individual and external forces do operate to determine job satisfaction. Moreover, Spector (1997) stated that job satisfaction is partly caused by underlying personality of the individual. Some people are predisposed to like their jobs, whereas others are predisposed not to like their jobs.

2.5 The Measurements of Job Satisfaction

Measuring job satisfaction is difficult, for it is an abstract personal cognition that exists only in an individual's mind. To measure job satisfaction, one must have a conceptual understanding of the construct in order to decide what indirect factors to measure. Since there is no single agreed upon definition of job satisfaction, and no widely accepted theory to explain it, it is no surprise that there is also no general consensus on the best way to measure job satisfaction (Wanous & Lawler, 1972) as cited by Tara (2006). The most basic forms of measurement might include an interview, a single-item measure, or a workplace observation; however, most researchers opt for a more objective and in-depth survey instrument (Spector, 1997). Questionnaires are easily distributed, have less room for bias, have increased likelihood of confidentiality, and require much less time and money than one-on-one interviews (Pedhazur & Schmelkin, 1991) as cited by Lim (2007). Job satisfaction questionnaires also can examine any number of facets that have hypothesized impact on job satisfaction, although the lack of common agreement with definition and theory can present challenges when weighting each facet and interpreting the results (Evans, 1969) as cited by Sebsibe (2009). The most widely cited survey instruments found in the literature include The Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ).

2.5.1 The Job Satisfaction Survey

The Job Satisfaction Survey was developed by Paul E. Spector to assess employee attitudes about the job and aspects of the job. The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from "strongly disagree" to "strongly agree" and questions are written in both directions.

2.5.2 Job Descriptive Index

The Job Descriptive Index (JDI) was first discussed in Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969) as cited by Sebsibe (2009). This 90-item scale is designed to measure employees' satisfaction with their jobs by looking at five important aspects or facets of job satisfaction which are present job, present pay, and opportunities for promotion, supervision, and coworkers. It has been widely used and researched for over 40 years, and it has become one of the most popular job satisfaction survey instruments (DeMeuse, 1985; Zedeck, 1987) as cited Lim (2007). In fact, more than 12,000 research studies are currently archived by the JDI Research Group.

2.5.3 Minnesota Satisfaction Questionnaire

As cited by Sebsibe (2009). Developed *Minnesota Satisfaction Questionnaire* (MSQ) in 1967 by Weiss, Dawis, England, & Lofquist, has become a widely used instrument to evaluate job satisfaction. Three forms of the MSQ have been developed, two 100-item long forms (1977 version and 1967 version) and a 20-item short form. The MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job, and it provides more information on the rewarding aspects of a job than do more general measures of job satisfaction. The MSQ has been widely Used in studies exploring client vocational needs, in counseling follow-up studies, and in generating information about the rein forces in jobs (Vocational Psychology Research, 2002) As cited by Sebsibe (2009).

2.6 Effects of Job satisfaction

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employees Burnout, Job Turnover, productivity, loyalty and absenteeism etc and these are analyzed as part of this chapter.

2.6.1 Burn out

Burnout has been defined in a variety of ways. As cite by Tara (2006), Freudenberger (1974) was the first to coin the term and by burnout, he means a state of physical and emotional depletion which results from the conditions of work. Freudenberger conceptualizes burnout as due to individual psychological/ personal characteristics: the dedicated worker who takes on too much work with an excess of intensity, the overcommitted worker whose outside life is unsatisfactory, and the authoritarian worker who needs extensive control in his or her job. There is no interaction between the worker and his environment.

As cite by Tara (2006), Maslach (1978) propose a broader social/ psychological view of burnout that examines the relationship between workers and their work environments. For Maslach (1982), burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that occurs among individuals who do “people work” of some kind. It is a response to chronic emotional strain of dealing extensively with other human beings, particularly when they are troubled or having problems. In other words, the burnout professional loses all concern, all emotional feelings for the persons he works with and comes to treat them in detached or even dehumanized ways.

Pines and Aronson (1981) as cite by Lim (2007), note that burnout is characterized by physical depletion, by feelings of helplessness and hopelessness, by emotional drain, and by the development of negative self-concept and negative attitudes towards work, life, and other people. Similarly, Farber (1983) identifies burnout as a negative adaptation to stress which includes a pervasive mood of alienation, with features of depression and a loss of idealistic spirit

There is therefore a general consensus that the symptoms of burnout include attitudinal, emotional and physical components. Burnout is a process and it is not identical for each person. As cite by Lim (2007), Cherniss (1980) defines burnout as a transactional process which comprises of three stages. In the first stage, there is an imbalance between resources and demand (stress). In the second stage there exists an immediate, short-term emotional response to this imbalance, and there are feelings of anxiety, tension, fatigue and exhaustion (strain). The third stage consists of changes in attitude and behavior, such as a tendency to treat clients in a detached and mechanical fashion. As cite by Tara (2006), Maslach (1982)

says burnout produces three important outcomes:- (1) emotional exhaustion - a lack of emotional energy to use and invest in others; (2) depersonalization - a tendency to respond to others in callous, detached, emotionally hardened, uncaring, and dehumanizing ways; and (3) a reduced sense of personal accomplishment and a sense of inadequacy in relating to clients. The concept of burnout by Maslach is used in this research.

Pines and Kafry (1978) as cite by Lim (2007), state that burnout can lead to a cluster of symptoms termed as “tedium’ which is a general experience of physical, emotional and attitudinal exhaustion. Tedium occurs in the social service profession and it is due to the internal and external characteristics of work conditions. Internal characteristics include pressures imposed on the cognitive capacity and decision-making mechanism of workers (variety and autonomy) as well as those imposed on the worker’s sense of meaningfulness and achievement (significance, success and feedback). The external characteristics refer generally to the work environment and they include such variables as work relations, work sharing, support from co-workers, the availability of sanctioned time-out periods, and feedback from supervisors and colleagues.

In brief, when discussing the concept of burnout, variables that need to be considered are: (1) the personal characteristics of the provider (worker); (2) the job setting, in terms of supervisory and peer support as well as agency rules and policies; and (3) the actual work with individual clients.

Burnout is important for at least for four main reasons. First, burnout affects the staff member’s morale and psychological well-being. Second, burnout seems to affect the quality of care and treatment provided to clients. Third, burnout may have a strong influence on administrative functioning. Finally, burnout is important in community settings because it helps community caregivers prevent job stress and thus promotes community mental health (Cherniss, 1980) As cite by Lim (2007).

2.6.2 Employees Job Turnover

Employees’ turnover is the rotation of workers around the labor market; between firm, jobs and occupations; and between the states of employment and un-employment (Shaw, D. J. John, E. D. Jerkins, D. & Nina, G. (1998) as cite by Lim (2007). each of which elaborating an individual behavior as a thought of domestic recovery. Lack of commitment toward achieving the organization goal and job dissatisfaction in the form of various personal factors make an employee to quit (Firth, L. David, J. Mellor, Kathleen, A. Moore, & Loquet, C. (2007) In an organization

the turnover being volunteer or in-volunteer is similarly considered as a normal phase of an organizations life where a new employee is hired, trained and groomed for the vacated position, in order to achieve the organization aims and objecting undermining the basic theme of not letting the actual cause of job turnover to highlight Woods, R. H. (1997) As cite by Lim (2007). Unfolding the overall general extract of the definitions stated above, it clearly visible that job turnover is an individual decision which is most likely based on the locus of control and personal behavior. Both of the two stated variable which attribute towards individuals working in an organization are part of personality trait. These personality traits can clearly be visible under the umbrella of organizational based self esteem and organizational based self efficacy of an individual, as both of them play a vital role whenever a job turnover is experienced by an employee in an organization.

Employees Job Turnover dependent on various factors which are directly or indirectly copulated with personality traits of an individual. However the condition under which job turnover takes place can be of various types, each of which depending upon various situation and templates which an employee is marked with.

Job turnover experienced by an individual can be an act of transfer from one department to another keeping the base root same or can be from one organization to another ,these job turnover frames are classified as **Internal and External job turnover**. Ruby, Allen M. (January 2002). Internal Turnover on a broader term can be elaborated as sense of change in job description or job specifications of an employee which might cause a discrete behavior towards organization. Such a turnover can result in either positive (such as increase in job performance) or negative (such as disruption, stress or decrease in job performance).However this type of turnover is controlled by Human resources of the organization who makes such turnovers of the employee in order to benefit the basic need of organization or as a part of succession planning. External Turnover on the other hand is a job turnover experienced by an individual with respect to change in the organization. Such a turnover can either result in both positive (increase in the compensation or salary of an employee) or negative (such as decrease in the salary of an employee or lower satisfaction level due to change in nature of job) which is typically based on employees self decision in order to attain a higher satisfaction level related to job.

Job Turnover based on the social or incidental consequences of an employee's life which at times becomes a reason to have a flexible change on job satisfaction level and job nature attitudes, these turnovers are classified as **Voluntary and involuntary turnover**.

Involuntary Turnover is based on factors which are beyond the control of management but becomes a reason for an employee leave the organization. Such a turnover might not always be favoring for employee itself. Examples of involuntary turnover are death of an employee, anarchy in the country, in fulfillment of basic needs of life and health issues. Human resources department doesn't have any role of controlling such a turnover in an organization. Voluntary turnover on the other hand is dependent on an employee itself and can be experienced by an employee to attain personal satisfaction related to job. Human resources department can actively participate in the declining of such a turnover in an organization

2.6.3 Employee productivity

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only a best estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally, there is a still considerable debate whether satisfaction lead to performance or performance leads to satisfaction (Luthans, 1985).

2.6.4 Employee loyalty

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level. (Aziri, 2011)

Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has to do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in

cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else.

Research conducted by Vanderberg and Lance (1992) As cite by Lim (2007). During which they surveyed 100 professionals in the information services for five months showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee

2.6.5 Employee absenteeism

Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent peruse of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through a increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be. (Aziri, 2011)

Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents). But as we said circumstances can alter this equation. As a manager you could be implicitly encouraging absenteeism by enforcing company policies. If people are paid for sick days, and if they must be “used or lost” this is pretty strong encouragement for employees to be absent. In other words, you’ve helped create a culture of absenteeism that can overcome the “satisfaction” effect. (Sweney and McFarlin, 2005) As cite by Lim (2007).

When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism. (Aziri, 2011)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The purpose of this study was to examine the current level of job satisfaction and factors affecting their satisfaction level of professional toll free telephone councilors working in wegen aids talk line. This Chapter describes the Description of the study Area, the sampling methods, Universe of the study, data collection tools and procedures used, the variables considered, and methods of data analysis.

3.1 Description of the study Area

To understand the General Information of Wegen Aids Talk line center the researcher used key informants interview with higher officials. According to the key informant, AIDS Resource Center (ARC) in Addis Ababa was launched in December of 2002. ARC serves as Ethiopia's Premier source of HIV/AIDS information, with the objective of Building capacity and advance the field of health communication in Ethiopia. Under the National AIDS Resource Center (ARC) of Ethiopia, Wegen AIDS Talk line was established in September 2004 as pilot program and Become a National Program since December 2004 with technical support from the Johns Hopkins University Bloomberg School of Public Health/Center for Communication Programs (JHU/CCP) in collaboration with the Ethiopia's HIV/AIDS Prevention and Control Office and the Ethiopian Telecommunication Corporation.

It is funded by the President's Emergency Plan for AIDS Relief (PEPFAR), through the US Centers for Disease Control and Prevention (CDC). Wegen AIDS Talk line serves the community with up-to-date information, counseling and referral service on HIV/AIDS, STI and TB. The Talk line provides anonymous, confidential and nonjudgmental service allowing callers to speak about sensitive and private issues without embarrassment and empower Ethiopians to know their HIV status and help those HIV negative maintain their sero status; and support PLWHIV and their families adopt a healthy life style.,

Wegen AIDS was started with the objective of encouraging Ethiopians to know their HIV status and use appropriate prevention methods. The hotline also aims to reduce stigma and discrimination facing PLWHA by correcting misconceptions about HIV/AIDS transmission. Health messages promote ART adherence among PLWHA and uptake of PMTCT. Callers can also get psychological support from counselors in dealing with personal and family crisis.

The counselors provide callers with scientifically accurate information and counseling about HIV/AIDS-related issues including HCT, PMTCT, ART, opportunistic infections, care and support, sexually transmitted infections, and Tuberculosis (TB). The Talk line also links callers to health services and resources available to them locally. The center has a state-of-the-art calling system that records key data for further analysis and quality assurance.

The talk line had several expansion programs at different times in terms of: Working days and hours, Number of staffs (from 15, 40, 70, 90), Number of telephone lines (from 8 to 16 & then 24) and Language of operation (from 1 to 14). Currently, the talk line is Nationally reachable from all parts of the country can reach it by dialing 952, Toll free from mobile, fixed & public phones, Serves the general population regardless of their age, ethnicity, gender, HIV status, occupation etc and Offers the service in **14** languages (Amharic, Oromigna, Tigrigna, Wolayitegna, Kembategna, hadiyigna, Sidamigna, Siltegna, Guragegna, Dawrogn, Somalegna, Harari, Agewgna & English and also works Monday through Saturday each for 12 hours (8:00AM to 8:00PM).

According to the key informants, various kinds of people are seeking for telephone counseling from the center. Demographically: males, females, children, the youth, the elderly made calls to the center. According to informants, the predominant numbers are young females compared to others. All kinds of people from different ethnic groups and religious groups seek for telephone counseling. It was reported that the people are calling not only from Addis Ababa but also from different parts of the country.

After calling to the center, the duration of the call may differ from individual to individual. According to key informants, there are people who call and terminated within seconds. And there are people who call and stay on line more than 30 minutes. The key informants have also mentioned that there are callings which are cut off before they are picked up.

Wegen AIDS Talk line's quarterly data show general callers' data disaggregated by age, marital status, HIV status, region and topics discussed. However, because the Talk line maintains the anonymity and confidentiality of callers, necessary precautions have been taken to protect the identity of callers during data collection. In the early years of Wegen AIDS Talk line, the majority of callers were from Addis Ababa, ages between ,15-19 and younger than 15 years old. This trend, however, has changed overtime as more and more people

became aware of our Talk line services through the various promotional strategies using print media, TV and radio programs. The recruitment of counselors who speak different local languages has also expanded Wegen AIDS Talk line's reach

From October 2004 to September 2012 the Talk line received 1,575,223 calls from the 9 regions and two city administration councils. Among the served callers 1,230,675 were male and 343,570 female. In terms of marital status, 82,116 were married and 1,461,895 single. Most of the callers were between the Age of 20- 29. The following table, (table 1) shows general callers data disaggregated by age, gender, marital status, HIV status and region.

Table -3.1 Caller's data disaggregated by age, gender, marital status, HIV status and region.

Callers by Gender	Oct 04-Sep 05	Oct 05-Sep 06	Oct 06-Sep 07	Oct 07-Sep 08	Oct 08-Sep 09	Oct 09-Sep 10	Oct 10-Sep 11	Oct 11-Sep 12	TOTAL	
Female	27,971	45,248	40,927	16,195	25,271	47,961	71,374	68,623	343,570	
Male	68,011	112,258	129,548	68,200	121,622	199,032	269,957	262,047	1,230,675	
Unknown	176	118	89	67	33	91	240	164	978	
	96,158	157,624	170,564	84,462	146,926	247,084	341,571	330,834	1,575,223	
Callers by Age	Oct 04-Sep 05	Oct 05-Sep 06	Oct 06-Sep 07	Oct 07-Sep 08	Oct 08-Sep 09	Oct 09-Sep 10	Oct 10-Sep 11	Oct 11-Sep 12	TOTAL	
0-14	21,620	36,682	11,413	2,918	4,737	9,380	17,449	22,316	126,515	
15-19	48,004	73,154	52,627	22,441	40,463	80,491	120,395	128,776	566,351	
20-29	20,269	39,828	96,238	54,471	91,671	140,487	182,006	157,411	782,381	
30-39	2,002	4,346	7,587	3,510	6,705	10,741	14,310	11,888	61,089	
40 +	593	1,150	1,742	769	1,606	2,665	3,772	3,325	15,622	
Unknown	3,670	2,464	957	353	1,744	3,320	3,639	7,118	23,265	
	96,158	157,624	170,564	84,462	146,926	247,084	341,571	330,834	1,575,223	
Callers by Region	Oct 04-Sep 05	Oct 05-Sep 06	Oct 06-Sep 07	Oct 07-Sep 08	Oct 08-Sep 09	Oct 09-Sep 10	Oct 10-Sep 11	Oct 11-Sep 12	TOTAL	
Addis Ababa	91,979	119,518	94,549	32,632	23,006	27,560	32,965	26,595	448,804	
Afar National	76	319	4,796	2,049	4,258	4,681	5,189	5,424	26,792	
Amhara National	249	10,101	18,773	12,392	23,239	48,523	102,662	117,602	333,541	

Benshangul Gumuz	8	540	523	255	825	991	2,585	3,310	9,037
Dire Dawa	85	451	391	200	3,020	2,162	1,855	1,326	9,490
Gambela National	8	148	574	374	236	273	418	788	2,819
Harrari	113	1,603	608	321	3,159	2,765	2,665	2,055	13,289
International	0	142	44	15	21	43	57	50	372
Oromiya	1,406	19,808	33,156	23,500	57,996	98,320	121,112	106,606	461,904
SNNPR	103	2,574	14,405	10,731	23,957	50,894	59,279	51,501	213,444
Somale	37	586	220	183	936	1,074	1,044	1,049	5,129
Tigray	31	676	1,917	1,230	4,979	6,742	8,851	8,297	32,723
Unknown	2,063	1,158	608	580	1,294	3,056	2,889	6,231	17,879
	96,158	157,624	170,564	84,462	146,926	247,084	341,571	330,834	1,575,223
Callers by Marital status	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10	Oct 10- Sep 11	Oct 11- Sep 12	TOTAL
Divorced	60	124	211	98	226	409	689	510	2,327
Married	1,465	2,941	7,506	3,901	9,284	16,198	22,470	18,351	82,116
Separated	51	125	229	136	235	275	466	378	1,895
Single	92,003	152,884	161,128	79,854	135,229	225,250	312,712	302,835	1,461,895
Unknown	2,495	1,429	1,156	373	1,780	4,754	4,920	8,485	25,392
Widowed	84	121	334	100	172	198	314	275	1,598
	96,158	157,624	170,564	84,462	146,926	247,084	341,571	330,834	1,575,223
Callers by HIV status	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10	Oct 10- Sep 11	Oct 11- Sep 12	TOTAL
Negative	6,746	11,786	21,928	13,176	49,338	115,252	167,158	164,455	549,839
Not Tested	69,449	125,308	127,724	59,645	76,330	92,008	115,893	103,151	769,508
Positive	3,877	5,558	10,411	5,361	10,181	18,724	24,555	19,381	98,048
Unknown	16,086	14,972	10,501	6,280	11,077	21,100	33,965	43,847	157,828
	96,158	157,624	170,564	84,462	146,926	247,084	341,571	330,834	1,575,223

Source – Wegen Aids Talk line data base

Wegen Aids Talk line center they faced various problems and challenges while providing the service to callers at the center. The key informant raised various issues like Presence of high volume call and unable to serve all incoming calls with the existing limited capacity, Extremely high telephone tariff which is threatening the service sustainability and impedes

expansion efforts to reach more needy people, Lack of updated national database Frequent power and telephone interruption and related problems like busy line, silent & hang-up calls and the Presence of abuse and prank/fake/ callers which affects the counselors work motivation and feeling

Moreover, most importantly the key informant mentioned that as the result of the above mentioned problems the counselors face challenging like, Stress and burnout, Counselors Turnover, and challenging counseling cases On HIV/AIDS and ART, Crisis Case like Rape and various effects of HIV/AIDS on the Family. For example some of the cases were narrated to me. This are presented as follows

<<A 25 year old married female client called Wegen AIDS Talk line to discuss issues of ART and side effects. The caller was HIV positive, had started ART four months ago and was doing well with the medication. Her husband (also HIV positive) however, suffered many side effects with the drugs. He complained of nausea, vomiting and gastric irritation and was considering going off of the medication. After some further inquiry, the counselor learned that the husband had been sharing his wife's medication before he was formally put on ART by a physician. On top of that, the couple practiced unsafe sex with no knowledge of the risk of re-infection. The counselor cleared up their misconceptions and helped the caller and her husband by explaining the various issues related to positive living, ART adherence and drug resistant virus, etc>>

<<A young female called Wegen AIDS Talk line and explained to a counselor that when she was six years old, male neighbors raped her in revenge for her father's actions. She kept this secret for 15 years but called 952 to discuss her anxiety over getting tested for HIV. The counselor discussed the possibility of HIV infection and general information about HIV and allowed the caller to vent about her repressed painful experiences. The caller decided to get tested and two weeks later called Wegen AIDS Talk line back to announce her negative test result and to thank the Talk line for the relief she felt as the result of her Talk line counseling session.>>

<<Two teenage sisters called 952 expressing concern for their mother. After she had been sick for eight months the sisters convinced their pregnant mother to get an HIV test which was positive. The callers were upset and worried for their mother's health and the fetus' risk of HIV infection. Their father was uncooperative and refused to discuss HIV with the sisters. After counseling by the Wegen AIDS Talk line counselor, the sisters decided to discuss the matter with their father and prepared to manage his reaction systematically.>>

At the moment, the talk line center doesn't have a separate and an official policy on telephone counseling. It is said that the policy is on the pipeline to be commented and ratified by the stakeholders and sponsors of the center. Since it is not yet ratified the key informants were reluctant to discuss the contents of the policy. However generally it was told to me that there is a telephone counselor counseling manual. this manual are serving as a guiding how telephone counseling is conducted .this guiding manual comprises those issues related to what telephone counseling is, what the role of the counselors and supervisors in telephone counseling and how the counselors and supervisors use counseling equipments like the computer software, telephones and other office facilities that are used for conducting counseling.

Despite the presence of telephone counselor counseling manual, the center has been planning to run different Programs and activities on the prevention and control of HIV/AIDS through telephone counseling. , at the moment the center has endorsed a five years strategic plan for the program of telephone counseling services. It was stated that the focus the strategic plan is to deliver the service to the targeted populations through expansion of the service in various other local languages, including selected SRH topics as part of the service component, expanding the service to be available seven days a week and 24 hours a day and continuing offering quality service to callers.

The researcher also visited Wegen Aids Talk line center: the offices rooms, counseling stations, infrastructure facilities etc this helped me to better understand the working condition with counselor's job satisfaction. It was applied during the fieldwork while trying to make the interviews with the informants and I was trying to record what I felt was important on the notebook. Observation and recording on the note book will take place on the major points like, Organizational structure and staffing, the physical working environment and Organizational documentation system.

At wegen Aids Talk line center there is a head person in charge of controlling the whole activity of communication programs of the center. Including telephone counseling program under the head of communication programs country representative, there is a Director responsible for the overall activity of the talk line center and under the Director of .the Talk line center, there are 5 supervisors /senior counselors/ work to ensure the quality of service provision The supervision has **educative**, **evaluative** and **supportive** dimensions the

supervisors usually listen/record/ caller-counselor conversations and then give feedback specific to the management of that particular call. Counselors given the opportunity to listen one another and support each other and there are about 90 telephone counselors to conduct counseling for callers at the center.

Currently, the Talk line operates by a total of 67 staffs. The Staffs are mix of different professions including health, psychology and sociology .Qualification of staffs range from Diploma to Masters .More than half of staffs speak at least one local language in additional to Amharic and English and Two weeks Basic HIV/AIDS & Telephone Counseling Skills Training organized for all new staffs as a prerequisite to offer standard service

At wegen Aids Talk line center there are 6 rooms made to serve the overall activity of the center. There is only one talk line room for telephone counseling service. The talk line room is located in one side of the corner of the floor. Inside the rooms there are 24 stations which serve for conducting telephone counseling. In one side of the there is a small partitioned room to serve as an office for the director of the talk line center the remaining 5 rooms are offices, tea rooms, toilets for male and females and also one meeting room which also serves as a waiting room for guests who come to the center.

As I observation the talk line room, temperature was somewhat hot , and there was no ventilation for it, the room was also slightly dark and other interior office facilities, computer, telephone, fax,, furniture's and other the Talk line's feature are well organized. The Talk line's Has a PABX with telephone set fitted with headset & handset, Automatic Call Distribution (ACD), Real time calls /Agents monitoring/,Records and reports call statistics, Call-voice recording and Call waiting, forwarding & conferencing

During the visit, the researcher has made a bird eye review on the documentation system of the center. One of the observable documents at the center is headset box .i have counted more than 90 headset at the corridor of the offices. The box consists of different types of headsets that the counselors use while they are on the line.

In addition, inside the talk line room documentation is made through use of Computerized Database System. The Computerized Database System contains Referral Organizations, Quick links (Avert, The body, UNAIDS, WHO ...), FAQ's with their answers (Job

Aid), Callers data capturing tool, Counselors Schedules, Global and National fact sheets and Other websites .moreover the data base registers number and types of callers ,duration of each calls ,audio recording of counseling sessions, there also a system on the computer that shows counselors who are on the line conducting counseling and counselors who are not active on the line

3.2 Study Design and Methods /Methodology.

The research uses both quantitative and Qualitative research designs. Quantitative research designs are used to describe a set of data, acquire information and measure associations to determine whether socio- demographic factors and some selected organizational environment predict a score on the telephone counselors Job Satisfaction. And Minnesota Satisfaction Questionnaire (MSQ)-short form was the instrument used to attain descriptive data for this study.

The study also uses qualitative methods including semi- structured interviews with key informants at the center, focus group discussion with a group of 4 to 8 persons from both sexes, and filed observation.

3.3. Sampling methods

Participants selected for this study were all working as professional a toll free Telephone Counselors in Wegen aids talk line. There are 90 toll free telephone counselors working in the organization and the entire counselor will be involved in the study. Each participant was asked to complete and return the Minnesota Satisfaction Questionnaire (MSQ) short- form. Results of this study were drawn on the basis of participant responses to this instrument therefore, 90 questionnaires were Self-addressed for each counselor within the organization, and Data collection will be completed when the respondents returned the completed surveys.

In addition, two key informants of the center are selected based on their positions and there will be 2 sessions of interview. And for the method of focus group discussion, two group consisting 4-8 persons were organized differing in age, sex language and job experience. and filed observation were conducted during the visit to the center.

3.4 Universe of the study

The research is by no means supposed to be exhaustive or sufficient inquiry on the issue. The very purpose of the study is to examine the level of job satisfaction and factors affecting their level of satisfaction among a toll free telephone councilors who are currently, working in

wegen Talk Line of Aids resource center (ARC) in Addis Ababa. . Thus *this* study uses only selected few individual/socio demographic factors and working environment of the toll free telephone councilors as contributors for their job satisfaction levels. There are numerous other factors which are equally important like individual psychology and personality characteristics, client related demands and job characteristics. In addition , This study cannot make a generalization that its findings represent the overall job satisfaction levels of all telephone counseling .This is because the respondents are limited only to a toll free telephone canceller working in wegen talk line of aids resource center(ARC) of Ethiopia. There might be other telephone cancellers working in some other area. The scope of this study is therefore limited and there is a certain degree of bias by the researcher.

3.5 Data collection tools and procedures

3.5.1 Minnesota Satisfaction Questionnaire (MSQ) short- form. Each participant was asked to complete and return the Minnesota Satisfaction Questionnaire (MSQ). Results of this study were drawn on the basis of participant responses to this instrument. Minnesota Satisfaction Questionnaire (MSQ) is a popular instrument used in the assessment of job satisfaction (Spector, 1997). This instrument was originally developed to assess overall job satisfaction levels and satisfaction levels for 20 dimensions of the work environment. Demographic information pertaining to telephone counselors and questions regarding the current work setting characteristics/environment of the organization are also included on the MSQ. These 20 questions are used in determining levels of overall job satisfaction and satisfaction in relation to selected socio-demographic and work setting characteristics.

The questionnaire used to measure overall job satisfaction were taken from the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, and Lofquist, 1967; cited by Cook et al., 1981) but they were modified and reconstructed to make them suitable for the study. These MSQ scales, measuring 20 job dimensions, include the

1. Ability Utilization: The chance to use personal abilities.
2. Achievement: The feeling of accomplishment from working in the job.
3. Activity: The ability to stay continuously busy on the job.
4. Advancement: The possibilities for advancement on the job.
5. Authority: The opportunities to tell others what to do.
6. System Policies and Practices: The manner in which system policies are put into practice.
7. Compensation: Feelings about pay with respect to the amount of work completed.

8. Co-workers: The way one gets along with fellow co-workers.
9. Creativity: The chance to try one's own methods of doing the work.
10. Independence: The opportunity to work alone on the job.
11. Moral Values: The opportunity to do things that do not go against one's own conscience.
12. Recognition: The praise received for doing a good job.
13. Responsibility: The freedom to use one's personal judgment.
14. Security: The way a job provides steady employment.
15. Social Service: The opportunity to do things for others.
16. Social Status: Being respected by the community.
17. Supervision-Human Relations: The relationship between employees and their bosses.
18. Supervision-Technical: The supervisor's competence in making decisions.
19. Variety: The chance to do things differently.
20. Working Conditions: The physical conditions of the occupational setting.

Originally, the twenty questions are ranked on a five point scale (Very Dissatisfied, Dissatisfied, Neither, Satisfied, and Very satisfied). Each item has five possible responses ranging from Very Dissatisfied to Very Satisfied. Response options are assigned a weighted score with Very Dissatisfied having a value of one and Very Satisfied having a value of five.. The value of the score is 5, 4, 3, 2, and 1 respectively. The questionnaire may approximately take four to six minutes to complete.

The study also uses qualitative methods including semi- structured interviews with key informants at the center, focus group discussion with a group of 4 to 8 persons from both sexes, field observation were conducted.

3.5.2 Key informant interviews with higher officials at wegen Aids Talk Lines center

The two higher officials are males and the interview will be take place at their own offices. One of the informants is a country representative for communication program at Aids Resource center. The other is head of Wegen Aids Talk Line center. The major issues covered include general information about telephone counseling, Wegen Aids Talk Line center, counselor's job satisfactions and factors affecting them, HIV/ Aids communication activities being offered and regarding policy and program of the center.

. 3.5.3 *Focus group discussion*

This method will be conducted by organizing two groups consisting 4-8 persons/telephone counselors differing in age, sex language and job experience. Therefore, two focus group discussions will be held to examine counselors' job satisfaction level and identify the most important factors which affect their level of satisfaction.

. 3.5.4 *Observation*

I will visit Wogen AIDS Talk Line center: the working condition i.e. the rooms, the offices, adequate tools and equipment, Temperature, humidity, ventilation, lighting and noise, hours of work, and cleanliness of the work Place. this helped me to better understand counselors job satisfaction related to the working condition of the center .As a method, it will be applied during the fieldwork while trying to make the interviews with the informants and I will trying to record what I felt was important on the notebook.

As stated earlier the main tool of data collection shall be the interview schedule, questioners, and observation will be used to collect data from the telephone counselors, counselors supervisors and higher officials of the Talk Line center. All these schedules will be pre-tested and also comments and feedbacks from experts in the area and from the studies will be incorporated after that, data collection tools will be standardized and finalized.

In addition, there will be other procedures which needed completion in order for this to be a successful study .that is a special permission to contact toll free telephone councilors will be granted by the organization of wegen talk line of aids recourse center Ethiopia. With reply came authorization and a current staff directory with names and addresses, to contact the Counselors. A letter of request from the university college will be sent to the organization.

3.6 *Variables Included in the Study*

In this study the following dependent and independent variables were included.

4.1 *Dependent variable:* The dependent variable in the study was the overall job satisfaction(20 item-Questions)

4.2 Independent variables: The independent variables considered in this Study can be categorized in to two: these are the personal variables associated with job satisfaction and variables that are used to measure Satisfaction with specific aspects of the job (working environment).

I) Personal variables (Demographic variables)

a) **Sex:** It represented male and female counselor/employees

b) **Age:** Employees/counselors were categorized under four age sub groups:

- i. Age 18 up to 24,
- ii. Age 25 up to 34
- iii. Age 35 up to 44,
- iv. Age 45 up to 55

b) **Marital status:** It represented Married and unmarried employees/counselors

D. Educational level: in this case employees were categorized under 4 sub groups.

- i. Diploma
- ii First degree
- iii. Masters
- iv. Doctorate

E .year of experience: It represents number of years employed as a telephone counselor

f. **Salary of the employees:** Employees/counselors salary were categorized under 5 sub groups

- I. Less than birr 3000
- II. Birr 3000 to 55000
- III. Birr 56000to 7500
- IV. Birr 7600 to 9500
- V. Birr 9600 to 11500
- VI. More than 11500

II) Job related (working environment) factors were:

- a. Operating procedure-policies, procedures, rules, perceived red tape.
- b. Payment satisfaction with amount and fairness or equity of salary
- c. Satisfaction with Promotional opportunity and fairness
- d. Supervision-fairness and competence at managerial tasks by ones supervisor
- e. Working condition (The physical and social environment)

3.7 Data processing and Analysis

The Statistical Package for Social Science (SPSS) version -20 was used to analyze data collected through the Minnesota satisfaction Questionnaire and. The following statistical analyses were conducted:

1. Frequency count, the percentage and pi chart based on the number of respondents was used to gain descriptive data was used to describe an overall level of job satisfaction of Wegens Aids Talk Lines telephone counselors.

2. Means and standard deviations across respondents on the 20 scales of the Minnesota Satisfaction Questionnaire (MSQ) short -form were calculated and then used in constructing a level of Intrinsic and Extrinsic of job satisfaction on the overall job satisfaction for Wegens Aids Talk Lines telephone counselors.

3. Measurement of Relationship and difference like one way ANOVA and cross tabulation analysis with Chi-square analysis and correlation was used to determine the relationship between some selected socio demographic variables and work Setting characteristics within the overall job satisfaction.

3. A qualitative analysis was also completed on the reasons given by participants for job satisfaction or dissatisfaction in response to selected interview questions All the data from the interviews were collected by hand-written notes. Each rough note of the interview was converted to organized notes. The analysis was made based on these notes. And data were coded to identify important aspects related to the research questions and then grouped together to formulate themes among responses. In addition of presenting the findings from structured focus group discussions and observation are incorporated.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The purpose of this study was to examine the current level of job satisfaction and factors affecting the level of job satisfaction among Toll Free Telephone counselors who had been working at Wegen AIDS Talk Line Center. This chapter presents analyses of quantitative data on socio-demographic, some selected organizational information, the level of job satisfaction obtained from Minnesota Satisfaction Interview Schedule (MSIS) and the most important intrinsic and extrinsic values to telephone counselors' job satisfaction and the relationship between some selected socio-demographic variables and work setting characteristics with the overall job satisfaction . In addition, qualitative data findings on the meaning of job satisfaction by telephone counselors, factors affecting their level of job satisfaction by conducting semi-structured interviews with key informant interviews, through focus group discussion, and observation are integrated and presented.

The MSIS-short form was composed of twenty questions pertaining to aspects of the working environment. Weighted scores were statistically calculated on the basis of a Likert scale, where 1 equals 'Very Dissatisfied' to 5 is being 'Very Satisfied.' Data was also collected according to age, gender, marital status, education level, years of experience, etc. and also on some selected working environment, like organizational structure and policies, physical and social working conditions, supervision, promotional opportunities, etc.

Minnesota Satisfaction Interview Schedule was administered by the researcher himself at the Center by formally requesting them to cooperate in providing reliable and valid data on the current job satisfaction research undertaking. As the number of the counselors was manageable, the interview schedules were asked and the respective responses were filled in the instruments by the researcher himself. Therefore, a total of 75 interview schedules were used to collect pertinent data from sixty-one counselors working at those indicated places. The response rate was then calculated to be 81.33%.

4.1 Socio-demographic Characteristics of the Respondents

Descriptive statistics for the variables in the study are presented and can be viewed in Table 4.1. Findings of this section of the chapter are considered for each of the variables hypothesized to have a direct or an indirect effect on intrinsic, extrinsic, or overall job

satisfaction. The finding indicates that there are middle aged, female, married, and first degree holders who have been working the Center for not more than five years. The ages of more than half of the responding counselors (52.5%) were found to be between 30 and 39 years which comprised the middle aged adults. This shows that young and middle aged adults are keen to join telephone counseling job. Out of 61 respondents, a total of 36(59.0%) were female counselors. In the Counseling Centre, the telephone counseling positions are dominated by female professionals. A total of thirty-two married telephone counselors accounted for 52.5% of those respondents in the study population. Therefore, this finding implies that those married counselors at Wegen AIDS Talk Line Telephone Center may play a paramount role in counseling the needy clients based not only on their own wedlock life experience but on their educational expertise as well.

As to the academic qualifications of the participating telephone counselors in the study, about three-fifth of the telephone counselors surveyed held a Bachelor's degree (59%, n = 36). This indicates that diploma in counseling is the minimum qualification to join the telephone counseling workforce in the Talk Line Center. However, there is no telephone counselor who holds doctorate degree in any field of specialization.

In the study, the sampled counselors were asked about their years of work experience in Wegen AIDS Talk Line Telephone Center. The results of the survey indicated that fifty-nine percent of the counselors worked for not more than five years. Telephone counselors in this study thus have relatively short duration of work experience as counselors. In general, the profile of the respondents of this study seems to mirror the general population of all telephone counselors at the Talk Line Center.

Table 4.1 shows that about half of the counselors were found to earn monthly salary which ranged from ETB 3000 to ETB 5500, but only small proportion of them earned ETB more than ETB 11500. A total of 30(49.2%) counselors earned monthly salary in the range of ETB 3000 to ETB 5500, whereas only 4(6.6%) of them received ETB more than 11500 monthly. Therefore, the counselors in the Talk Line Centre are relatively low scale salary monthly when compared with the working conditions in their daily routines.

Table 4.1 Socio-demographic Characteristics of Respondents

No	Variables	Subgroup	f	%
1	Age	18 – 29 (yang Age)	26	42.6
		30 – 39 (middle age)	32	52.5
		40 – 59 (old age)	2	3.3
		Total	60	98.4*
2	Gender	Male	25	41.0
		Female	36	59.0
		Total	61	100.0
3	Marital status	Married	32	52.5
		Unmarried	29	47.5
		Total	61	100.0
4	Educational status	Diploma	9	14.8
		Bachelor	36	59.0
		Master	15	24.6
		Total	60	98.4 *
5	Years of experience	0- 5 (low level job experience)	36	59 .0
		6- 10 (high level job experience)	24	33.3
		Total	60	98.4*
6	Monthly salary	Less than ETB 3000	9	14.8
		ETB 3000 - 5500	30	49.2
		ETB 5501 - 7500	9	14.8
		ETB 7501 - 9500	3	4.9
		ETB 9501 - 11500	4	6.6
		More than 11500	4	6.6
		Total	59	96.7*

* Indicates that there were missing data while data were being collected.

4.2 Reliability Test

To measure the reliability of the instruments and to assess the degree of internal consistency among the set of indicators (interview schedule items), Cronbach’s alpha coefficient is employed. There were 20 items in the instrument which were administrated to a total of 61 Telephone counselors. The results are shown in Table 4.2 which depicts that acceptable Cronbach’s alpha coefficient was .805 for all subscales. This value is high and also indicates strong internal consistency among the 20 question items. This means that counselors who tended to select high score for one item also tended to select high score for other similarly; counselors who tended to select low score for one item also tended to select low score for other questions. The scores on all of the dimensions of job satisfaction seem to be normally

distributed because the skewness (from -.884 to -.062) and kurtosis (from .296 to -1.124) values were found to be within the guidelines of lower -2 or higher than +2 as set by the statisticians in the field of study. Therefore, the instrument used is acceptable for the analysis purpose of job satisfaction. The scores for each of the items are indicated in the table below.

Table 4.2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.814	20

Table 4.3 Item-Total Statistics

list of Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Ability Utilization	64.3276	103.242	.714	.777
2. Achievement	64.2241	111.054	.447	.793
3. Activity	64.3276	109.873	.388	.796
4. Advancement	64.6552	105.774	.588	.784
5. Authority	64.4138	106.773	.490	.789
6. System Policies and Practices	64.3103	102.884	.699	.777
7. Compensation	64.7931	107.465	.455	.791
8. Co-workers:	64.2069	106.763	.557	.786
9. Creativity	64.4483	105.445	.593	.784
10. Independence	64.2069	103.641	.566	.784
11. Moral Values	64.4828	107.868	.515	.789
12. Recognition	64.4655	136.043	-.538	.847
13. Responsibility	64.7069	118.562	.055	.814
14. Security:	64.4655	118.534	.052	.814
15. Social Service	64.3276	103.242	.714	.777
16. Social Status	64.2241	112.072	.485	.793
17. Supervision-Human Relations:	64.1897	103.490	.639	.780
18. Supervision-Technical	64.4483	105.445	.593	.784
19. Variety	64.3103	102.042	.737	.775
20. Working Conditions	64.5345	143.481	-.797	.857

4.3 The Overall Level of Job Satisfaction

The overall level of job Satisfaction obtained from an individual’s general feeling about one’s own job. Therefore, to examine the overall satisfaction, there needs to be investigate questions on MSIS-short form. The MSIS-short form consisted of twenty (20) questions. The respondents were asked to answer these questions according to a Likert scale, 1=Very Dissatisfied and 5= Very Satisfied.

To determine the overall level of job satisfaction, one considers responses to questions one through twenty. By summing up each response weight number of the respondents for the 20 item equations and dividing by five response categories, that is, 1=very dissatisfied, 2= dissatisfied, 3= neutral or neither satisfied nor dissatisfied, 4= satisfied and 5= very satisfied); it was found that the counselors were generally satisfied with their job.

Table 4.4 Overall Levels of Job Satisfaction Scores

Subgroups	Frequency	Percent	Valid Percent	Cumulative Percent
Very satisfied (VS)	7	11.5	11.5	11.5
Satisfied (S)	36	59.0	59.0	70.5
Neutral (nether satisfied nor dissatisfied) (NS)	18	29.5	29.5	100.0
Dissatisfied (D)	0	0.0	0.0	0.0
Very dissatisfied (VD)	0	0.0	0.0	0.0
Total	61	100.0	100.0	100.0

As it is stated in Table 4.4, the overall level of job Satisfaction of the counselors is generally rated as satisfied. A total of 36(59%) and 7(11.5%) of the respondent counselors were found to be very satisfied. Thus, based on these findings of the study, one can deduce that the counselors are generally satisfied with their daily routines of tasks performed in the Centre.

The overall level of telephone counselors’ job satisfaction can also be shown using a pie chart. Figure 4.1 indicates that fifty-nine percent of the counselors were satisfied, about twelve percent of them were very satisfied and about thirty percent of the sampled counselors were found to be neither satisfied nor dissatisfied with the jobs assigned.

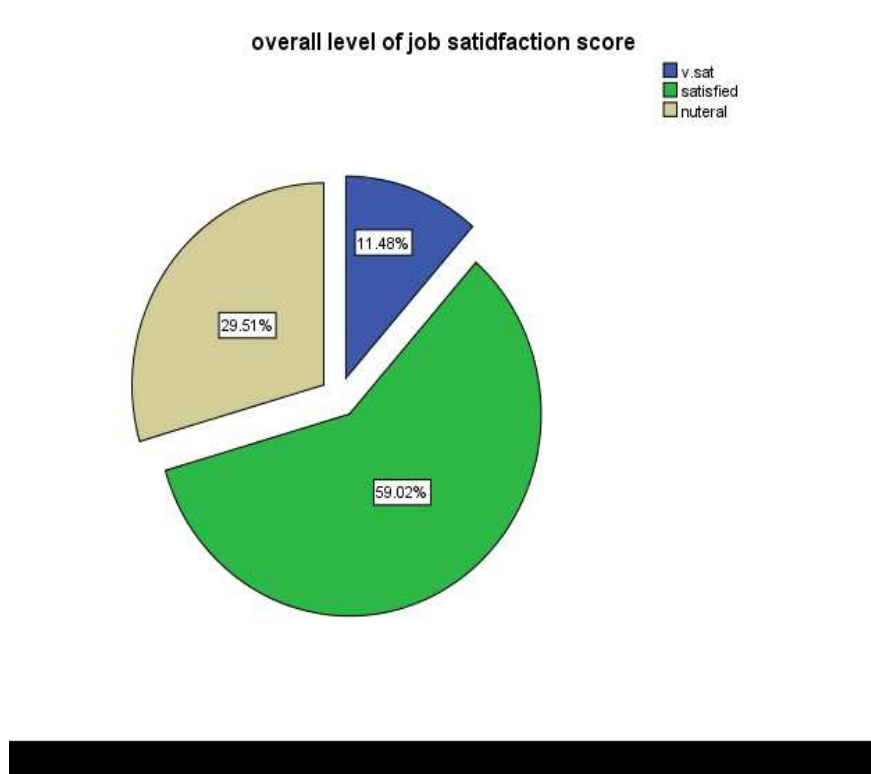


Figure 4.1 Overall Level of Telephone Counselors Job Satisfaction

4.4 Intrinsic and Extrinsic satisfaction levels

Table 4.5 highlights descriptive statistics of the main variables (20 item question on MSQ) of the study. To examine in greater details as to what means in relation to the overall level job satisfaction level founded earlier the variables on the overall level job satisfaction are classified into Intrinsic and Extrinsic satisfaction level.

Intrinsic satisfaction describes how positive an individual feels about his or her job performance. Intrinsic satisfaction relates to factors, like ability utilization, opportunities for advancement, recognition, and achievement, activity, authority, creativity .independence, and social status etc And the questions that addressed the intrinsic satisfaction level were questions 1, 2, 3, 5, 9, 10, 11,12, 15, 16, and 19.and

Extrinsic satisfaction relates to extrinsic factors such as supervision, compensations, policies and practices, working conditions, interpersonal relations, responsibility and security etc. Extrinsic satisfaction pertains to outside factors and if these factors are perceived positively or negatively. Questions on the MSQ-short form which correlate with extrinsic satisfaction level are 4, 6, 7, 8, 13,14,17,18 and 20.

Table 4. 5 Descriptive Statistics on Intrinsic and Extrinsic of Satisfaction Levels (n = 61)

Satisfaction level	Questions(20-MSQ)	Mean	SD
<i>Intrinsic</i>	1.Ability Utilization	3.4918	1.13465
	2. Achievement	3.5574	0.99204
	3. Activity	3.4754	1.21938
	5. Authority	3.3770	1.28016
	9. Creativity	3.3279	1.20722
	10. Independence	3.6230	1.35602
	11. Moral Values	3.3279	1.12133
	12. Recognition	3.3115	1.28505
	15. Social Service	3.4918	1.13465
	16. Social Status	3.5574	0.84705
<i>Extrinsic</i>	19. Variety	3.4918	1.17789
	4. Advancement	3.1500	1.16190
	6.System Policies and Practices	3.4918	1.17789
	7. Compensation	3.0328	1.30342
	8. Co-workers	3.6066	1.12958
	13. Responsibility	3.0833	1.22532
	14. Security	3.3443	1.19562
	17.Supervision-Human Relations	3.5738	1.27094
	18.Supervision-Technical	3.3279	1.20722
	20. Working Conditions	3.2667	1.24692

Note. 1 = very dissatisfied, 2 = dissatisfied, 3 = neutral (nether dissatisfied nor satisfied), 4 = satisfied, and 5 = very satisfied

4.4.1 Intrinsic Satisfaction Level

Table 4.5 indicates that , within the overall level of job satisfaction, the respondents generally perceive intrinsically they have comparatively lower level of intrinsic job satisfaction with the values of Authority (mean=3.3770; SD=1.28016), Creativity (mean=3.3279;SD=1.20722),Moralvalues(mean=3.3279,SD=1.12133),Recognition(mean=3.3115,SD=1.28505) and the counselors were also satisfied at moderate level with at the AbilityUtilization(mean=3.4918;SD=1.3465),Activity(mean=3.4754;SD=1.21938),Social service(mean=3.4918; SD=1.13465), and Variety (mean=3.4918; SD=1.17789). However, the counselors comparatively felt higher level of job satisfaction with their Achievement (mean=3.5574; SD=0.99204), Social Status (mean=3.5574; SD=0.84705) and Independence (mean=3.623; SD=1.35602). Therefore, the counselors in the Hot Line Talk Counseling Centre are generally satisfied with their jobs in terms of Achievement, Social Status and Independence.

4.4.2 Extrinsic Satisfaction Level

With regard to the Extrinsic level on the overall satisfaction level the counselors generally perceived they were satisfied comparatively lower level of satisfaction with compensation (mean=3.0328,SD1.30342),Responsibility(mean=3.0833,SD=1.22532),Advancement(mean=3.1500,SD=1.6190),Working condition (mean=3.2667,SD=1.2462) and the counselors were satisfied Extrinsicly at moderate level with supervision-technical (mean=3.5738,SD=1.27094), Security(mean=3.3443,SD=1.19562),System policies and practice (mean=3.4918,SD=1.17789) and the counselors were comparatively felt a higher level of satisfaction with their supervision-human relations(mean3.5738,SD=1.27094)&with their coworkers(mean=3.6066,SD=1.12958)at the Talk Line center..

4.5 Overall Level of Job Satisfaction and Socio-demographic and some selected Work Setting Variables

In order to determine the relationship between overall job satisfaction level and socio-demographic and some selected work setting variables. To this end, the researcher re-categorized the overall job satisfaction level of the counselors into two groups for better explanation and comparison. These groups are very satisfied and less satisfied. A total of 43 (70.5%) of the counselors in the study were in a position of expressing their overall level of satisfaction as very satisfied in terms of those twenty values.

Table 4. 6 Overall Level of Job Satisfaction Scores (OLJS)

Subgroups	Frequency	Percent	Valid Percent	Cumulative Percent
Less satisfied	18	29.5	29.5	29.5
Very satisfied	43	70.5	70.5	100.0
Total	61	100.0	100.0	100.0

4.6 Job Satisfaction Socio-demographic Variables

4.6.1 Age and Overall Level of Job Satisfaction

In the study, the researcher also assessed whether or not there is relationship between age as one of the socio-demographic characteristics and overall level of job satisfaction. To this end, the researcher ran Descriptives, measure of relationship/correlation and even one-way ANOVA. The results are shown in the table presented below.

Table 4.7 Descriptives (Means, Standard Deviations and Standard Errors of Overall Job Satisfaction Scores for Different Age Groups of Counselors)

Age sub groups	Number	Mean	SD	Std. Error
Yang age	26	1.6538	.48516	.09515
Middle age	32	1.7813	.42001	.07425
Older age	2	1.0000	.00000	.00000
Total	60	1.7000	.46212	.05966

Table 4.8 illustrates that there is statistically significant difference between age categories of the counselors and their overall level of job satisfaction. This is supported by analyzing the counselors' average and expressed levels of job satisfaction in the Centre. In this case, the null hypothesis is there is no statistically significant difference between average age of the counselors and their overall level of job satisfaction; while the alternative hypothesis is that there is statistically significant difference between average age of the counselors and their overall job satisfaction level.

Table 4.8 One –Way ANOVA for Three Age Subgroups of Counselors

Source of variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.247	2	.623	3.129	.051
Within Groups	11.353	57	.199		
Total	12.600	59			

Taking the mean scores of overall level of job satisfaction (**OLJS**) of those three age sub groups of the counselors, the researcher computed One-Way Analysis of Variance (One-Way ANOVA) in order to determine whether or not there is a significant difference between average age and overall job satisfaction. When the calculated p-value is greater than the critical or table value of p-value, it is recommended that it is advisable to fail to accept the null hypothesis and to accept the alternative hypothesis. Therefore, the above ANOVA summary table indicated that there was statically significant difference among the three age sub groups of employees and overall level of job satisfaction because the p-value ($\alpha=.051$) was found to be slightly greater than $\alpha=.05$ ($F= 3.129$, $p\text{-value} < .051$).

4.6.2 Gender Difference on Overall Level of Job Satisfaction

The outputs of the cross-tabulation analysis of SPSS depict that female counselors are very satisfied than male counselors in different age categories. Three-fifth of the female respondents (60.5%) and 39.5% of the male counselors expressed that they were very satisfied with their overall level of job.

Table 4.9 Male and Female Counselors on Overall Level of Job Satisfaction

			Sex		Total
			Male	Female	
OLJS	Less satisfied	Count	8	10	18
		% within OLJS	44.4%	55.6%	100.0%
	Very satisfied	Count	17	26	43
		% within OLJS	39.5%	60.5%	100.0%
Total		Count	25	36	61
		% within OLJS	41.0%	59.0%	100.0%

The study further aims at determining whether or not there is correlation between gender of the counselors and their overall level of job satisfaction. First, the researcher considered the null hypothesis which is stated a there is no statistically significant difference between the counselors' gender and overall level of job satisfaction. In contrast, the alternative hypothesis is that there is statistically significant difference between gender and overall level of job satisfaction. The results of the data analysis are thus shown in the table given below.

As Table 4.10 shows that the Pearson Chi-Square value was calculated to be .126, degree of freedom (df=1) and two-tailed significant value of .722. Therefore, it is advisable to reject the alternative hypothesis, but to accept the null hypothesis. There was no statistically significant difference between male and female counselors with respect to their overall level of job satisfaction (OLJS) because the calculated significant value was .722 which is greater than p-value of .05 (α -value >.722).

Table 4.10 Chi-Square Tests for Male and Female Counselors and OLJS

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.126 ^a	1	.722		
Continuity Correction ^s	.005	1	.944		
Likelihood Ratio	.126	1	.723		
Fisher's Exact Test				.780	.469
Linear-by-Linear Association	.124	1	.724		
N of Valid Cases	61				

4.6.3 Marital Status and Overall Level of Job Satisfaction

In this study, the investigator tried to determine whether there is statistically significant difference between marital status and OLJS of the counselors. For this purpose, both cross-tabulation and Spearman's rho correlation were run using the latest version of SPSS. Table 4.11 illustrates that married counselors were found to have very satisfied overall level of job satisfaction in the Centre than unmarried professionals from both sexes.

Table 4.11 Cross-tabulation of Marital Status and OLJS of Counselors

			Marital status		Total
			Married	Unmarried	
OLJS	Less satisfied	Count	8	10	18
		% within OLJS	44.4%	55.6%	100.0%
	Very satisfied	Count	24	19	43
		% within OLJS	55.8%	44.2%	100.0%
Total		Count	32	29	61
		% within OLJS	52.5%	47.5%	100.0%

In addition, the Spearman's rho coefficient of correlation shows that there was positive, but weak relationship between marital status and overall job satisfaction level in the Talk Line Centre. The Spearman's rho was calculated to be $r=.088$ at two-tailed significant coefficient, $\alpha=.502$.

Table 4.12 Spearman's rho Coefficient of Correlation of Marital Status and OLJS of Counselors

		Marital status	OJSS
Marital status	Correlation Coefficient	1.000	.088
	Sig. (2-tailed)		.502
	N	61	61
OJSS	Correlation Coefficient	.088	1.000
	Sig. (2-tailed)	.502	
	N	61	61

Therefore, marital statuses of the counselors do not have significant importance in determining their overall level of job satisfaction. Whether or not the counselors in the Centre are married or unmarried has no role in bringing overall level of job satisfaction regarding the jobs has been assigned on daily basis.

4.6.4 Educational Level and Overall Level of Job Satisfaction

Regarding whether or not there is relationship between counselors' educational level achieved and overall level of job satisfaction among the respondents in the study, the researcher used Pearson's coefficient of correlation of the SPSS software. Thus, the Pearson's correlation value was calculated to be, $r = -.113$ and $\alpha = .391$. These findings of the study show that there was weak and negative relationship between the educational achievement and overall job satisfaction level of the counselors in the Talk Line Centre. Moreover, that is the case in that the "sig." or the significance level or p-value level is greater than .05. Thus, one may reject the alternative hypothesis of there is statistically significant relationship between the counselors' educational levels and their OLJS. It can be deduced that the counselors' high level of educational achievement is generally related with low level of overall job satisfaction and vice versa.

Table 4.13 Correlation between Education Level and OLJS of Counselors

		OJSS	Educational level
OJSS	Pearson Correlation	1	-.113
	Sig. (2-tailed)		.391
	N	61	60
Educational level	Pearson Correlation	-.113	1
	Sig. (2-tailed)	.391	
	N	60	60

4.6.5 The Job Experience and Overall Level of Job Satisfaction of Counselors

The two variables are ordinal levels of measurement. Table 4.14 shows that the job experience and the overall level of job satisfaction, but not statistically significant correlated. There was also weak, negative correlation, which would be considered as an insignificant effect size, between the counselors' job experience and their overall level of job satisfaction, $r = -.109$ and Sig. (2-tailed level) or $\alpha = .255$ (which is greater than .05). Therefore, there was no statistically significant relationship between job experience and OLJS on the part of the counselors. Those counselors who had relatively longer years of work experience in the Centre expressed that they experienced lower overall level of job satisfaction and vice versa.

Table 4.14 Correlation between Job Experience and OLS of the Counselors

		OJSS	Job experience
<i>Kendall's tau_b</i>	<i>OJSS</i>		
	<i>Correlation Coefficient</i>	1.000	-.109
	<i>Sig. (2-tailed)</i>	.000	.255
	<i>N</i>	61	60
	<i>Job experience</i>		
	<i>Correlation Coefficient</i>	-.109	1.000
<i>Spearman's rho</i>	<i>OJSS</i>		
	<i>Correlation Coefficient</i>	1.000	-.152
	<i>Sig. (2-tailed)</i>	.000	.246
	<i>N</i>	61	60
	<i>Job experience</i>		
	<i>Correlation Coefficient</i>	-.152	1.000
	<i>Sig. (2-tailed)</i>	.246	.000
	<i>N</i>	60	60

4.6. Monthly Salary and Overall Level of Job Satisfaction

Table 4.15 indicates that monthly salary of the counselors is not correlated with their overall level of job satisfaction. The researcher, to this end, employed Descriptives as well as One-Way ANOVA to determine whether there is statistically significant relationship between monthly salary categories and overall job satisfaction level.

Table 4.15 Relationship between Monthly Salary and OLJS of Counselors

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.560	2	.280	1.338	.270
Within Groups	12.129	58	.209		
Total	12.689	60			

Taking the mean scores of overall level of job satisfaction (OLJS) of these high and low salary groups, One-Way Analysis of Variance (ANOVA) was computed. The above ANOVA summary Table indicates that there was no statically significant difference among high and low salary groups of counselors on the overall level of job satisfaction. The Sig. (2-tailed level) was found to be .270 which was greater than .05 (F= 1.338, P-value or $\alpha = .270$ that is greater than .05).

4.7 Overall Level of Job Satisfaction and some selected Work Setting Variables

4.7.1 Counselors Job Satisfaction Level and organizational structure and policy

In the study, the researcher conducted an assessment of correlation between counselors' job satisfaction level and organizational structure and policies in the Centre. For this purpose, Chi-Square test and Pearson's coefficient of correlation were run. The findings of the study indicate that there were no significant relationship between the organizational policy and structure and overall level of job satisfaction because significant value .527, which was greater than .05. This difference was not large enough to be statistically significant. Thus, the existing organizational structure and policies in the Talk Line Centre has nothing to do either to increase or decrease the counselors' overall level of job satisfaction.

4.7.2 Counselors Job Satisfaction Level and Physical Working Environment

The outputs of SPSS show that there was no significant relationship between the physical working environment of the Centre and overall level of job satisfaction because significant value was found to be .608 which was greater than .05. This difference was not large enough to be statistically significant. Therefore, the physical working environment of the Talk Line Centre is not correlated with the counselors' overall level of job satisfaction. In conclusion, one can deduce that the physical working environment of the Centre does not determine the overall level of job satisfaction on the part of the counselors.

4.7.3 Job Satisfaction Level and Social Working Environment

The findings of the study show that Chi-Square value of (Chi-Square=.265^a, df= 2 and significant value of .876 which is greater than .05. Therefore, there was statistically significant relationship between social working environment and overall level of job satisfaction. This means indicates that the existence of enabling social working environment cannot determine the level of overall job satisfaction on the part of the counselors in the Centre. ge enough to be statistically significant.

4.7.4 Counselors Overall Job Satisfaction Level and Supervision

Like the above variables, there was no significant association between supervision and overall level of job satisfaction among the counselors based on the findings of the study.

Therefore, whether the counselors have got close supervision or not has nothing to do with their overall level of job satisfaction.

4.7.5 Counselors Overall Job Satisfaction Level and Promotion

As one of the objectives of this study is to determine whether or not there is correlation overall job satisfaction scale and promotion of the counselors, Pearson’s correlation coefficient was run using SPSS. To this end, the null hypothesis is that there is no relationship between overall job satisfaction scale and promotion among the counselors, while the alternative hypothesis states that there is relationship between OJSS and promotion. Table 4.16 illustrates that the Pearson correlation coefficient was found to be, $r(61)=.000$ at $\alpha=.997$. As shown, the correlation between overall level of job satisfaction and promotion of the counselors was not statistically significant because the “sig. (two-tailed)” was calculated to be $\alpha=.997$ which is greater than .05. Thus, the researcher accepted the null hypothesis of no correlation and stated that there was no correlation between overall level of job satisfaction and promotion of the counselors. Those counselors who have got promoted do not have overall job satisfaction in their respective assigned jobs and vice versa. Therefore,

Table 4.16 Correlation between OJSS and Promotion of Counselors

		OJSS	Promotion
OJSS	Pearson Correlation	1	.000
	Sig. (2-tailed)		.997
	N	61	61
Promotion	Pearson Correlation	.000	1
	Sig. (2-tailed)	.997	
	N	61	61

There would be no systematic correlation between overall job satisfaction level and promotion of the counselors. One cannot predict anything about overall level of job satisfaction from knowing the counselors’ promotion status in the Centre.

4.7.6 Counselors Job Satisfaction Level and their Intent to remain in Current Position

The outputs of the data analysis indicate that there was weak positive relationship between OJSS and the counselor’s intent to remain in current position. The Pearson’s product moment correlation coefficient was calculate to be weak, $r(61) =.017$ and $p\text{-value}=.895$. Thus, there was weak positive, but not statistically significant correlation between counselors’ intent to

remain in their current position and overall level of job satisfaction because significant value (sig. two tailed) .895 is greater than .05.

4.7.7 Counselors Satisfaction Level and their Intent to remain in Current Profession

The findings of the study show that there was weak negative correlation between counselors' intent to remain in the current profession and their overall level of job satisfaction. The correlation between OLJS and intent to remain in current profession was not statistically significant because the Pearson's correlation coefficient, $r(60) = -.132$, and the significance level (Sig. 2-tailed) was found to be .316. Thus, the counselors who have had intent of remaining in the current profession may not have overall job satisfaction in their daily routines of tasks in their offices in the Talk Line Centre. Generally, one can conclude that one's intent in the current profession does not mean s/he has got overall level of job satisfaction. In other words, the counselors' intent to remain in the current position does not determine their overall level of job satisfaction achieved in their respective jobs assigned.

In summary, married female counselors were very satisfied in terms of overall level of job satisfaction. However, there was weak negative relationship between educational status and OLJS, weak negative correlation between job experience and OLJS, and no statistically significant relationship between OLJS and average monthly salary. In the same vein, there was no correlation between organizational structure and policies; physical working environment; social working environment; supervision; promotion; remain in the current position and profession; and overall level of job satisfaction. Thus, marital status and gender of the counselors seem to be outstanding variables to bring their overall level of job satisfaction in the Centre.

4.8 Counselors Insights of Job Satisfaction

The researcher organized and conducted two focus group discussions to identify how the counselors view job satisfaction; to examine their level of job satisfaction and to identify the most important factors affecting their level of satisfaction using the FGD guide consisting of the following major points:

- 1) How do the counselors view job satisfaction in the Centre?
- 2) What types of factors are affecting the counselors' level of satisfaction? And
- 3) To what extent, the counselors are being satisfied with their current job?

4.8.1 Meaning of Job Satisfaction by Telephone Counselors

The participants of the two FGDs forwarded similar views, comments and suggestions regarding the meaning of job satisfaction and the most important factors which affect their level of satisfaction. It was also observed that some of the respondents could very specifically articulate what they meant by their job satisfaction, but some others were found to get confused to say whether they are satisfied or not. Some of the points they had raised emphasized on which aspects of their daily routines of job they got satisfied but some of the points stated were in line with their desire and thinking. Because of these reasons, some definitions about job satisfaction expressed by them are more or less similar to the causes of job dissatisfaction.

Ways the respondents explained the term 'job satisfaction' is similar with that of Luthans' (1995) dimensions of job satisfaction. As cited by Shamima (2006), the first dimension is that job satisfaction is an emotional response to a job situation. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. The pattern of defining or explaining the term job satisfaction is also similar with that of Aziri (2011). This author considered that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. Locke (1976) as cited by Aziri (2011) also identifies the self (or the individual) as the important agent for job satisfaction. According to him, job satisfaction is the result of how the individual views himself and the way in which this view affects what he seeks for pleasure on the job and how various job experiences and conditions affect him. These all factors affect the entire teacher to explain the term job satisfaction. Multifarious concepts related to job satisfaction were reflected by selected telephone counselors. In what follows, these are presented as below.

4.8.1.1 Getting Handsome Salary is Job Satisfaction

One of the main purposes of job is to get a payment or salary. It is very natural that a handsome salary will bring job satisfaction. According to the two-factor theory, Herzberg (1974) claimed that as payment is a hygiene factor and extrinsic to the job itself; this variable can only produce feelings of job dissatisfaction. From the discussion, it is found that all the counselors reflected the same views on this point. According to their views, a lower salary cannot bring job satisfaction. Salary paid must be consistent with present socio-economic conditions in the country. It means that one has to cope up with the soaring up living

expenses of the society with one's monthly salary. At least, one's monthly salary must cover the living cost.

An amount of monthly salary must be capable to meet up one's basic needs to stay alive in life. When one's monthly salary could not meet up one's basic needs, she/he has to look for other income earning sources. These set of reflections implied that when their salary could not afford to cover their family expenditures; they had to look for other jobs to earn more. Those counselors who earned that amount of money do not use full effort to work and to counsel their clients at present job. Sometimes, the counselors look for a job from other private organizations to get more money than the salary they earn from Centre. As a result, their sincerity decreases from their own present telephone counseling job and then may become irresponsible to their jobs assigned. Thus, the amount of salary plays a vital role to create job satisfaction. Gruneburg (1976) also refuted this suggestion by maintaining that substantial evidence supports the hypothesis that salary operates as a determinant for both job satisfaction and dissatisfaction. Similarly, most of the Telephone counselors in the focus discussions revealed the fact that their low level of salary made them dissatisfied with the jobs. For them, job satisfaction was found in the context of higher level of salary. From the frustration of very low salary, most of them explained job satisfaction in terms of getting a handsome salary monthly.

4.8.1.2 Job Security (in terms of Stability and Permanency)

The majority of the participants of the two Focus Group Discussions described job satisfaction in terms of stability, security or permanency of the job. They noted that "the current job is not a government job; it is not secured". In the sense of job security, the Talk Line Telephone Centre may be closed because the payment may not be regular and permanent. If anything happen in this context, the financial benefit after one's retirement is not properly guaranteed. Permanency of any job is directly linked with job satisfaction. Permanency also reduces tension and thus guarantees devotion to the job.

Herzberg (1974) identified the security of the job as hygiene factors in his study suggested the steady rise in morale of an employee's career is due to an increase in feelings of security and seniority, broadening of interests, and a general rise in life adjustment and satisfaction. In the final analysis, the researcher identified that those counselors highly expressed job dissatisfaction because of insecurity and instability in their jobs. The counselors also noted that governmental job is secured and stable and also have financial guarantee after they have

got retirement from the job. As there is provision of pension on monthly basis, they noted that working in non-governmental organizations resulted in feeling of job insecurity and dissatisfied. Therefore, the qualitative findings of the study indicate that the counselors in the Centre perceive job satisfaction from job permanency and stability points of view.

4.8.1.3 Having Good Career Prospect

Most of the counselors also perceived job satisfaction to have a good career prospect in the job. A career has some phases. It starts with recruitment and selection. Then, the incumbent passes through other phases, like promotion, supervision, training and transfer, as well as placement. The findings of the FGD show that most of the counselors perceive job satisfaction as having a prospective job. Everyone wanted to utilize properly his or her academic qualification. The individual's effort is to have such a job which can lead him/her to reach to the top echelon of that job. Thus, the counselors go on in disciplined manner and in time are desired by them. However, the counselors mentioned that only good performance on the job was needed for recruitment, as well as selection and promotion. If performance and merit are preferred only the right person can get progress in the job to others and, thus, be satisfied. Most of the discussants, said, "If it is not, the counselors will be demoralized but less motivated as a result of dissatisfaction."--

Accordingly, the process theories attempt to explain job satisfaction based on the premise that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others Shamima (2006). The "equity theory" also proposes that people seek social equity in the rewards they expect for performance. In other words, people feel satisfied at work when the input or contribution to a job and the resulting outcomes are commensurate to that of their coworkers. Therefore, during the focus group discussions, the counselors mentioned that "in the phases of career (that is promotion, supervision and training); we are highly dissatisfied. And such type of dissatisfaction influences our mind to explain the term 'job satisfaction'. Thus, from such a reality in the Centre, the FGD participants define job satisfaction in terms of the presence of good career opportunity.

4.8.1.4 Job Satisfaction is as a Favorable Physical and Social Environment

As stated by Aziri (2011), good working conditions are desirable by the employees, as they lead to more physical and mental comfort. People desire that there should be a clean and healthy working environment. During the discussions, some of the participants noted,"Job

satisfaction is understood in terms of having a favourable physical and social environment.” For them, favorable physical environment means infrastructure of the building, rooms, temperature, humidity, ventilation, lighting, no noise, cleanliness of the work place, toilet facilities, etc. and other well-organized interior office facilities computer, telephone, fax, headsets, furniture, and so on. These conditions are linked with working environment. Such types of situation influence their mind set up to think job satisfaction in terms of favourable physical working condition and changed their mind to perceive the term ‘job satisfaction’ in the light of favourable physical environment.

In addition, the discussants expressed that job satisfaction was perceived as having favourable social environment. The social environment means favourable supervisor – counselor relationships, manager - counselor relationship and inter-personal relationships among the colleague counselors. Some of the counselors in the FGDs stated that they expected harmonious relationship among their co-workers and noted that they were much more concerned about such a relationship. Based on those points of view, the counselors in the study define job satisfaction as having favorable social environments.

4.8.1.5. Getting Job as per One’s Academic Qualification

A few of the counselors in the study explained, “Job satisfaction is fitting job with one’s academic background. Academic qualification is the standard for one’s professional background. Such a qualification is required to apply for a vacant position in HIV/AIDS counseling job.” Getting job as per one’s academic qualification will satisfy him or her. On the other hand, if someone’s job is inferior to his or her academic qualification, this job brings dissatisfaction to him or her. Those counselors who are holding higher degree directly related to counseling consider that they consider this as their achievement which, in turn, makes necessary for recognizing their academic qualification job satisfaction. In contrast, those counselors that hold higher degrees that are not directly related to the counseling profession (like nursing, sociology, etc.) are less satisfied with their respective jobs as a result of mismatching of their job and academic qualification. Therefore, getting job opportunity which matches with one’s academic qualification is viewed as job satisfaction by the counselors.

4.9 Factors Influencing Job Satisfaction

This section deals with factors that cause dissatisfaction. Based on the focus group discussions, the patterned themes revealed that there were many factors which caused work dissatisfaction on the part of the counselors. However, these factors vary from counselor to counselor. Sometimes, these factors are linked to socio-economic condition. Difference in perception was also found among the counselors and these factors were believed to be causes of job satisfaction or dissatisfaction.

Spector (1997) states that causes of job satisfaction can be grouped into two main categories. The first category is the job environment and factors associated with the job. This includes how people are treated, the nature of job tasks, relations with other people in the work place and rewards. The second category is the individual factors that the person brings in the workplace. This includes both personality and prior experiences. These two categories often work together to influence an employee's job satisfaction. The analytic generalization has linkage with the factors and the theoretical framework. The causes of job satisfaction and dissatisfaction discussed as follows.

During the discussions, all of the counselors stated that they were dissatisfied with their jobs because of low salary. None of the discussant was found satisfied with their existing pay structure. According to Herzberg's two factor theory, salary is a hygiene factor which causes dissatisfaction. If salary is lower than one's expectation, the employees become dissatisfied with their jobs. Thus, the low or poor salary structure causes dissatisfied on the part of almost all of the counselors in Wegen AIDS Talk Line Centre.

Job security is the top factor which brings job dissatisfaction to the counselors. Wegen AIDS Talk Line Centre is one of the non-governmental organizations in which there exists job insecurity or no permanency of job which, in turn, caused dissatisfaction among the majority the counselors. The majority of the counselors were thus found to be unhappy. The employment condition in non-governmental organizations is not a permanent job. Since anything happens suddenly, the employees do not feel relaxed in such organizations. However, the employed counselors mentioned that "as we are more concerned about getting money on monthly basis; we are performing jobs." In fact, Ethiopia is a developing country in which unemployment problem is a critical issue. There are large number unemployed persons with high level of academic qualifications. People who are doing private jobs in private organizations are always in mental pressure in that they may lose their jobs any time.

On the other hand, the counselors have to maintain their personal and family living costs. They need a permanent source of income. In such a context, the majority of the counselors in the study are dissatisfied with the insecure jobs, albeit they have got a salary as must.

Academic fitness (academic qualification) is important in counseling profession. In order to be a counselor, one has to first fit oneself academically. Most of the counselors think that counseling as a job is matching to their academic qualification. So, they feel satisfied when the counselors utilize their professional lessons in counseling. But those highly educated counselors and counselors whose academic qualification is either matching with counseling profession or other than counseling got frustrated in this job. Even though there are some rules and regulations in the Centre regarding how to get selected and then promoted; there are required academic qualification as a Telephone counselor and merits. That is, in addition to the required academic qualification; a good counseling performance on the job is a prerequisite for being recruited, as well as to be selected and then promoted (Wogene AIDS Talk Line Centre, 2013). Therefore, the key informants argued, “This has been one of the most important factors to cause counselors who have achieved the higher education qualification in counseling or other than counseling profession to be dissatisfied; while the counselors who have had only a good counseling performance are satisfied.” Thus, the rules and regulations of the Centre have contributed to the counselors either to be satisfied or to be dissatisfied with their jobs.

The counselors get job dissatisfaction in relation to dim career prospect or promotion, training and unwise supervision in the Centre. During the focus group discussions, most of the discussants stated, “Some career phases are rated as the major causes for our job dissatisfaction with the counseling job.” Career phases, such as promotion, training and supervision are the main factors on which the counselor’s job satisfaction or dissatisfaction depends. In addition, those factors are important ones through which the counselors could reach at their ultimate goals of the job.

Supervision plays important contexts in job satisfaction or dissatisfaction. During the focus group discussions, most of the discussants confirmed, “Both job dissatisfaction and satisfaction are reflected in terms of different aspects of supervision by the participants.” Some of the participants expressed that they became dissatisfied because they had not got positive support from their supervisors in recognition of their performance.” They therefore claimed that personality, attitudes and management skills of the supervisors affect their job

satisfaction. Studies show that employees who have had positive interactions with supervisors are generally more satisfied at their jobs than the others (Bruce & Blackburn, 1992; Vroom, 1982) As cited by Shamima (2006).

Different aspect of the Centre's physical environment may contribute to the counselors' job dissatisfaction. Some of the counselors noted, "The AIDS Talk Line Centre does not have sufficient space in the counseling studio which has caused hot temperature. With such as poor ventilation system, the counseling room becomes uncomfortable to do the job. Moreover, the toilets are found far from the counseling rooms. We do not feel comfort to use the toilets quickly while we are actually on the job."

They further continued, "There are sometimes power and telephone interruptions while we are in between caller-counselor conversations, and other telephone related problems, like busy line, silent and hang-up calls. Therefore, we are mostly dissatisfied with inconvenient, poor temperature, afar situated toilets and interrupted telephone connections."

Job dissatisfaction is also drawn from unfavourable types of interpersonal relationship between the supervisor and the counselor. All of the key informants voiced, "Few supervisors are known by their bossing attitudes which are undermining the counselors. Some counselors thought that as they are working, managers do not give them enough time to support the counselors." This attitude is dissatisfactory to some of the counselors in the Centre.

In summary, there are multi-dimensional factors which interplay in determining job satisfaction of the counselors in Wogen AIDS Talk Line counseling Centre. Besides, there factors which are affecting their job satisfaction, such as existing socio-economic condition, personal perception, low level of monthly salary, job insecurity, but just to mention.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter highlights on summary of the significant findings of study in line with the research questions. In addition, conclusions are drawn based on the major findings of the study. Finally, suggestions are forwarded for the managers, counselors, supervisors and the stakeholders, as well as future research on the topic of telephone counselors' job satisfaction in various contexts are recommended.

5.1 Summary of the Findings

Regarding how the Toll Free Telephone counselors who are working at Wegen AIDS Talk Line Centre perceived the term 'job satisfaction', there were mixed understandings and definitions of the term among them. Most importantly, some of them defined job satisfaction in terms of causes of job satisfaction, getting handsome monthly salary, stability and permanency of jobs assigned, good career prospect, presence of good opportunity in one's career, favourable physical and social environment, mutual and harmonious relationship with co-worker, getting job as per one's academic qualification and the like.

As to the level of job satisfaction among the counselors, the majority of them were generally satisfied with the overall level of job satisfaction. However, there were variations in job satisfaction in terms of their intrinsic and extrinsic values. Within the overall level of job satisfaction, the responding counselors generally perceived they were intrinsically satisfied with Achievement, Social Status and Independence values. With regard to the extrinsic values on the overall job satisfaction level, the counselors generally expressed that they were comparatively satisfied with their Co-workers, Supervision-Human Relations, as well as System Policies and Practices.

On the other hand, there are identified factors that affect the counselors' job satisfaction level. These were organization's rules and regulations; unfit academic professions; supervisors' attitudes; improper prospect for promotion; short-term training; unwise supervision; supervisors' personality, attitudes and management skills; different aspects of the physical environment, such as lack of sufficient counseling space, poor ventilation, location of toilets, frequent interruption of power and telephone services; unfavourable types of interpersonal

supervisor-counselor relationship which reflected bossy attitudes and limited professional supports by the Centre's managers in Addis Ababa.

There was no statistically significant relationship between overall level of job satisfaction and age; salary sub groups; gender; marital status difference; educational level difference; job experience subgroup difference; organizational policy and structure; physical and social working environment; promotion; training; supervision; counselors' intent to remain in their current position, as well as in the current profession.

5.2 Conclusion

Based on the findings of this study, the following conclusions can be drawn.

- The counselors in the Centre perceive job satisfaction in terms of causes of job dissatisfaction.
- Telephone counselors who are working in Wegen AIDS Talk Line Center have overall level of job satisfaction with each of the 20 job dimensions as measured by the MSQ-short form.
- The counselors in Wegen AIDS Talk Line Center Telephone comparatively feel a higher level of satisfaction in terms of intrinsic level on the areas of Achievement, Social status, and Independence
- The counselors in the Centre are extrinsically satisfied with the areas of Co-workers, Supervision-human relations and System Policies and Practices. The counselors were also satisfied at moderate level with at the Ability utilization
- The study has revealed that there are many factors which cause dissatisfaction to the counselors. These include: differences among the counselors' perception on the factors which are the causes of dissatisfaction. The factors identified more or less have acknowledged by the counselors are low level of monthly salary, job insecurity, the jobs are not permanent, academic unfitness, not promising prospects of Career (like unethical promotion, short-term on job training and unwise supervision), and physical and social working environments of at the Center.
- In the Wegen AIDS Talk Line Centre, there are female married counselors who are very satisfied with overall level of job satisfaction in Addis Ababa.
- There is weak negative relationship between the counselors' educational status and overall job satisfaction level.

- Duration of the counselors' work experience is not related to their overall level of job satisfaction, but there is weak negative correlation between the two variables under consideration.
- There is no statistically significant difference between average monthly salary and overall job satisfaction level of the counselors.
- There is no statistically significant relationship between organizational structure and policies; physical working environment; social working environment; promotion; training; and supervision on one hand, and overall level of job satisfaction.
- There is weak positive relationship between the overall job satisfaction level and the counselors' intent to remain in current position.
- In the study, weak negative correlation exists between the counselors' intent to remain in the current positions and their overall level of job satisfaction.

5.3 Recommendations

Social welfare administration, though considered a secondary method of social work practice, plays a significant role in the service delivery system. Success of any program meant for the well-being of any population group depends to a large extent on the efficacy of its administration. In social work profession there are many situations which put us down and lose motivation to work. Some of the probable reasons can be the success rate of intervention may not be at desired levels, clients may not choose seemingly right alternative and our efforts in intervention appear to go in drain, conflicts, work pressures, tensions and stresses at the workplace and so on and so forth. Therefore, Application of methods, techniques and skills of social work is essential at every stage of management practice to improve organizational effectiveness. verbal communication, managing time and stress, managing individual decisions, recognizing, defining, and solving problems, motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building and managing conflict are the most frequently skill used for effective social welfare Administration.

In addition, the effective and efficient delivery of services is determined to a large extent by the high motivation, and commitment of the staff and their identification with the organizational goals. Group feelings and cooperation among staff of the organization, Sustainable human relations, staff development programs, and effective supervision is also essential. Employees should get an opportunity in work situations to accept challenges, serve

others, earn money, enjoy prestige and status and can be creative and independent. Initiative taking behavior leads to high level of activity and experimentations.(community management,2009)

Recommendations for Mangers, Counselors and Supervisors

1. The study revealed several components necessary for improvement in the areas of authority, creativity, moral values, recognition, compensation, responsibility, advancement and also in the area of supervision promotion, trainings. Therefore, mangers should explore, reevaluate and clearly defined requirements for telephone counseling policy and guidelines in order to deliver efficient services.

2 As the study also found out gaps in effective relationships among key actors in the Organization, the necessary improvements should be taken in building of effective relationships between telephone counselors and other staff members, including clearly defined counselors' and supervisors' roles, mutual trust, clear communications and continual maintenance of support strategy.

3. The mangers in the Centre should consider the improvement of its physical working environment, including counseling studios and communication facilities in order to create favourable conditions of the overall work environment.

4. Telephone counselors should advocate for themselves in the areas of supervision, promotion, and trainings. The counselors should also collaborate with other staff members and responsible bodies within the Organization in order to clarify roles, reduce their stress level and to enhance their performance on the job.

5 At a time of increased social pressures and challenges, counselors should continually participate in professional development education to best meet the academic, career, and social/personal needs of clients of the Centre.

5. Supervisors should emphasize on proper implementation of educative, evaluative and supportive responsibilities and equally focus on stress reduction techniques in their program to help the counselors in coping with stressful situations that may arise due to emotional charged and difficult calls they receive every day.

6. The promotion, supervision and training policies of the Organization should be implemented objectively and should be made clear to the employees through consultative meetings, seminars, workshops, and conferences. These social contexts may make the

employees to get pre-informed openly so that the employees could develop trust in the Organization and then develop the feeling of being part of it.

Recommendations for Future Research

1. Researchers should replicate this study on job satisfaction of Telephone counselors in the future to assess changes, and to suggest recommendations for improvement of Wegen Talk Line Telephone counselors' job performance.
2. Research on the job satisfaction of Wegen Talk Line Telephone counselors would be useful in providing more comprehensive view throughout the nation in terms of how the employees in private organizations in general and Telephone counselors in particular feel about their jobs assigned.
3. Researchers should investigate the job satisfaction of Wegen Talk Line Telephone counselors using research methods and/or techniques in qualitative research approach in order to gather data from different perspectives and to provide more in-depth understandings of how the Telephone counselors view their professions as counselors.
5. Researchers should also investigate the possible trend towards shortage of trained professional Telephone counselors at Wegen Talk Line Centre due to frequent counselors' turnover through time series.

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Appendixes

Appendixes-1 Minnesota Satisfaction Questionnaire (MSQ) short form

- ❖ The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are **satisfied** with and what things are **not satisfied** with.
- ❖ On the basis of your answers and those people like you, we hope to get a better understanding of the things people **like and dislike about their job**.
- ❖ On the following pages you will find statements about certain aspects of your **present job**.
- ❖ . Read each statement carefully.
- ❖ . Decide **how satisfied you feel about the aspect of your job** described by the statement.

Keeping this in mind:

- --if you feel that your job gives you **more than you expected**, circle 5 under **“Very Sat.” (Very Satisfied)**;
- --if you feel that your job gives **what you expected**, circle 4 under **“Sat.” (Satisfied)**;
- --if you **cannot make up your mind** whether or not or not the job gives you what you expected, circle 3 under **“N”** neither (Neither Satisfied nor Dissatisfied);
- --if you feel that your job gives you **less than you expected**, circle 2 under **“Dissat.)**;
- --if you feel that your job gives you **much less than you expected**, circle 1 under
- **“Very Dissat.”** (Very Dissatisfied).
- ❖ . Remember: keep the statement in mind when deciding **how you feel about that aspect of your job**.
- ❖ . Do this for all statement. Please answer **every** item.
- ❖ Do not turn back to previous statements.
- ❖ **Be frank and honest**. Give a true picture of your feelings about your **present job**.
- ❖ There are no right and wrong answers
- ❖ Do not write your name on the questionnaire! You are not asked to write your name

Part one - The overall job satisfaction

Ask yourself, how **satisfied** I am with this aspect of my job. Please, **circle numbers 1 up to 5** in front of each statement

Very sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I fell about . . .	Very				Very
Sat.		Dissat.	Dissat.	N	Sat.
1. The chance to use personal abilities.	1	2	3	4	5
2. The feeling of accomplishment from working in the job	1	2	3	4	5
3. The ability to stay continuously busy on the job.	1	2	3	4	5
4. The possibilities for advancement on the job.	1	2	3	4	5
5. The opportunities to tell others what to do.	1	2	3	4	5
6. The manner in which system policies are put into practice.	1	2	3	4	5
7. Feelings about pay with respect to the amount of work completed.	1	2	3	4	5
8. The way one gets along with fellow co-workers..	1	2	3	4	5
9. The chance to try one's own methods of doing the work	1	2	3	4	5
10. The opportunity to work alone on the job.	1	2	3	4	5
11. The opportunity to do things that do not go against one's own Conscience	1	2	3	4	5
12. The praise received for doing a good job.	1	2	3	4	5
13. The freedom to use one's personal judgment	1	2	3	4	5
14. The way a job provides steady employment	1	2	3	4	5
15. The opportunity to do things for others.	1	2	3	4	5
16. Being respected by the community.	1	2	3	4	5
17. The relationship between employees and their bosses.	1	2	3	4	5
18. The supervisor's competence in making decisions.	1	2	3	4	5
19. The chance to do things differently	1	2	3	4	5
20. The physical conditions of the occupational setting.	1	2	3	4	5

Part Two - Individual's information

Please, fill in the blanks and put this mark to indicate your choice for those items that have alternative response

1. What is your present job called? -----
2. What is your Age? -----
3. What is your gender? - Male-----. Female -----
4. What is your marital status - Married-----Unmarried-----
5. How many years have you been employed as a telephone counsellor? -----
6. What is your current educational status? Diploma-----
Bachelor-----
Masters-----
Doctorate-----
7. What is your monthly salary? Less than birr 3000 ----- Birr 3000 to 5500-----
Birr 5600 to 7500----- Birr 7600 to 9500 -----
Birr9600 to 11500..... More than 11500-----

Part Three- Organizational/working Environment / information

- 1) Do you think the Organization structure and policies created an environment which is highly conducive to your job? Yes ----- No ----- Undecided-----
- 2) is the Physical environment rooms like, Temperature, Humidity, Ventilation, and Lighting Noise, Cleanliness of the work Place, Toilets facilities and other interior office facilities computer, telephone, fax, communication Telephone, Headsets, furniture's etc favorable enough to you to do your job? Yes----- No ----- Undecided-----
- 3) Is the social environment like the Supervisor – counselor's relationships, Managers- Counselor's relationships and Inter-personal relationship among the colleagues/counselors good enough to you to do your job? Yes----- No-----Undecided----
- 4) There is the necessary Supervision-(fairness and competence) at managerial tasks by ones supervisor? Yes----- No----- Undecided-----
- 5) There is satisfaction with Promotional opportunity and fairness? Yes ----- No ----- Undecided-----
- 6) Do you plan to remain in your current position at the Talk line centre for the next five years? Yes----- No----- Undecided-----
- 7) Do you plan to remain in the profession of telephone counseling for the next 5 years? Yes----- No----- Undecided-----

Thank you for your cooperation!

Appendixes- 2 Interview guide for key informant at the Talk line center

Questions for Key Informants - Head Officials of the center.

1. What are HIV/ Aids communication activities being offered by the center?
2. What is the purpose of the organization regarding telephone counseling in the prevention and control of HIV AIDS?
3. What types of people are frequently seeking for telephone counseling? And what kinds of information's and awareness activities are made for callers in the center?
4. What types of problems are being faced while trying to give information and awareness to callers to the Center?
5. What does the Policy and Program of the center state regarding telephone counseling and HIV/AIDS?
6. What are the future plans of the center concerning HIVAIDS communication activities?

Thank you!!

Appendixes-3 Focus group discussion

❖ Focus group discussion with telephone counselors

The guideline questions and points of discussion raised in these two groups discussions focused on identifying the following major issues

1. Meanings of job satisfaction by telephone counselors. (How the counselors view the meaning of Job satisfaction.)
2. Factors influencing job satisfaction of Telephone counselors.
- 3 Over all, to examine to what extent the counselors are satisfied with your current job? are they Very dissatisfied, dissatisfied, satisfied, or very satisfied

Thank you!!

Appendixes4- Observation checklist

Observation and recording on the note book will take place on what I felt important on the following points.

1. Is the physical working environment favorable for the job?

Room -

- a. Temperature,
- b. Humidity,
- c. Ventilation,
- d. Lighting
- e. Noise.
- f. Cleanliness of the work Place,
- g. Toilets facilities etc

Office facilities- adequate tools and equipment like

- a. Computer
 - b. Telephone,
 - c. Headphones,
 - d. Tables,
 - e. Chares, etc.
2. Is the social working environment favorable for the job?
 - a. Supervisor – counselor's relation,
 - b. Managers- counselors relation and
 - c. Inter-personal relationship among the colleagues/counselors.
 3. Organizational structure and staffing
 4. Organizational documentation system.