



Indira Gandhi National Open University

ANALYSIS OF THE FACTORS AFFECTING JOB SATISFACTION: THE CASE OF
ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL
SERVICE COMMISSION

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INDIRA GANDI NATIONAL OPEN UNIVERSITY

October, 2017

Addis Ababa, Ethiopia



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THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS OF M.A. (PUBLIC ADMINISTRATION)

OF THE INDIRA GANDHI NATIONAL OPEN UNIVERSITY

October, 2017

Addis Ababa, Ethiopia

DECLARATION

I hereby declare that the dissertation entitled “ANALYSIS OF THE FACTORS AFFECTING JOB SATISFACTION: THE CASE OF ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISSION” submitted by me for the partial fulfillment MPA to Indira Gandhi National Open University (IGNOU). 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 by me or others.

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CERTIFICATE

This is to certify that Feleke Tibebe Weldesemait student of MPA from Indira Gandhi National Open University (IGNOU).was working under my supervision and guidance for his project work for the course MPA entitled “ANALYSIS OF THE FACTORS AFFECTING JOB SATISFACTION: THE CASE OF ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISSION” It is recommended that this project be placed before the examiner for evaluation.

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ACKNOWLEDGMENTS

Above all, I praise God Almighty, Your provision for making it possible for me to reach this Far, Your eternal mercy, blessing, love and grace made all this to be successfully completed, and hereby wish to express my sincere gratitude to the following people:

First and foremost, I dedicate this research to my beloved wife, Meheret Tessema and my adorable Daughter Yosabet and Son, Esrom, for their love and support to me, who have always been my inspirations to keep on studying. I could not have finished this study without them by my side. I really thank my wife for her understanding and always heartened me. I would also like to present my special thanks to my dearest brother, Yitbark Tibebe, for his, support, at the beginning of this thesis.

I would like to express my first heartfelt gratitude and appreciation to my adviser Asst. Prof. Dr. Elias Brhanu for his invaluable, trust, encouragements, advises, guidance and constructive comments he gave me from the inception to the completion of this research work.

I like to express my deepest gratitude to Rev. Abraham Mengesha EECMY- CES President for the inspiration and unlimited support whenever I need, he provided I cherish his advice and friendship gave me the confidence to believe that I could complete.

My heartfelt thanks go to Rev. Tekalgn Girma my immediate boss helped shape my future career goals and served as a role model my sincere appreciation for his demonstrative support, care and encouragement he provided throughout my study.

I must acknowledge Ethiopian Evangelical Church Mekane Yesus -Central Ethiopian Synod for the financial support. I would also like to thank my friends who helped me making moral support throughout my thesis period.

At last but not the least, many thanks extend to employees and officials of the Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission, those who give me their time and input in responding to my questioners, interviews and special thanks to Demelash Dolla for his cooperation in providing me with the necessary data used to carry out this thesis work.

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LIST OF ACRONYMS

EECMY-DASSC: - The Ethiopian Evangelical Church Mekane Yesus - Development and Social Services Commission.

HRD: - Human Resource Development.

HRM: - Human Resource Management

HO: - Head Office

ACO: - Area Coordination Offices

BO: - Branch Offices

ABSTRACT

This study will be to analyze the important factors affecting employee job satisfaction in the faith based organizational context in Ethiopia. In order to achieve the excellence in services and better accomplishment, the dynamics that are more effective for increasing job satisfaction of employees in the case of Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission. A Job Satisfaction factors will identify for improvement based on theories supporting factors in job satisfaction, and to investigate to what extent this organization satisfies its employees. For this purpose, using a standard research methodology after extensive related literature review, this research examines Job Satisfaction theories supporting factors, while the effects were examined in terms of the major factors. Therefore, the results of this study not only were the previous theory formed by various researchers, but the finding indicates that the intrinsic factors with the highest effect on job satisfaction were less important affecting factors, while, some other extrinsic factors were placed high importance or higher affecting factor on the study. And it has adverse consequences on the employees' performance and organizational commitment. The thesis concludes with suggestions to increase job satisfaction levels in order to light the way for the future studies for the improvement of job satisfaction of their employees.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In every organization, government, non-government, public or private, big or small, modern or ancient, profit maker or nonprofit maker, human resource and the potential they possess are the most valuable and a key driver of the organizational goal, qualified productive and happy worker provides more to its organization to achieve success. The awful truth of today's organizations is remarks by Peter Ducker's famous quote, Cited in Judge & Klinger, (2008) "Human resource is greatest asset" Because any organization to utilize the material and monetary resources for productivity is basically depends on the effectiveness of the human resources. Beside that organizations operate in a multifaceted and moving environment that greatly influences their progression. To cope up with this moving environment HRM has become an indispensable. It means that any development process is driven by various human factors; among these factors the working force job satisfaction is essential. Therefore, for the last few decades' job satisfaction has been one of the most popular interests' among researchers and practitioners. According to Paul Spector, (1997), as cited Klassen, R.M., & Chiu, M.M. (2010), "job satisfaction is the most frequently studied variable in organizational research. Although the phenomenon of job satisfaction has been broadly researched, still there are several problematic areas."

Today's managers strive to the desire of employees' job satisfaction to do things and a reason for motivating people's actions in the organization to perform a high level of achievement. Besides that, various studies have been undertaken how content an individual is with his/her job in different organizations around the world, due to its critical influence on the success of the organization. (Bloom, Canning, and Chan, 2006) But, recent studies show that motivation is not the only basic factor for the high level of achievement of the organization, it is a lesser factor for the success of the organization than job satisfaction (Klassen et al., 2010). Hence, Job satisfaction is dependent on various factors, such as, engagement, respect, praise and appreciation fair compensation, motivation, rewards, life satisfaction as well as, organizational culture, environment, leadership style, effectiveness, achievement, etc. This is being looked closer related to the employee job satisfaction upon best managers thinking for success and

working on it, to be retaining their most valuable employees' in gratification (Prasad, & Satyanarayan, 2004). There are two major factors, intrinsic and extrinsic that could influence an employee's perception of satisfaction, but, there is blurred assumption in EECMY-DASSC employees particularly in senior staff's. They are saying that "our performance and productivity is affected by lack of employees' job satisfaction. These factors are our organizational culture, leadership style, employees' educational background, the lengths of their service, and gender issue". (Prasad,& Satyanarayan, 2004)

The research tries to examine this saying related to factors and interactions that affect the dimensions connected to organization employees' job satisfaction factors. The study also stems from the growing significance, a need to understand the reality EECMY-DASSC higher officials toward their employees' performance. Therefore, to analyze the factors affecting job satisfaction in the organization, which inspired, the researcher carried out this research to study more about the important factors for improving job satisfaction in EECMY-DASSC.

1.2 Overview of EECMY-DASSC

At the turn of the 19th century, Ethiopian Christians began proclaiming the Gospel with Lutheran missionaries. As the result of these congregations, parishes and synods were established this brought about instituting the Ethiopian Evangelical Church Mekane Yesus (EECMY) as a national church 1959. The EECMY was growing fast during the past 50 years and today she is one of the biggest Lutheran church organizations in the world. Currently, the church has more than 9.2 million members. Accordingly, EECMY hand –in -hand from her inception rendering social services, education and health, mainly for the community in the country and gradually diversified her intervention to other development work. In 1972, the EECMY developed the theme, "Serving the Whole Person", later on often quoted and referred to as Holistic Ministry, throughout the years. In the year 2000, the EECMY development department was organized into Development and Social Services Commission (EECMY-DASSC) and registered as a legal church based development agency in line with the government policy. The EECMY-DASSC has five major program priority areas. This includes:

- Livelihood Development program
- Health and Nutrition program

- Education and child development
- Gender and Development and,
- Special programs, reaching out to Indigenous and Vulnerable Groups such as Pastoralists and other traditional socioeconomic and cultural groups.

Currently, EECMY-DASSC has a strong network with other actors and contributing to the realization of poverty reduction objectives, the Ethiopian government development policy targets. After 2016 EECMY-DASSC has made the strategic shift and new development directions and thematic consolidation into three programs with restructuring governance. The Commission had a total of 1,572 staff and implemented 235 projects in the three approaches themes. This is livelihood development, education and child development, and health and nutrition. In this thematic major pillar EECMY-DASSC in 2016 provides for 5,634,128 directly benefited population and actually utilized ETB 498,264,764 (USD 23,175,105). (EECMY-DASSC Strategic Plan 2021 and Annual report 2016)

1.3. Research Problem Statement

The Ethiopian Evangelical Church Mekane Yesus Development and Social Service Commission (EECMY-DASSC) annual report says, the achievement of the organization is very promising and very successful in the year 2015, implemented 241 projects throughout the country (102 % of what was planned). The total utilized budget was ETB 447,646,645 (98% of what was planned) with regards to reached the target population 5,470,111 (102 % expected Performance), the commissioner says that "...a fairly long time an ascending progress of the multi-sectorial programs and the year has been also a widespread successful year and effectively performed..." (EECMY-DASSC Annual Report 2015) By coincidence one day, the researcher faces a paradox with the above report, when he was in the EECMY-DASSC office for other purpose and would have discuss about the report with some of EECMY DASSC stuff and the eternal expression was different than the report. They were complaining when communicate with some of the managers and subordinates. Astray, employee's attitude towards a working environment was full of disparagements, blurred and blares and the managers have also unhappy employee capacity and performance were below the expected level. In general, some of them thought that

no much success in human resources management even though a lot of activities and achievements held all over the country through this development and social service organization.

This situation leads to generate the research problem what is the existing situation of job satisfaction of employee's that can affect a person's level of commitment to the organization success and accomplishment, it can also affect performance levels, employee willingness to participate in problem solving activities and the amount of efforts employees put into performing activities within and outside their job description. Job satisfaction is the statement of a problem for EECMY-DASSC or crucial issue for the development and better performance and also for the future expectations of the well-educated and qualified workforce of the organization.

Recent years EECMY-DASSC implements a fundamental change in policies and activities mainly related to the extrinsic factors in order to contribute to the organizational development of the social welfare. Also, it has a critical responsibility for developing and implementing the policies for its missions. Therefore, the job satisfaction is worth to be investigated and very important to be kept at a high level in this kind of organizations. The intention of this study is to recommend the organization to take necessary steps to keep the employee satisfaction for the success of the organization.

Therefore, the gap which entails the factors affecting job satisfaction of faith based development and social services organization In Ethiopia, particularly in the case of EECMY-DASSC employees will be investigated in order to achieve the reasons thereof for employees' and for managers of the organization multiple disappointments at their workplace and to identify the causes and effects of job satisfaction factors.

1.3. Objective of the Study

General Objective

The objective of this study will be to analyze the factors affecting job satisfaction in faith based organization context In order to achieve the excellence in development work and social services and the factors that are more effective for increasing job satisfaction of employees in EECMY-DASSC.

Specific Objectives

From the above main objective of the study, the following specific objectives have been derived:

1. To investigate the extent to which job satisfaction and organizational commitment mediates the relationship between organizational culture and turnover intention.
2. To probe the extent to which reward and recognition and other incentives influences job satisfaction levels and performance. Under this to explore the influence of availability of career advancement, promotions and new job opportunities for job satisfaction at EECMY-DASSC.

1.4 Research Questions

In order to achieve the organizational effectiveness the efficient use of both physical and human resources are essential. During the field investigations and visits researcher observed that although the levels of physical resources are being enhanced and achievements in general ascending progress, the employee's and managers job satisfaction were below the expected level. Therefore, to analyze the organizational culture in relation with personal characteristics and leadership style employees in terms of age, gender, educational qualification and work experience to determine the impact of these factors on job satisfaction, first we will see the theories and literature. Then, based on this observation for the above problem, the main research question is derived, how and why do leadership style and organizational culture affect job satisfaction and the study seeks also to answer the following specific research question at EECMY-DASSC:

1. What are the factors affecting the level of job satisfaction of employees?
2. Are there differences in the organizational commitment of employees' levels?

3. What are the relationships between job satisfaction and the following demographic characteristics: age, gender, length of employment, levels of education, and employment area?
4. Which factors (extrinsic or intrinsic) are more significant for the managers?

1.5 Scope of the Study

This study is confined both subjective scope and physical scope, to examine the job satisfaction among staffs and managers in EECMY-DASSC in the head office, area coordination office and branch offices employees and managers, excluded the Projects and Project Sites. In order to focus and explore the shortcoming and recognize that there was space for improvement and the factors that are more effective for increasing job satisfaction of employees and managers. As a result, to provide a positive working environment and restricted the perception of employees and managers. Therefore, in its totality this research as it is exploratory only a more in depth study is appropriate to get a more representative response. The findings of the study were also limited in physical scope affected by resource constraints and is not expected to be considered a longitudinal study. Geographic constraints may also play a role in the administration of the study to those areas and conclusions and recommendations are limited to analyzing the factors affecting job satisfaction in context EECMY-DASSC. The financial shortage and time will also put limitation of the research because it requires plenty of time and require enough money to tour all branch offices and project sites. Regardless of the fact that the researcher tried to do all the best to maximize its fruitfulness the study is subjected to some limitations because of its scope.

1.6 Significance of the Study

As mentioned earlier, based on the foundational theories, many researchers employed for more than half a century related to job satisfaction of employees in different sectors. But it is rare and it is difficult, particularly, to find in related to faith based organization. Therefore, this research focuses specially to analyze the levels of job satisfaction and to describe that are affecting successes of the faith based development and social service organization in the context of Ethiopia, particularly, in case of Ethiopian Evangelical Church Mekane Yesus Development and Social Service Commission, (EECMY-DASSC).

The study will also assist in understanding organizational culture and its impact on job satisfaction, organizational commitment and turnover intention. To analyze the job satisfaction role can help managers to determine where to strive to help improve employees' job satisfaction and organizational commitment. The results of this study may also help managers who wish to decrease employee turnover that are affecting factors.

It will also give insight to the management to recognize the impact of organizational culture on employee-related variables in today's competitive world. It is a known fact that the success and the failure of any organization, be it private business, public organization, or non government organization among other variables merely depends on how well its employees are satisfied with their job. Generally, the output of this study has the following significances:-

1. To make more reliable scientific measure and recommendation to enhance the job satisfaction level of EECMY-DASSC employees
2. To the management of EECMY-DASSC, the findings and results that will be reported in this study will provide concrete suggestion to create a positive working environment for evaluating and improving the level of their employee satisfaction.
3. The findings of this study will be able to evidently put up to reduce gaps in specific reference to job turnover, involve and increase employee engagement or commitment.
4. The result of this study can be used as a reference for further researchers who interest to study in this area and context.

1.7. Limitation of the Study

Due to the nature of the thesis topic it seems impossible to obtain permission from organizations to perform studies in their own organization concerning job satisfaction. Eventually, the researcher received permission from EECMY DASSC top management to use the results of the study to measure the level of job satisfaction among employees.

So that, a confidentiality of any information, the result of the thesis will not allow exposing for external bodies except academic purposes.

The second limitation will be geographic constraints may also play a role in the administration of Survey instruments due to fact that 26 Branch offices are fanning out in different parts of all the direction of the country, some are more than 900 kilometers far from the head office to include projects and project sits and will not try to generalize findings to a larger population. Furthermore, the duration of this study will be affected by time and resource constraints and is not expected to be considered a longitudinal study.

The third limitation it may be that employees might not furnish exact and correct information fear of the outcome or perhaps loyalty to their organization, and not wanting to share facts about their organization that may not pose a positive picture of their organization and themselves. Though explicitly informed of maintaining their anonymity, an employee may not feel safe to always furnish correct information and/or some are that may be most reluctant to reveal their shortcoming and tries to reproaching or blame shifting, towards others, which might affect the findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Job satisfaction is a theme that often seems to be self-explanatory. If one is satisfied with his or her current employment situation, then he or she must have an acceptable level of the construct termed “job satisfaction.” In some instances, this may be true. However, job satisfaction is more complex and involves considerably more analysis than one may imagine. There are more than 3000 researches and employed by various researchers related to job satisfaction (Bloom et al., 2006). So that someone can easily understand the term job satisfaction is a complex concept because of various understanding and meaning by different researcher and the review of the literature starts to define the concept of job satisfaction. Then, discuss major theories of job satisfaction based on content and process theories and. Finally, explored extrinsic factors, and intrinsic factors affecting job satisfaction that is to identify and meet the vitality of the research.

2.1 Motivation and Job Satisfaction Overview

Based on in earlier works on motivation, Steers & Porter (1983) defined motivation as “what energizes, directs, channels, maintains and sustains an employee's action and behaviors” According to Rao, (2010), the term motivation is defined as “the processes that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal”. Another definition says that as quoted by Kessuwan and Muenjohn (2010) “the attitudes and feeling of employees towards their jobs”. This is a similar definition with job satisfaction. Although these and other definitions vary, they show that motivation is a dynamic process that needs to be activated to achieve organizational objectives and satisfy employee needs. There seems to be an agreement between researchers in organizational theory that motivation energizes, directs and maintains behavior within organizations. Motivation can act as a critical element of productivity and performance. Motivation can increase productivity by directing employees' energies towards the job. (Porter, Bigley & Steers, 2003)

Similarly, an early definition of job satisfaction by Hook (1935) as quoted by Porter et al., (2003) was “any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, I am satisfied with my job”. Later, Locke (1976) defining job

satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” as quoted by Judge, Parker, Colbert, Heller and Ellis (2001). Therefore, in later days defined job satisfaction as “the feelings a worker has about his or her job”, this is as mentioned in the above paragraph comparable with motivation definition Spector (1997). Defining job satisfaction as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. To conclude, the definitions of motivation and job satisfaction above can be summarized in the following phrase: ‘the attitudes and feeling of employees towards their jobs’ that is also parallel definition with motivation and interchangeably employed.

2.2 Concept of Job Satisfaction

Frederick W. Taylor starts with the idea of job satisfaction for the first time in his writings in the principle of Scientific Management in 1910s. Then, the study of job satisfaction remarkably began with Elton Mayo’s famous Hawthorne study, conducted in the western Electric Company Elton, (1920), and sought to find the effects of the notably illumination condition on workers’ productivity. The study ultimately showed that novel changes in work conditions that satisfied workers increased productivity. It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction (Bloom et al 2006). But, until now there is no a universally accepted common concept as well as definition of job satisfaction and there are many definitions of job satisfaction in the various literatures. The reason is that job satisfaction means different things to different people. Among these definition the most commonly accepted definition by many researchers is Locke (1976) definition, who is the leading academician states as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Porter et al., 2003)

The following are some other definitions and concepts related to the John Lock definition. According to Green (2000) cited in Sypniewaska, (2013) “job satisfaction is a concerning one’s feeling or state of mind related to the work and an employee’s positive attitude towards the organization, co-workers and, finally, the job”. When the organization meets job expectations, the individual experience positive feelings, so, these positive emotions indicate job satisfaction.

George and Jones (2005) cited in Abdullah & Mihiri(2013) are defined as “the extent to which people like-satisfied- or dislike/dissatisfied with their job”. According to this definition job satisfaction is the opposite of, job dissatisfaction which reduces individual’s performance and it is hard to prevent job dissatisfaction causes some negative effects such as low productivity, absenteeism, and turnover. They are also saying that the evaluation of the individual’s assessment level that how the work environment fulfills their needs, and general attitudes of employees towards their jobs (Abdullah & Mihiri,2013)

Another related definition of Job satisfaction says as an employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. (Porter et al., 2003)

As a conclusion, the job satisfaction is the concept, which is affected by multiple factors, and is understood by many dimensions. At first sight the job satisfaction is seen as an abstract concept, however, it is actually in every aspect of the work life. It determines the coordination of the workers in the organization. The job satisfaction cannot be separated from the life of the work itself because it is related to the human conditions and as mentioned above, it reflects all considerable judgments which are; what the individual wants, and the importance of what is wanted, and what he or she perceives as getting.

Therefore, according to this thesis the above and others considerable definitions are summarized as follows to extract one related definition. Job satisfaction is defined as feelings of contentment derived from the performance of one's job and the understanding that the job is assisting in achieving one's goals. This means people have set goals and values in mind. If their job assists them in achieving those goals, they are satisfied, the extent to which workers are happy with their jobs. It is reflected as an employee's general affective assessment of himself/herself in the context of his or her job. On the other hand, job dissatisfaction is the unpleasant affections that one feels if appraises the job as a barrier in achieving his or her values (Abdullah & Mihiri,2013).

2.3 Theories of Job Satisfaction

As mentioned in the definition of concepts, Job satisfaction refers to the people's feelings about the benefits they have received on the job. There are a lot of theories in term of job satisfaction which are interpreted and explain about how and what can make people more satisfied. The variability of this theory indicate that how important is job, reward and career is not only for life earning, but because of the fact that each employee spend on average more than eight hours a day at his/her job. It is obvious that people tend to be more successful and try harder in the job which they have chosen if they have a high level of job satisfaction. Here is two group major theories related to job satisfaction, content and process theories (Prasad & Satyanarayan,2004)

Content theories center on individual needs within the person that motivate certain behavior (Porter et al., 2003). In this regard, Locke (1976) stated that such 28 theories specify the particular needs that must be attained for an individual to be satisfied with his job

On the other side, process theories evaluate why and how internal and external factors and situations motivate certain behavior. Locke (1976) said that as sited Gibson, et al., (2003). "Specify needs or values most conducive to job satisfaction". The assortment of this theory indicates that how important is job. Career is not only for life earning, but because of the fact that each employee spend more than one third of his day at his job, so it is tied to individual's happiness. It is obvious that people tend to be more successful and try harder in the job which they have chosen if they have a high level of job satisfaction. Here is some common content theories and process theories related to job satisfaction:

2.3.1 Major Content Theories

Herzberg's Two Factor Theory

The Herzberg theory is a prominent theory on the subject. This theory believed that satisfaction and dissatisfaction exist on separate continuum and they are independent of each other. There are two separate sets of conditions which can cause the satisfaction and dissatisfaction of the job. If one set of conditions which called motivators is present in the organization workers would feel motivated, but it does not mean that its absence makes dissatisfy them. Correspondingly, if

another set of conditions which called dissatisfies is absent in the organization, the workers would feel dissatisfied, but it does not mean that its presence can make them motivate (Porter et al., 2003). Herzberg's theory identified a set of factors such as hygiene or preservatives that can lead to job dissatisfaction. It also sets the motivation factors which are causing job satisfaction. Hygiene or maintenance factors are salary, status, working conditions, supervision, policy, Management and Interconnections (Porter et al., 2003).

Although these factors are not directly related to the individual's activities, but when the quality of them reduce the level of job satisfaction will decrease as well. The previews factors can act as dissatisfies too. Intrinsic motivation factors are conditions that can lead to a job satisfaction such as; Success, the Identification, the nature of the job, responsibility and growth and development (Green, 2000).

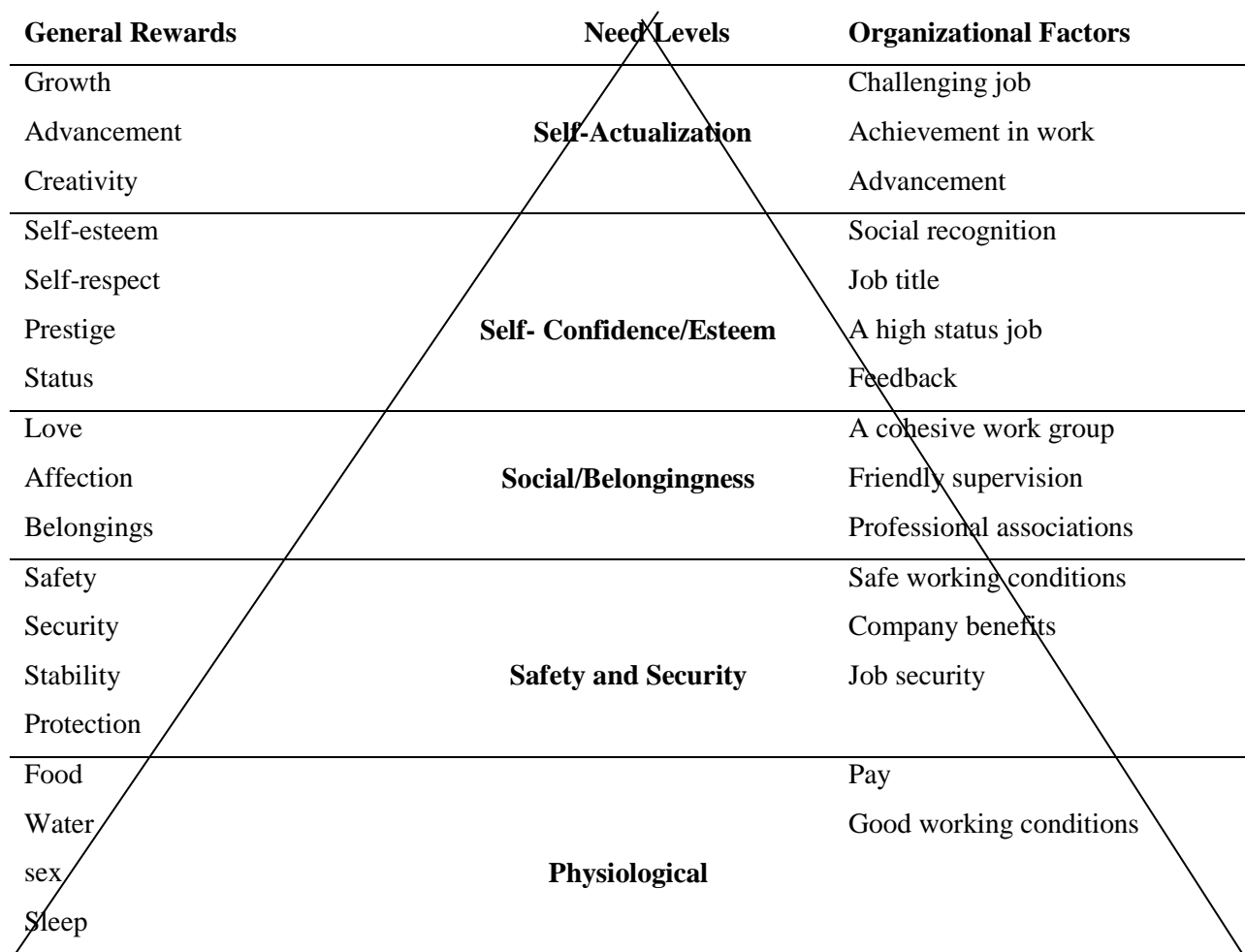
Table 2.1 Herzberg's Two Factor Theory

Type of motivation	Herzberg's variables	Two Factors
Intrinsic	Work itself Achievement Possibility of growth Responsibility Advancement Recognition	Motivators
Extrinsic	Status Relation with supervisors Peer relations Relations with subordinates Company policies Job security Working conditions Pay	Hygiene

Source: Development from Herzberg, cited Prasad & Satyanarayan,(2004).

The Need Hierarchy Theory

This mostly consists as a motivation theory, introduced by Abraham Maslow. He stated that there are five needs, which are expected by every human being. This theory can be applied to the career life of an employee. Employees have various objectives in their career life. If they can achieve one objective, they can move to another. After achieving all the objectives regarding the career, the employee can satisfy with the job. So this theory can apply in both motivation and the job satisfaction. Below mentioned are the general needs of the hierarchy of needs. According to this theory which Abraham Maslow (1943 – 1954) developed, as cited (Cherrington 1994) there are 5 factors which have straight effect on the individual's behavior, in the other words, the manner of people is the result of the following hierarchal needs. Figure 2.1 Maslow hierarchal needs



Source: Adapted from Cherrington (1994).

The Need Hierarchy theory can be considered as theory which identifies other needs of the employees that can lead to high level of job satisfaction. For instance, if a director found that employees are having higher concern with some needs such as salary and incentive, he can provide these needs for them and by encouragement and bring a higher level of satisfaction for the organization. (Syprniewska, 2013)

Need Fulfillment Theory

This theory is believed that if a person receives what he/she wants or more than he/she wants or the thing which is more important to him/her, and he/she will be more satisfied; on the contrary when he does not get the thing which he wants he will be more dissatisfied. In the other words, job satisfaction has a positive relationship with those needs of an individual which are be needed and expected. The fulfillment theory suffers from a major drawback. Satisfaction is a function of not only what a person receives but what feels to receive (Porter et al., 2003).

The Range of Affect Theory

The “Range of Affect” theory or Affect theory is the most widely-known among the theories which relate to the job satisfaction. This theory maintains that there are two factors which job satisfaction is depending on them. First one is the expectations which are related to the job; the second one is the thing that the employee will get from the job. The smaller gap between each these two, the more satisfaction with job. According to affect theory the aspect which can more affect the level of job satisfaction is person prioritizes. For instance, an employee prioritizes salary, when his or her salary is high enough; he/she may be having a greater job satisfaction (Porter et al., 2003).

Dispositional Theory

Dispositional theory is a noticeable theory in job satisfaction theories, and in comparing to the other theories regarding job satisfaction, it is probably the only one that focuses solely on the natural disposition of a person. This theory says that an important factor to determine the level of satisfaction which person has been one’s personality. For example, an employee who turned

inward and cannot show his talent may have lower levels of job satisfaction in comparison to an employee who has self-confidence and more independent (Porter et al., 2003).

Social References Group Theory

This theory in some way is similar to need fulfillment theory, but in this theory instead of considering individuals needs and interests of them, it's considered the opinions and viewpoint of the group to whom the individual looks for guidance. The group, which collected is called the “reference groups”. According to this theory, it will be predicted, if interest, want and requirements of person’s reference group is similar to the job which he has, he will like it and if not, he will not like it (Prasad & Satyanarayan,2004).

Job Characteristics Models

One of the job satisfaction theories is the Job Characteristics Model. This theory is one of the most job-focused theories of job satisfaction used. This model lists five elements of a job which have more influence on a person.

- a) Skill variety
- b) Task identity
- c) Task significance
- d) Autonomy: The more independence employee, the more responsible employee.
- e) Feedback or evaluation as cited Prasad & Satyanarayan,(2004).

Discrepancy Theory

The principle behind this theory is that job satisfaction depends on what a person expects to receive from his job and what he actually receives. When the reward actually received is less than the expected rewards it causes dissatisfaction. The difference between what an employee expects to receive and what he received is a satisfaction (Loke, 1976).

A= Expected outcomes received

B= Outcome which received

If $A > B$: perceived dissatisfaction

If $A = B$: perceived satisfaction

If $A < B$: perceived over the satisfaction as cited, Prasad & Satyanarayan, (2004).

Situational Theory

Situational theories assume that the different characteristic variables like organizational characteristics, task characteristics and individual characteristics affect job satisfaction (Porter et al., 2003).

2.3.2. Major Process Theories of Job Satisfaction

Expectancy Theory

Expectancy can be defined as a belief, which concerns a particular action by following a particular outcome (Lunenburg, 2011). An American psychologist, Edward C. Tolman, introduced “Expectancy Theory” in the 1930s. This theory indicates that human behavior is motivated by the expectations. According to the theory, an individual decides to behave in a certain way to achieve the desired reward, motivates himself/herself to select a specific behavior concerning what they expect the result of that behavior as cited, Ugah and Arua, 2011). For instance, if workers need more money to satisfy their needs, they are assured that if they work harder; they will receive more money Victor Vroom (1960s) applied the concepts of behavioral research in the following years, which was introduced by Tolman. Expectancy Theory is a process theory of job satisfaction and motivation. This theory describes expectations in which an individual’s effort is determined by the expected outcomes and the values of outcomes in a person’s mind. In other words, Porter et al., (2003) the concept of expectancy is based on individual perception and personal behavior.

In addition, Locke (1976) states that needs are regardless of what the person wants, while values are subjective depending on the standards in the person's mind. It means that while people have the same basic needs, the value of the needs differs according to people's standards.

According to Expectancy Theory, there is a strong relationship between the effort, the performance, and rewards they get from their effort and performance. They become motivated when they believe that strong effort will lead to a good performance, and a good performance will lead to a desired reward (Lunenburg, 2011).

Differently from the content theories, expectancy theory recognizes the complexities of motivation process so that it is not a simplistic approach. Vroom's expectancy theory does not provide specific suggestions about the things that motivate employees, instead of; Vroom's theory provides a process, which reflects individual differences in work motivation. Expectancy theory provides guidelines for enhancing employee motivation by defining the individual's effort-to-performance expectancy and performance-to-reward expectancy (Lunenburg, 2011).

The meaning of this theory is that if workers put forth more effort and perform better at work, then they are compensated. If discrepancies occur between expected compensation and actual outcome, this leads employees to dissatisfaction. In other words, if employees receive less than what they have expected or feel and believe to have been threatening unfairly, then dissatisfaction may occur (Worrell, 2004). Thus, managers should ensure that their employees believe high effort leading to valued rewards (Lunenburg, 2011). This theory focuses on three relationships as;

- Effort – Performance Relationship
- Performance – Reward Relationship

- Rewards – Personal goal Relationship

Equity Theory

Equity Theory is a motivation theory, but there are important points about satisfaction and dissatisfaction with it. According to Adams (1965), satisfaction is determined by the perceived input-outcome balance. He states that, employees aim to reach a balance between their "inputs"

and their “outcomes”. Inputs are factors such as educational level, experience, ability, skill, effort, responsibility, age and effort, while outcomes are the things like performance, salary, good working conditions, work insurance, promotion, recognition, status, and opportunity (Holtum, 2007).

The degree of equity is a factor that is defined by the relationship between inputs and outcomes. Employees make a comparison between their own contribution and rewards. During this stage, if employees feel themselves as not being fairly treated, this will result in dissatisfaction. If the rates of reward are lower than others, means inequality increases, employees try to increase their rewards. If this is not possible, they decrease their contribution and performance.

Goal-Setting Theory

Goal Setting Theory is developed by Locke and Latham, and according to the theory, goal setting is one of the most significant components of job satisfaction. Goal-setting theory emphasizes the importance of specific goals in obtaining motivation and satisfaction. In the goal setting process, people want to achieve goals in order to get satisfied on emotions and desires (Luthans, 1995).

One of the findings of goal setting theory, specific and difficult goals necessitates the higher performance. Another is that goal setting would be most effective if effective feedback process exists. Therefore, manager should assess the reasons why objectives are reached or not, rather than giving punishment (Luthans, 1995).

2.4 Factors Affecting Job Satisfaction

Among several theories, some of them elucidate in the above discussion for determination of the theories of the employee job satisfaction and similarly, many studies were conducted about factors that affect employee job satisfaction in the literature. Therefore, significant background information is obtained about the related and affecting factors of job satisfaction. Although there is a vast number of researches have been done about the factors that affect job satisfaction, some of the mentioned factors are the following: Researchers examined the fundamentals and the determinants of job satisfaction factors, the job itself, payment, working conditions, benefits of

the work, fellow workers, personal values, and employee relationship (Liao, et al.,2011). The following table shows the description of satisfied factors and facet:

Table 2.2 Description of job satisfaction facets.

Job satisfier factors	Description of facet
Pay	Satisfaction with pay and pay rises
Promotion	Satisfaction with promotion opportunities
Supervision	Satisfaction with the person's supervisor and manager
Fringe benefits	Satisfaction with fringe benefits
Contingent rewards	Satisfaction with given for good performance
Working conditions	Satisfaction with working rules and procedures
Co-workers	Satisfaction with co-workers
Nature of work	Satisfaction by type of work done
Communication	Satisfaction with communication within organisation1

Source internet: <http://www.accel-team.com/motivation/>

Over the last half a century, many studies have attempted to analyze and find out the above factors that affect job satisfaction and considered some more factors also, such as promotion, employee loyalty and acknowledgment of work which have an effect on employee satisfaction, however, other researchers found wages as the most major factor for job satisfaction and for others not (Abdullah et.al., 2011) Additionally, some more others maintained that like wages encouragement and incentives are the most important determinant of job satisfaction beside, working conditions, self-improvement, reward, supervision, co-workers or peers, communication, personal factors(gender, educational level, seniority) goal settings and other more similar factors related to job itself. According to Rose (2005), the above factors are grouped into two; job satisfaction is a bi- dimensional concept. The first dimension is intrinsic factors that depend on characteristic of the individual and the second dimension is extrinsic factors that depend on external motivational factors (Liao, et al.,2011).

2.4.1 Intrinsic Factors

The intrinsic factors are achievable, recognition, the work itself, responsibility, advancement, and growth (Herzberg et al., 1959; Herzberg, 1966). By contrast, their absence was not necessarily dissatisfying. However, when present, they could be a motivational force for job satisfaction. Accordingly, motivation could be enhanced by restructuring work with increased opportunities for advancement, personal development, recognition, and responsibility (Liao, et al., 2011).

Achievement: Herzberg (Herzberg et al., 1959; Herzberg, 1966) associated this factor with feelings of accomplishment such as completing a task or resolving an issue (Knight & Westbrook, 1999). Employees who demonstrate a strong orientation for achievement may be characterized by working long hours, accepting challenging tasks, and a willingness to do whatever it takes to reach maximum outcomes (Scott, Moore & Micelli, 1997).

Recognition: According to Herzberg (Herzberg et al., 1959; Herzberg, 1966), this factor is related to positive or negative feedback about an accomplishment. Recognition is an effective means of motivation and a signal from supervision to employees that they are valued for their contributions (Richardson, 2003). Unfortunately, this well-established concept is all too often underutilized by leaders (Nelson, 2002). Indeed, Nelson found that even non-monetary recognition results in higher levels of motivation. In addition, constructive reinforcement also promotes individual growth and development (Jackson, 2001).

Responsibility: This factor pertains to control over one's work or that of others (Herzberg et al., 1959; Herzberg, 1966). A meta-analysis by Dole and Schroeder (2001) found that job satisfaction increased and the intent to quit decreased as levels of authority over the job grew. This finding corroborates Herzberg's conclusion.

Advancement: Herzberg (Herzberg et al., 1959; Herzberg, 1966) found that this factor relates to an employee's attitude following a change in position or status. The positive relationship between organizational support for this factor and improved job satisfaction along with a lower degree of intent to quit was found in a study by Jawahar and Hemmasi (2006).

Growth: While advancement pertains to an actual change, growth is about the potential for advancement in the future (Herzberg et al., 1959; Herzberg, 1966). The positive relationship between this factor and job satisfaction was found in a study conducted by Stein and Craft in 2007. This growth can take the form of vertical or horizontal mobility, developmental opportunities, or acquisition of skills (Carmeli, Shalom, & Weisberg, 2007).

The Work itself: This aspect of Herzberg's (Herzberg et al., 1959; Herzberg, 1966) theory concerns personal employee attitudes about the job requirements and assigned tasks (Freed, 2003). This includes complexity and scope of work. Research reveals that employee perceptions of their work have a direct influence on job satisfaction (Freed, 2003). Thus, job design is an important consideration in the elevation of motivational levels among worker

2.4.2 Extrinsic Factors

The extrinsic factors are supervision, working conditions, co-workers, pay, policies and procedures, status, personal life, and job security (Herzberg et al., 1959; Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfied, but their absence could well be a source of dissatisfaction. Thus, a neutral state would obtain.

Supervision: Herzberg (Herzberg et al., 1959; Herzberg, 1966) associated this factor with an employee's general attitude about his/her relationship with an immediate supervisor. Negative perceptions in this category have been shown to have a substantial influence on lower job satisfaction, commitment, and the intent to quit. A positive supervisor-employee relationship influences the quality of two-way communication, trust, and performance while increasing job satisfaction, organizational commitment, and lower intentions to quit (Harris & Eplion, 2007).

Work Conditions: This item concerns the physical work atmosphere, including space, lighting, ventilation, and equipment (Herzberg et al., 1959; Herzberg, 1966). In a study of industrial and office workers conducted by Lee in 2006, job satisfaction was found to be positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions or disruptions.

Co-workers. The quality of interpersonal relationships between co-workers at all levels influences the good feelings and positive support associated with job satisfaction (Harris, et al., 2007). This includes coaching, helping with assignments, and giving instruction. A positive relationship has been found to contribute to the motivation and mediate against stress (Shirey, 2004). In addition, it reduces the intent to quit (Morano, 1993). On the other hand, the lack of social support increases the likelihood of turnover and contributes to job related depression and burnout (Shirey, 2004).

Pay: Research has shown that compensation does not have a long-term motivational effect (Furnham, 2006). Nor does it necessarily increase productivity. However, Furnham found that if pay does not meet expectations or there is a disparity, motivation and performance is negatively affected. Further, uniform pay adjustments are less motivating than merit based increases. Finally, his study showed that employees would exchange pay for other benefits like time off and job security.

Policies: Herzberg (Herzberg et al., 1959; Herzberg, 1966) tied this factor to employee perceptions about communications, administrative practices, and benefits overall. In this regard, policies, procedures, and practices that reflect a genuine interest in employee well-being, encourage organizational commitment (Anuna, 1997). However, if the actual leadership style is inconsistent with extant policy, job satisfaction and commitment will decline (Blevins, 2005; Witt & Kacmar, 2000).

Job Security: This factor refers to objective considerations that could affect job stability or tenure (Herzberg et al., 1959; Herzberg, 1966). It also concerns matters such as level of responsibility and opportunity for advancement. Reductions in these areas lead to lower levels of commitment. Organizational instability and ongoing change with potentially negative consequences undermine job security (Cooper, 2006).

Status: According to Herzberg, (Herzberg et al., 1959; Herzberg, 1966), this factor is defined as any consideration that would enhance an employee's sense of importance, prominence, or

position in life. Examples would be a big office, company provided transportation, or any other special privilege that would distinguish one employee from another. Several studies have found a positive correlation between status and job satisfaction (Rostamy, Hosseini, Azar, Khaef-Elahi, & Hassanzadeh, 2008).

Personal Life: This factor concerns how an employee's job affects his/her personal situation (Herzberg et al., 1959; Herzberg, 1966). For example, a study by Saltzstein, Ting, and Saltzstein (2001) found that most employees have personal responsibilities that recur daily which may require their attention before and/or after work. They explained that demographic and sociological shifts since Herzberg's report have further complicated this factor beyond initial findings.

2.4.3 Other Factors Affecting Job Satisfaction

Some other studies in the literature, cited cooper,(2006) factors that affect job satisfaction can be sorted as follows: salary, benefits, the nature of work, pressure, career development, education and training, job nature, management style, safety, job security, appreciation, training, workload, pay, promotional opportunities, organizational support of career, rewards, meeting, the overall working environment, department environment, physical conditions, equity, task variety, intergroup conflict, perceived organizational support, organizational commitment, delegation of power, communication, organizational integration, role ambiguity, communication with management, style of management, communication between colleagues and other groups, teamwork and cooperation, personal development, content of work, variety of task, responsibility, working hours, timings, recognition of superiors, job characteristics, job clarity, role conflict, advancement opportunities, company culture, safety at work, work content, good relationships with coworkers, technology, atmosphere at work, workload, feelings of accomplishment, performance, advancement opportunities, work exhaustion, turnover, absenteeism, performance evaluation systems, compensation, company's image and corporate culture. (Mihajlovic, et al., 2008) All these kinds of studies support the idea that employee satisfaction has many aspects and influenced by various factors

According to Zeffane (1994) and cited in Spector, other than intrinsic and extrinsic factors most studies identified at least two categories of determinant factors. This determinant factors are environmental factors and personal factors, according to the study of Spector (1997). Environmental factors consist of working conditions, personal development opportunities, rewards, supervision, co-workers and communication. Personal factors include demographic variables, which are gender, educational level, and seniority. . (Ellickson, 2002).

2.4.3.1. Environmental Factors

Working Conditions

Working conditions consist of the physical and social conditions of the work. People want to work in a comfortable, safe environment, a clean, modern and enough-equipped environment and work in good conditions such as appropriate temperature, lighting and noise (Green, 2000).

Self-Improvement

Workers want to improve their skills, abilities, knowledge, and to learn new things, especially, like job training and development programs in the organizations, which provide personal growth. In parallel with, if they are satisfied with self-improvement opportunities, their overall job satisfaction level increases (Jin & Lee, 2012).

Reward

The reward is related to the employee's desire, and it motivates employees. The rewards are divided into two categories as; extrinsic rewards and intrinsic rewards. Extrinsic rewards consist of money, promotion and benefits. Intrinsic rewards include having a sense of achievement, being part of a team's success, being appreciated by superiors because of a good performance and feeling recognized. Job satisfaction increases with all these feelings and returns (Javed et.al,2012).

Supervision

Employee job satisfaction has positively affected by the supervisors' support and recognition of employees. Since the supervisors are representative for the organization, if they are supportive and helpful, employees perceive the organization as the same (Emhan, et al., 2014). The communication between supervisors and subordinates determines employees' attitudes towards their jobs. In addition, the management style of supervisors is important and it can make a difference. (Yeltan, 2007).

Co-worker

Employees that have a better relationship with their coworkers are more likely to be satisfied with their job. According to Locke, employees prefer to work with people being friendly, supportive, and cooperative. Since people spend the majority of their times with colleagues, if co-workers make them happy, this has a positive impact on their job satisfaction (Spector, 1997).

Communication

Communication within the workplace is essential for organizations in terms of job satisfaction. According to Spector,(1997), there are two different dimensions of internal communication in organizations. One of them is managerial communication such as giving oral presentations and giving feedback, the other one is informal interaction, such as communicate with each other beyond formal channels. Effective interaction and communication provide to improve job satisfaction; on the contrary, lack of communication causes dissatisfaction.

2.4.3.2. Personal Factors

Gender

In the literature, there are many studies investigating relationships between gender and job satisfaction. There are different results about this issue. Some of them propose that women are more satisfied than men are; some of them suggest the vice-versa. Because of the fact that men and women have different social roles, their expectancies from the job may also be differ (Spector, 1997).

Educational Level

In the literature, most researches indicate that as the level of education increases, job satisfaction may decrease. Highly educated workers may be dissatisfied with their work if it requires performing the repetitive tasks (Green, 2000). Requirements of jobs should be fitted with the educational level of employee, otherwise, if the educational level of a worker is so high for the requirements of the job, this causes dissatisfaction (Sun, 2002)..

Seniority

Seniority is defined as how long employees have been working in their jobs within the same organization. There are different views about the relationship between seniority to job satisfaction. Some of the study states that as with age, seniority is also expected to contribute to increase job satisfaction due to the familiarity with work content and work environment. On the other hand, some of them suggest that job satisfaction and seniority are negatively correlated as shown in De Santis and Durst's study (Green, 2000).

CHAPTER THREE

METHODOLOGY

The first and most important methodology of this research will be the questionnaire and interview that will develop, especially to gauge the level of employee satisfaction in EECMY-DASSC. Secondly, secondary data like files and reports that will be collected from communication, Human resource and Finance department of EECMY- DASSC that will be used to get a picture of the organization And, thirdly data will also be collected from reliable sources on the internet or a website that will provide an inside and outsider's view of the organization and will give us more perspective an outsiders view of the organization. The main factors that the researcher is trying to find are employee satisfaction, employee retention and the success of the organization and the relationship between these various factors. All these factors will be analyzed and their relationships through the above mentioned method or tries to observe various sources of data collection. Depending on the types of basic questions and nature of the data, descriptive method of data analysis (descriptive statics) such as frequencies and percentage will be used. Quantitative data generated through questionnaires will be analyzed using MS-Excel.

The primary methodology of the study will also consist of analysis of descriptive questionnaire data. The study will be administered to employees the EECMY-DASSC. That is selected participants will be administered a test instrument to measure the factors affecting to perceived leadership style with job satisfaction levels at the head office and to evaluate a suitable approach to retain the employees and enhance the job satisfaction and motivation in the organization. It is a responsibility of the researcher to choose the most suitable research methodology in order to evaluate this research project. It includes research design, research approach, and population of the study sampling techniques, sample size and data types and sources, data collection techniques, and method of data analysis. Further, it will discuss:

3.1 Research Design

In order to achieve the objective of this study, the researcher use both quantitative and qualitative research approaches It will also discuss the comparison between quantitative and qualitative methodology and why qualitative analysis is more suitable for this study as compared to quantitative analysis.

Qualitative data are non- numerical data which can originate in any form like opinions, beliefs, perspective, stories, and images and so on; or it can be described as the expression of human experiences and opinions (Addisu, 2008). Therefore, in this research information will collect through a self-administered questionnaire which will be delivered partially in person to the respondents. The interview would also employ. The rationale for selecting these types of research designs is to properly analyze and interpret data through qualitative research approach and reach at finding with adequate and accurate information.

Therefore, this research has more adapted a quantitative strategy by gathering a number of data from employees of EECMY DASSC. Qualitative analysis is also used by expecting positive results of the questioner to get confirmation through the interview. Even though, this study will use the main method of quantitative approach that is questionnaire. This means, the questionnaire is used to collect the largest number of responses from the participants to analyze the data and test the reliability through the interview.

3.2. Research Approach

There are two kinds of research approaches used, Inductive and Deductive. In an Inductive approach, the data is collected and a theory is adapted as an outcome of the data and literature review analysis. Whereas, in Deductive approach a hypothesis is developed and research strategy is designed to check the hypotheses (Saunders, 2009). The researcher will choose inductive approaches. Furthermore, there are five stages of the deductive approach: gathering a hypothesis, stating the hypothesis in operational terms, testing the hypothesis, exploring the outcome and last will be adapting the hypothesis in the light of the outcome (Saunders, et al., 2009). But, the research approaches are used to exclude the hypothesis and getting a real feeling of the employees to check reliability through well-organized questioner. It means that this kind of research design is selected to analyze and interpret findings in agreement with the principle of reason.

3.3. Population of the Study

In order to achieve the objective of this study, the study of the population will employ in Head office, Area coordination office and branch offices only.

The Commission had a total of 1,572 staff in 2016. There are 52 employees, under the head office, including 4 area coordination offices, 26 branch offices had 186 staff and a total of 238 populations of the study. 235 major Projects sites total of more than 1334 employees of these, 587 (37%) were female, who is engaged as clerical, technical and managerial staff, such as; project worker, facilitator social worker, coordinator, project managers, team leaders, officers, and directors. The final top leadership position in the Head office is Commissioner, in branch offices Director and in project sites Project Managers. The target population shall comprise of all the head office 40 employees 12 Area coordinator's office and 186 branch offices, employees, having clear management, leadership and governance structure of program and organizational levels. The decision criteria of the study conducted for finding employee satisfaction will be based quantitative and qualitative and the overall average of the respondent will be calculated. From the overall average calculated, researcher will make a relationship of the information obtained from study with the overall success of the organization.

3.4. Sampling Technique

There are many techniques in the quantitative study, but the researcher selected to use questionnaire which is the most appropriate instrument for data collection as mentioned earlier in this study and also the researcher has to use this technique as large data are collected from the population of the EECMY-DASSC HO, CO and BO employees. The questionnaire is common words which consist of all methods of data collection and every respondent is asked the same set of questions by a fixed technique (Philips, 2012).

The researcher uses both probability and non-probability sampling techniques. From probability sampling technique, stratified sampling will be employed to stratify the population into three strata such as Senior Management, higher officials and middle level management Branch office Directors and Team Leaders and finally the third classification Technical staff and experts. Then, simple random sampling technique will be used to select the representative sample from each level based on lists of employees getting from the personnel office. From, non- probability sampling technique, purposive sampling method will employ to select officials for interview.

The proportion of the target population 0.5 (50%) will be taken in this study, since there was no previous research study conducted to analyze the factors affecting job satisfaction in the faith based organizational context in the case EECMY-DASSC. Based on the above formula the margin of error (d-value ranges from 0.01 to 0.1) and from this range by taking time and budget into consideration the researcher used 0.08(8%) margin error. Therefore, the Z-value statically is 1.75 (92%) and the desired accuracy at 0.08 levels and then the sample size will be determined as follows;

$$n = z^2 pq / d^2 \text{ therefore, } n = \frac{(1.78^2) (0.5) (0.5)}{(0.08^2)} = 124$$

$$F_n = \left(\frac{n}{N} \right) \text{ therefore, } F_n = \frac{124}{1 + \frac{(n-1)}{N}} = \frac{124}{1 + \frac{(120-1)}{238}} = 82$$

Then, proportion to the sample size of the population will be drawn from each category; the sample size is computed as follows:-

Tables: 3.1 Stratified sampling of employees

Stuff Under Title	Numbers of Employees(Ni)	Sample Size ni =n(Ni/N)
Senior Management	11	5
Branch Offices, Directors	26	9
Officers and Team Leaders	68	23
Technical Staff and Experts	133	45
Total	238	82

Source: EECMY –DASSC Human Resources Department

Where, N_i = the target population of each strata. Thus, 5 respondent from 11 Senior Managements 9 out of 26 respondents from Branch Directors 23 out of 68 respondents from Officers and Team Leader and 45 out of 133 Technical Stuff and experts which will the total of

82 will be selected using the above formula of probability sampling techniques for purpose employees who represent 124 sample sizes, whereas, 4 officials of the authority will be selected for interview randomly from among 2 Directors 1 and from middle officials and 2 from technical staff 1 totally, there will be 86 respondents, including the interviewees.

3.6. Data Types and Sources

Qualitative research is guided by different ideas from those in quantitative research. The most important features of qualitative research , are founded on making the proper choice of best suited methods and theories, the recognition and analysis of different perspectives; the researcher's reflection of their research as part of the process of knowledge production; as well as a variety of different approaches and methods (Savin-Baden and Major, 2013). Therefore, the researcher uses both qualitative and quantitative data types as mentioned earlier. The study uses both primary and secondary data sources to get consolidated data, so as to reach on concrete findings. The primary sources of data will be collected from the respondents currently working in their respective office through a questionnaire. As part of primary source data will be also obtained from key informants and discussants through interview and focus group discussion respectively as it will be necessary. The advantage of using primary data is that, they are more reliable since they come from the original sources. To supplement the primary data, secondary sources will be collected through extensive review of published and unpublished documents. Apart from this, human resource management guidelines, personnel training manuals and workshop proceedings about the subject under study will be used including web-site.

3.7. Data Collection Techniques

The data will be collected from various sources. The first and most important will be the questionnaire and then interview that was developed especially to gauge the level of employee satisfaction in EECMY-DASSC Head office only. The other sources include the reports that will be collected from the Communication and HR departments that will be used to get a picture of the organization and thirdly, data will also be collected from reliable sources on the internet that will provide an outsiders view of the organization.

This study will be carried out using the same type of questionnaires distributed to the selected respondents, from bottom, clerical and technical workers to top officers, including managers and interview held with few selected and middle level managers who are volunteers and higher officials random. Questionnaires are made up of both open ended and closed ended types of questionnaires. The closed ended questions enabled the researcher to obtain the exact information being sought while the few open-ended questions were used to elicit attitudes and beliefs of the respondents towards Job satisfaction. The questionnaires for all are prepared in English language. Most of the closed ended questions are designed with an ordinal level of measurement basis, and others are designed as ‘agree’ or ‘disagree’ question type.

The researcher will also collect the data from the communication department (communication office) and from human resources department documents and reports. Other than this the researcher will utilize the financial statements provided by the Finance department and any other research material available in the archive of the organization will also utilize any information which can find from authentic sources like EECMY-DASSC websites.

3.8. Method of Data Analysis

The general purpose of this study will be to identify the factors of job satisfaction as well as levels of job satisfaction within the factors and to analyze limited factors affecting job satisfaction, particularly in non-government organization which is faith based development and social services organization context in case of EECMY-DASSC. The statistical tools will be used to analyze the data. Analysis of the factors, in which employees are satisfied or dissatisfied with their job, is made in the next part of the research or chapter. After representation of demographic factors, descriptive statistics of four main factors and sub factors are examined. Mean values of main factors can be seen in table and sub-factor satisfaction scores are calculated by taking averages of the answers from all participants for the corresponding sub-factors. Mean values of the main factors are calculated by taking averages of all sub-factors within the related main factor. Overall satisfaction level is the average of the satisfaction levels of the main factors. In this study, it is assumed that the weight of each factor is equal; in other words, it is assumed that all factors have equal effect on the satisfaction levels and all analyses throughout this part are

made according to this assumption. The reason of the equal weight assumption is from the same assumptions in this kind of studies in the literature. According to Quinn and Mangione (1973), The major variables for the study would be intrinsic factors, extrinsic factors, job satisfaction, and commitment (the commitment variables have three factors, affective continues and normative commitment).

According to Fink (2010) data analysis can be considered as the process involving the selection and focus of data, in addition to the discarding of irrelevant data. It also involves statistics of organizing and interpreting numerical information. The analyses are describing, relationships, comparisons, as well as predictions. In this study, the questionnaire was analyzed statistically, by using SPSS and Excel software.

Data collected through the Satisfaction Scale, the Organizational Commitment Questionnaire, the Intrinsic religious Motivation Scale will also coded, as follows: Overall job satisfaction on the computed by adding the responses for all job satisfaction factors ranging from 1 (Strongly disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly agree=5) to 5 and calculating the mean. Intrinsic satisfaction scores will obtained by adding the six job satisfactions according to Herzberg's two-factor theory (achievement, advancement, recognition, growth, responsibility, work itself), and calculating the mean. The scores for extrinsic job satisfaction were calculated by the sum of job dissatisfaction factors, according to Herzberg (relations with peers, relations, with superiors, job security, organizational policy and administration, salary, status, supervision, and working condition), and then computing the mean.

Furthermore, this study will also use descriptive statistics, analysis of variance, and possible may be used multiple regressions for data analysis. Research question will analyze by using descriptive statistics, numbers, mean scores, and standard deviations were listed like, achievement, status, working condition, relation with peers, etc. on the other hand, Percentage analysis used for analyzing data which collected. To make comparison and describe the relations between two or more series of data percentages were used. In this study, the researcher will try as much as possible to test the reliability of the responses.

CHAPTER FOUR

THE ANALYSIS AND DISCUSSIONS OF MAJOR FINDINGS

This chapter presents major findings and results to identify the factors affecting job satisfaction in EECMY-DASSC employees from the analysis and the data collected through questioner, interview and other preliminary data's as well as secondary data's like reports and websites and informal conversation with a few. The data were collected in two phases: first, the quantitative data were collected according to the research sampling technique from head office, area coordination offices and branch office staffs. In the second phase, interviews were conducted and related palpable materials and data's were collected from two higher officials (Directors) and from the communications officer and HR officer. The purpose of the interviews and getting evidences were to acquire further insight into the results from the quantitative data analysis. The chapter is divided into three main parts, the first part discusses the results of the preliminary quantitative data, and descriptive statistics for the factors examined in the study, the second part of the quantitative analysis and documents turns into the results and finally, the third part presents the results of the qualitative analysis of interviews.

4.1. Quantitative analysis

For the quantitative research data were collected by means of a questionnaire using closed questions. The quantitative analysis of the questionnaire data comprised descriptive statistics for the personal variables of the employees. This is followed by descriptive statistics for factors that include intrinsic factors, extrinsic factors, overall job satisfaction, intention to leave or turn over and organizational commitment that comprised of three factors: affective commitment, continuance commitment and normative commitment.

4.1.1 Demographic Analysis

Table 4.1 Gender of the study participants

Gender	Participants	Percentage
Female	17	20%
Male	68	80%
Total	85	100%

The above table shows that the sample was predominantly male (80%). This reflects the low participation rate for women among the workforce.

Table 4.2 The age cohorts for study participants

Age range	Frequency	Percentage
Under 30	9	10.5%
30-49	54	63.5%
50-60	17	20%
Above 60	5	6%
Total	85	100%

Table 4.2 shows that the sample was predominantly aged between 30 and 50 years (63.5%), with the highest number in the older group.

Table 4.3 Work experience for the study participants

Work experience	Frequency	Percentage
Less 10 years	27	31.8%
10-20	41	48.3%
20-30	15	17.6%
Above 30 Years	2	2.3%
Total	85	100%

The work experience of the participants shows that the majority of the participants had less than 20 years' work experience (n =68 or 80%), and 27 (31.8%) among them with less than 10 years.

Table 4.4. Qualifications of the study participants

Qualification	Frequency	Percentage
Diploma and under	16	18.8%
Under Graduate	44	51.8%
Post graduated	25	29.4%
Total	85	100%

Table 4.4 shows that at recruitment the majority had an undergraduate degree, whilst a third was recruited post graduated and PhD level are some.

In summary, the participants' personal characteristics reflect expectations for the EECMY-DASSC managers: male, in their thirties and forties, with a first degree and work experience up to 20 years. There could also be some linkage between the proportion of the respondents with more than 20 years' experience (36.4%) and the three higher level managers (48.9%). There were few women in the survey, due to the inability to get into the offices of EECMY-DASSC.

4.1.2 Consistency and Reliability Analysis

In this, research reliability and internal consistency were tested on the questionnaire a percentage of variance in an observed variable that is accounted for by the true scores on the underlying construct. All seven factors or categories tested below indicating reliability. Next, the internal consistency of each factor (statement) in the categories was tested. To remove any inconsistency in the statements, one or two statements were removed and calculated for the remaining statements; if the new result was higher than the category's the reliability increased and the statement was removed; if less, the statement remained. This procedure was repeated for each statement for each category.

Table 4.5. Consistency and reliability factors

Category	Factors	Statements	Total no
1	Intrinsic factors	1-10	10
2	Extrinsic factors	11-20	10
3	Job satisfaction	21-26	6
4	Intention to leave	27-32	6
5	Affective commitment	33-36	4
6	Continuance commitment	37-40	4
7	Normative commitment	41-44	4

The value of each statement (if the statement was removed) was less than the total value, which indicated internal consistency for each factor. However, two items, It seems that any obligation to remain with this organization was removed due to inconsistency and become 44 statements.

4.1.3 Descriptive statistics for factors

The questionnaire responses for the seven scales were recorded on a five point Likert scale (intrinsic and extrinsic factors, job satisfaction, intent to leave, and affective, continuance, and normative commitment). The responses were: 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. These ranking numbers were used to calculate the weighted mean for each value.

Table 4.6 Weighted means results in Likert scale

Responses	Weighted Means	Weighted
Strongly disagree	1.0-1.74	.74
Disagree	1.75-2.74	.99
Neutral	2.75-3.25	.50
Agree	3.26-4.25	.99
Strongly agree	4.26-5.00	.74

The total weighted 3.96 and frequency of response shows for each value, percentages, weighted means, and standard deviations. The results are ranked for each group: intrinsic and extrinsic factors; overall job satisfaction; intent to leave; and affective, continuance, and normative commitment.

4.1.3.1 Major Factors Analysis

Table 4.7 Statistical analysis category of the factors

Category of Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Weighted Means	Std. Dev.	Result
Intrinsic factors 1-12	5	15	7	41	13	3.50	1.16	Agree
Extrinsic factors 13-20	12	24	15	23	7	2.86	1.22	Neutral
Job satisfaction 21-23	4	6	7	46	18	3.82	1.03	Agree
Intention to leave 24-28	25	20	24	7	5	2.37	1.20	Neutral

Intrinsic Factors

The weighted means shows that item 5, item 7 and item 8 was the primary intrinsic factors of interest, given the hierarchical nature of the EECMY-DASSC, the lowest –ranked item were 9 and 10 in general the weighted means result of the intrinsic factor items is 3.5, which signifies ‘agree’.

Extrinsic Factors

The analysis ranking the items for extrinsic factors category presents and the result for each statement is on the ‘disagree’ side of neutral. The ranking of the weighted means resulted in item 19, item 18 and item 17 on the agree side of neutral. However, the organization-wide elements of policies, advancement, working conditions, and pay ranked lowest (in that order). The result of the factor was neutral.

Job satisfaction

Again, the result for each statement in the third category is on the ‘agree’ side of neutral. The outcome of the weighted means resulted in item 21, whilst the lowest item related to ambivalence in career selection (item 20). The result of the factor for job satisfaction was ‘agree’; overall, respondents were satisfied with their positions.

Intent to leave

The participants' responses from the study intent to leave is presented in the negative, that is, the strongest response was that 72.5 per cent of respondents denied that they intended to leave the organization as soon as possible (item 25). The result for the group in relation to intent to leave was neutral, however, that the respondents did not agree with the statements.

4.1.3.2 Organizational commitment factors

Table 4.8 Statistical analysis components of Organizational Commitment

Category of Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Weighted Mean	Std. Dev.	Result
Affective commitment 29- 34	7	12	20	29	13	3.35	1.18	Neutral
Continuance Commitment 35-40	5	11	16	35	14	3.52	1.11	Agree
Normative commitment 41-46	7	14	18	28	12	3.27	1.22	Neutral

Affective commitment

These items are a mix of positive and negative statements. The sole 'agree' statement was item 34, The negative statements relating to affective commitment, on the other hand, rated the lowest of the group. Despite of these mixed responses, the average of the responses for this factor was rated as neutral.

Continues commitment

The analysis of continuance responses from the study participants. The first two statements were ranked first and second: item 35 with 60.7 per cent agreeing, and item 36, with 58.2 per cent

agreeing. The lowest ranked items were statements on lack of choice for a career change or transfer to a new job. The result for the group of continuous commitment was on the agree side of neutral.

Normative commitment

Statistical analysis and ranking: normative commitment the final category in the table in this series, again shows a neutral response. Loyalty (item 42) received a highly positive rating, at 62.1 per cent, followed by item 44, a sense of debt (55.3%) to the EECMY-DASSC. Nevertheless, fewer (37.4%) would feel guilty about leaving and deserting their team members and the overriding result was neutral.

In summary, the descriptive analysis in Tables 4.7 and Table 4.8 resulted in the following:

- Intrinsic factors: agree (first ranked item 7, 8, 5).
- Extrinsic factors: agree (ranking items 19, 18,17).
- Job satisfaction: agree: (items ranked 21, 20).
- Intent to leave: disagrees (item 25).
- Affective commitment: neutral (item 34).
- Continuance commitment: neutral (items 35, 36,).
- Normative commitment: neutral (items 44, 42).
- Overall organizational commitment (affective, continuance, normative): neutral

The above analysis showed that extrinsic and intrinsic factors explained only 55 percent of the variation of job satisfaction, therefore there are other factors that affect job satisfaction external to the scope of this study. As calculated, the level of job satisfaction in the EECMY-DASSC is 63.74 per cent, with weighted means of 3.52. The results of these tests are that a relationship exists between job satisfaction and intrinsic and extrinsic variables; however, extrinsic factors are more important to the study participants than intrinsic factors, and there are factors external factors in this study that explains. Job satisfaction is positively associated with organizational commitment while it is negatively associated with intention to leave the organization.

4.2. Qualitative analysis

The qualitative analysis of the data obtained from directors and managers who were interviewed as a second phase of the research. The purpose was to gain some more insight into the quantitative findings, and acquire more contextual information in depth about the EECMY-DASSC related to job satisfaction factors and other environmental factors influencing job satisfaction that may not have been revealed through the quantitative studies. The target sample was four managers two are higher officials (directors), two are middle level managers(team leader and officers). From the four agreed interviews, three were successfully conducted. A director was unable to attend the interview, but email response. Standard interview protocols were established before the interview and post interview.

1. The first general question asked for the interviewee's response to the analysis results on intrinsic factors in terms of the three most effective factors for influencing job satisfaction and three least effective factors that prompted employees to stay on the job.
2. The second question asked for the interviewees to rate what they perceived to be the most important and least important extrinsic factors for job satisfaction.
3. The third question solicited the interviewee's opinion on the general ability of the results in relation to employees in the EECMY-DASSC, to make sure that the quantitative findings could logically be applied from the sample to the population.
4. Given that the respondents' preference for extrinsic rewards than intrinsic factors to be more important, the interviewees were asked to further clarify their views on this outcome based on question 3.
5. The respondents were further asked their opinion on whether this study's findings could be extended to other management and subordinate staffs.
6. The sixth question asked the interviewee to comment on the research, whether it was sufficiently comprehensive, or whether there were some other factors that might be influencing job satisfaction among EECMY-DASSC managers.

7. The final question (7th) asked for the interviewee's thoughts on government policies that could change non-government faith based organization employed to enhance the working environment and productivity.

4.2.1 Response to outcomes for interview Q1-Q5

For this analysis, survey respondents were selected on the basis of their similarity to the interviewee profiles. The four interviewer's demographics and positions were all high and middle managerial position levels 10 and 11 (after the two, highest is Commissioner he is 12 levels or rank), three are held Master's degree (MA) and a program director is a Doctor of Philosophy (PHD) and with many years' experience except one. Two of them are in the position under the Commissioner they are Directors for programs and operation.

The participants' responses to the questions on the survey outcomes are presented.

Table 4.9 Interviewee responses summary

Question	Statements	M1	M2	M3	M4
Q1	The most effective intrinsic motivators to stay on the job, and the most satisfying factors were: moral values, job security, and social service. The less satisfying factors for participants were: responsibility, innovation, and independence.	Disagree	Disagree	Disagree	Disagree
Q2	Extrinsic factors of higher job satisfaction were: efficiency of the supervisor and his/her way of dealing with employees, good relationships with colleagues, recognition. Factors of less importance to satisfaction Were the organization policies, opportunities for promotion, pay, and working conditions?	Disagree	Agree	Agree	Disagree

Q3	It is possible to generalize this result for senior or and middle level management	Disagree	Agree	Agree	Agree
Q4	The results of this study reveal that extrinsic factors are more important than intrinsic factors in your context influencing job satisfaction. However, the other previous literature revealed the opposite.	Agree	Agree	Agree	Agree
Q5	The responses of your staff employees might differ in the order of these factors.	Agree	Agree	Disagree	Agree

The response to question Q1 to Q5 in Table 4.9 was Q1 unanimous disagree, Q2 two were disagreeing and two were agreed, Q3 three were agreed and one was disagreeing, Q4 unanimous were agreed and Q5 three were agreed and one was disagreeing. This was in contrast to the order in which the Head office and Branch offices quantitative question responses, in one side. In the other, quantitative survey ranked their priorities, the interviewees placed extrinsic factors above all factors. This outcome prompted another selective analysis of the quantitative data. To sum up, thus those with more experience viewed job security more highly, and the ranking order of intrinsic factors changed to job security), moral values, achievement, and social service. On the other side, extracts from the open ended responses emphasize the values of intrinsic factors. The interviewees were eliciting further information for open discussion as well. To summarize the interview questions responses, Q1 to Q5 after response to the survey outcome response for more clarification. Thus, almost in agreement the descriptive statistical factors in the quantitative analysis some indifferent jurisdiction.

4.2.2 Results of open discussions, interview Q6 and Q7

Interview 6 and interview 7, were designed to elicit further information from the interview with the senior managers the following is summary of interviews Four of them agreed that organizational policies on pay and conditions were fundamental to job satisfaction. They showed little regard for leadership and concentrated on what appeared to be self-interest. Intrinsic factors appeared to be dismissed as irrelevant to job satisfaction, although satisfaction with social ideals appeared to be higher in the results from the full sample. On the other hand, the middle managers' 'demands' are clear: they need change in new pay structure again. Even though, new organizational structure and pay structure policy approved in 2017. There are many dissatisfaction here and there, in the HO, ACO and BO, as well as its regulatory systems, furthermore its employee reward and career systems. If it will be possible they want to revise equitable new payment policies also on the HRD benefits such as new technology systems, and organizational restructures for those stay longer in the organization.

To summarize the results of data collected in a mixed methods research design that was aimed at understanding the views and experiences of middle management, professionals, and executives in the EECMY-DASSC in relation to job satisfaction. Job satisfaction was premised on the expectation that, once achieved, it could be employed to retain people in their jobs and to improve the very low productivity of the organization.

The results of the quantitative and qualitative analysis, showed relationships between job satisfaction and both intrinsic and extrinsic items in the study, although extrinsic factors of organizational policies predominated. Increased job satisfaction was found to lead to increased organizational commitment, and decreased intention to leave. However, the results of the qualitative phase of the research did not support these findings, with the exception of the importance of the extrinsic factors.

4.3 Discussion of the major Findings

The results of the quantitative survey analysis showed that 63.7 per cent of the surveyed sample of EECMY-DASSC employees with graduate or above education level reported mild satisfaction with their job and their employer. The data showed that both intrinsic and extrinsic satisfaction factors were influential, and this is consistent with the studies response and found minor turnover due to job dissatisfaction, however, these losses could occur in key technical and management roles. Extrinsic factors involved in pay, career, and management style. The following sections discuss the various aspects of the results.

4.3.1 Intrinsic factors

The components of job satisfaction may be considered from the perspective of intrinsic and extrinsic factors. In this view, intrinsic factors are internalized such as seeking interesting and challenging work and opportunities to use one's skills and abilities, being self-sufficient and accepting responsibility and displaying creativity. Extrinsic factors, on the other hand, are derived from the social environment such as supportive co-workers and supervisors, or those provided by the organization for the purpose of facilitating or motivating task performance such as pay, career, and working conditions. However, analysis of the quantitative and qualitative data of this study shows that the four intrinsic factors that recorded highest satisfaction were: job security, moral values, achievement and social service, in the EECMY-DASSC that they also considered as a factor in job satisfaction, such as job security, moral values, Personal accomplishment and social service and career- enhancements.

4.3.2 Extrinsic factors

In EECMY-DASSC by majority arguably found that predominant factor is extrinsic factors for the purpose of this study refer to pay and work conditions, organizational policies and practices especially regarding career, supervision and team relationships. As these conditions vary greatly across organizations and countries, the findings are necessarily empirical, localized and cannot be generalized. Therefore, in this study, the primary variables concerned relationships with the

supervisor. In fact, the four variables ranked 'agree' were all associated with a range of personal relationships, but not the organization, but satisfied with supervisor, competency of supervisor, and supervisor feedback as a team membership, Pay, working conditions, career and organizational policies followed at varying levels of neutral values but did not drop lower to the category of 'disagree'.

4.3.3 Other significant factors for job satisfaction

The analysis of the results of the quantitative data collected from the employees in the HO, ACO, and BO showed significant relationships between both the extrinsic and intrinsic factors, and job satisfaction. However, extrinsic factors were deemed more important than intrinsic factors. The results of the qualitative analysis from interviews with senior managers confirmed these findings. Thus the findings from this study align with intrinsic factors, such as HRD, career aspirations and supportive working environment, influenced healthcare staff to a greater extent than extrinsic factors such as pay and continuing education. The interviewees emphasized the impact of working conditions on job satisfaction; they suggested that the value survey participants placed on their security and social status outweighed their distaste for pay and conditions. One manager mentioned Maslow's hierarchy of needs to argue that higher-order intrinsic factors could emerge once the extrinsic factors were satisfied. The senior manager's observation was also supported by other middle level managers. This point was supported by the influence , but showing limited influence of either intrinsic or extrinsic factors in the organizations. As this discussion highlighted, this has been supported in the literature

4.3.4 Organizational commitment and Employee intention to leave

Organizational commitment may be considered as an emotional attachment to the organization (affective commitment) or be perceived as a cost associated with leaving an organization (continuance commitment) or based on attitudes relating to ethical aspects of remaining in the organization (normative commitment). Continuance commitment was ranked as the highest among the organizational commitment variables for line managers surveyed in the quantitative phase of this study. However, due to lack of employment options in the country this was found to

be a matter of necessity rather than choice. This finding is consistent with the results of this study that collective and individualistic culture's influence commitment; that is, as a collectivist society in Ethiopian cultures tend to align. However, continuance commitment as 'intention to stay' could be site-specific and displayed a greater degree of affective and normative organizational commitment, but not continuance commitment.

The next variable in commitment rankings was normative commitment: an ethical consideration of serving one's community. However, there is some argument regarding the strength of this variable on intention to stay, or commitment to the organization.

Finally, the results from the quantitative findings was that the respondents appreciated their 'steady jobs' (ranked 2 in the intrinsic variables list) and did not intend to leave the organization; 72.5 per cent of respondents stated that they did not intend to leave the organization as soon as possible. The majority found that age was influential on head office and branch offices employee's intention to leave. In the study, 57 per cent of the respondents were aged over 39 years, and 34 per cent had work experience of over 20 years. At a more advanced age, employees would prefer to stay on within their organization, as it would be harder for them to consider new avenues outside their current job. Thus, the conclusion is that EECMY-DASSC employees are committed to keeping their jobs, that is, they intend to remain in the organization until retirement.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

This chapter moves to final intention conducted against the frame provided by the previous chapters, in the literature followed the methodology employed and the results of the analysis, of major findings. It begins with a summary of discussions, conclusions are provided. Then, suggested empirical recommendations to improve job satisfaction in EECMY-DASSC, HO, four ACO and 26 BO as well as more than 235 project sites. Finally, the recommendations provided for future studies and concluded by thesis summary.

5.1 Conclusion

The discussion of the study results commenced with findings from the quantitative analysis, starting with experience, age and qualifications of the study sample. The sample appeared to reflect overall EECMY-DASSC employees except project sites. The intrinsic factors involved satisfaction with individual accomplishments and workplace relationships. There was a high regard for moral aspects of their jobs, security, and mutual regard between supervisor and respondent. Apart from personal status and relationships, there was no indication that employees considered organizational commitment or taking responsibility for their work. There was no sign of competition or need to excel; career aspirations were low, and intention to remain with the employer high. These characteristics were found to be reliable with the literature.

Therefore, the outcome of this thesis is the finding that senior and middle level EECMY-DASSC employees are satisfied with aspects of their employment that relate to security, moral values, mutual relationship, regard from and for their subordinate supervisors, experts and that led to a moderate amount of job satisfaction overall. However, regarding EECMY_DASSC employee job satisfaction, the findings of this study showed that extrinsic factors were more important than intrinsic factors. The conclusion is therefore that for this study, commitment to keeping one's job in the EECMY-DASSC service does not necessarily equate to commit to the organization.

The eighteen factors that related to job satisfaction tested in this study were: job security, moral values, social service, achievement, recognition, relationship with supervisor, supervisor efficiency, co-worker relationships, creativity, ability utilization, variety of activities, independence, responsibility, authority, organizational policies, advancement, working conditions and pay. These eighteen factors represent only above fifty percent of extrinsic factors that affect job satisfaction in EECMY-DASSC, and that means there are other factors that have not been discussed here it seems needs further research because of its vast and complex, and does not fully encompass variables relating to job satisfaction in the context of EECMY-DASSC.

But, those limited factors analyses showed that the highest intrinsic satisfaction factors were job security, feeling of achievement, moral values and serving society. The lowest ranked job characteristics related to performance: the work itself (creativity, ability utilization, and variety), lack of autonomy (independence), and responsibility. The highest ranked extrinsic factors were relationships with supervisors, recognition by the supervisor, and supervisors' abilities. The lowest ranked extrinsic satisfaction factors were organizational policies, advancement, working conditions and pay. However, extrinsic factors were more important than intrinsic factors for middle level and below middle level employees. The intrinsic factors were mostly discharged as irrelevant to job satisfaction in the interviews with senior managers.

Even though, it is the recent phenomenon new pay, presented by few respondents the senior managers and new employees are may be more satisfied with improved salary packaging, but according to the finding analysis the respondents feel that the salary scale of EECMY-DASSC is less competitive with other similar organization and there is also much respond who don't think that the salary scale of EECMY-DASSC is equitably within the organization. But this is not directly related to the question of factors. There is no evidence in these findings that intention to stay with the organization results in commitment to the organizational goals. In fact, the intention to stay on in the organization is due to practical needs rather than any commitment to ideals. This is further supported by the fact that the respondents showed no enthusiasm for their work or intends to improve their performance, which was contrary to the expectations of the senior interviewees.

Finally, the majority of the respondent indicated that they are staying in the organization only until they get a better chance outside the organization and the analysis revealed that organizational commitment has a positive relationship with job satisfaction and it was continuance commitment that were ranked the highest among the three components of organizational commitment to middle management employees. Intention to leave has a negative relationship with job satisfaction

5.2 Recommendations

HRM and HRD play a major role in the success of any organization as well as job satisfaction is an important issue for improving performance. The result of this study showed that extrinsic factors are more significant than intrinsic factors, and the literature indicated that improving extrinsic factors could lead to improved satisfaction with intrinsic factors. Thus, EECMY-DASSC HRM strategy should focus on improving extrinsic factors, particularly the factors that recorded low satisfaction. This issue may be addressed, as recommended:

1. The quantitative analysis and results indicate a low level of satisfaction regarding the policies of the organization and the qualitative phase also confirms this. In the interviews, the higher officials and the middle level managers. The bottom line employees of the organization were not satisfied with the policies of their organizations in matters such as the performance appraisal, and the HRD and some other. They also indicated that most of these policies were introduced a long time ago and had not been updated and so they no longer meet current needs. The review of the literature revealed that employee satisfaction and commitment are influenced by organization's policies and performance appraisal, and HRD. Therefore, it is recommended that policies undergo a review and update from time to time to ensure consistency with new developments and changes to better performance of the employee related to job satisfaction in the organizations.
2. The second major result of the analyses conducted in this study showed that there was a low level of satisfaction with the current system for promotion. The concentration of many employees in the middle of the hierarchy, under level 8, may create barriers in

career progression for some employees at this level and may affect career progression in other administrative levels of the hierarchy. And negatively impact intention to leave. Thus, it is recommended that the current system for promotion undergo a comprehensive review and assessment to ensure a distribution of employees at all administrative levels within the hierarchy that will enhance promotion opportunities for employees at all administrative levels.

3. Despite the faith based organization preferences for the security and status of non-government employment (NGOs), salary is still of concern to them. According to the literature, pay has a positive impact on job satisfaction and a negative impact on intention to leave and rewards have been found to influence performance. If pay is inadequate, it may negatively impact performance. Though the Organogram and salary scale are new and also a low satisfaction level as well. Therefore, some financial recalculations should be done to ensure that EECMY-DASSC salaries are able to fulfill the needs of employees that improve their satisfaction, which in turn, improve their performance. This is particularly recommended for ACO and BO and for those long service years' employees in the HO.
5. Even if a majority of the respondents feels, their payment is somewhat fair with comparisons to similar organization, and even if the organization revised already its existing salary scale and it is new so as to meet the interest of those employees who feels that the payment is not at all fair. And see the detail of grievances on pay comparing the surrounding environment. At least, the EECMY-DASSC should revise its staff benefit based upon the existing inflation reality, especially, with regard to other fringe benefits
6. The literature indicates that working conditions are related to job and employees' commitment. The findings of this study show that employees' satisfaction with their working conditions is low. Thus, decision makers, especially EECMY-DASSC need to pay more attention to the physical aspect of the working environment, such as buildings, equipment, furniture, lighting and air conditioning.

5.3 Recommendations for Future Research

The constraints of this study relate to the following grounds, the sample selection didn't go to the grass root levels that is project sites and not wide-ranging coverage that was all branch offices because of it is a scope and limitation, survey question selection was not sufficient for exact conclusion, and classification of intrinsic and extrinsic factors was explicit. Even though, the researcher tries his own best for better study and recommendation.

This study employed more at the middle management level and senior managers in the EECMY-DASSC HO, ACO and few BO. It may be useful to conduct a study of employees working with lower level staff and wider coverage of branch offices, including project sites to compare these findings on the factors affecting job satisfaction based on the administrative level.

Furthermore, there is also a lack of research potential for a comparative study using the same questions on employees similar faith based social and development organization and other non-government organizations (NGOs) in Ethiopia working both in social service and development work. Hence, the findings could not certainly, help in understanding the reasons behind lower satisfaction in some factors among employees in the EECMY-DASSC. This study revealed that the factors affecting job satisfaction tested in this study represent few factors discovered by extant research. However, the above limitations are noted for future studies, endorsements and a future extensive study could take up this initiative to explore these remaining factors.

5.4 Thesis summary

This thesis examined the factors affecting job satisfaction and relationships between job satisfaction and organizational commitment in the case of EECMY-DASSC. This was based on thorough review of the gap in the literature on factors affecting job satisfaction and related recent field research materials in Ethiopia and abroad in the private sector or non-government organization was followed by a statement of the gap in the literature, and the conceptual framework was presented. The primary research commenced at Chapter three with the research methodology advocating the use of mixed methods, design comprising a questioner and an

interview. The survey was conducted in the workplace, relationships, and the conditions under which they worked and on their views of the their opinions and this led to detailed the results of the quantitative analysis and the views of the interviewees. In the final Chapter conclusion that summarized the major findings of the study and presented relevant recommendations based on the findings.

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APPENDIX A
QUANTITATIVE QUESTIONNAIRE

LETTER OF INFORMATION TO PARTICIPATE

An analysis of the factors affecting job satisfaction: The case of the Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission (EECMY-DASSC). Addis Ababa, Ethiopia.

Dear participant I am currently undertaking a research project as part of my studies towards a Masters of Public Administration In Indira Gandhi National Open University. The aim of this research is to investigate the factors affecting job satisfaction at EECMY-DASSC, in the context of non-government faith based Social service organization in Ethiopia. Would you agree to complete a questionnaire? The questionnaire will take approximately 35-42 minutes. Participation is voluntary without prejudice or any adverse consequences. The information you give will only be used for research purposes and will be aggregated with other responses and only the overall or average information will be used. Your identity and individual answers will be kept totally confidential. Should you wish to discuss this further? If you have any questions, please do not hesitate to contact me, I will come at any time and please feel free to contact me in **Cell phone:- 00251 911 47 07 23 or Email:- tebebesfam@yahoo.com.**

Your assistance will be much appreciated.

Yours faithfully,

Feleke Tibebe Weldesemait

Cell number: (00251) 911470723

Email address:tebebesfam@yahoo.com

APPENDIX B
QUALITATIVE QUESTIONNAIRE

LETTER OF INFORMATION TO PARTICIPATE

An analysis of the factors affecting job satisfaction: The case of the Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission (EECMY-DASSC).

Addis Ababa, Ethiopia.

Being voluntarily agree to be interviewed

Dear participant

This interview relates to comprehensive dissertation project the component of a Masters of Public Administration, which I am completing at Indira Gandhi National Open University. The research is designed to explore the factors you believe that may influence job satisfaction in the EECMY-DASSC in regard to your job, your work conditions, work relationships and career. Your opinions and experiences are important and provide valuable input to achieve the objectives of this research. If you choose to assist in this study, your confidentiality will be protected and your responses will be secure. The information provided will be used only for this dissertation project and for no other objective.

Many thanks in advance for your time and cooperation.

Yours sincerely

Feleke Tibebe Weldesemait

00251 911 47 07 23

tebebesfam@yahoo.com

APPENDIX C
RESEARCH QUESTIONNAIRE

A: Personal data

1) **Gender:** Male Female

2) **Age:** 20 – 29 years 30 – 39 years 40 – 49 years 50 – 65 years

3) **Years of experience:**

Less than 10 years 10 – Less than 20 years 20 – Less than 30 years 30 and over

4) **Educational level**

Less and Diploma Bachelor Master Degree Doctorate /Other

5) **Your Job Title** ----- **Managerial rank/grade**-----

B: Statements of Quantitative Questionnaires (Q1 - Q44)

Please make in the right column and row “X” or “L” mark or any mark that best expresses your opinion in each statement from the following, using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Item	Statements	Scale				
		1	2	3	4	5
Q						
1	I feel being I am satisfied with the organization which is demanding most of my work time, I am busy.					
2	The goals of this organization are clear and I am satisfied in this organization goal and achievement,					
3	I feel I am satisfied with my work that gives me the chance to show my abilities to try new methods.					
4	I am satisfied with working in this organization, my efforts to do a good job					
5	I feel that the work I do is satisfied most of the time and it gives me the chance to do things for others.					
6	I am satisfied with the feeling of accomplishment I get from completing tasks at work.					
7	I am satisfied for the tasks that I perform don't go against my faith and personal principles.					

Item	Statements	1	2	3	4	5
8	I am satisfied with this organization as it provides me security in my job and freedom to use my own judgment in the work I perform.					
9	I am satisfied with working in the development and social service work as it gives me a chance to contribute for the society.					
10	I feel being I am satisfied to work autonomously and it gives me the chance to direct others.					
11	I am getting fair payment for my work and the benefit package we have is equitable to me to work in this organization.					
12	I am satisfied and I feel appreciated the organization when I think about what rewards for those who work better.					
13	Many of our rules and procedures make doing a good job, so I am satisfied with the way put into practice.					
14	I am satisfied with the pay and the benefits package I receive are as good as most other organizations offer similar to our organization					
15	I am satisfied with working in this organization as it gives me the chance for advancement.					
16	I like our organization the human resources development (HRD) system and I like with such kinds working conditions.					
17	I like the people I work with them and the way my colleagues I enjoy interacting with each other.					
18	When I do a good job, I receive the recognition for it that I should receive appreciation with the praise I get for doing a task well.					

Item	Statements	1	2	3	4	5
19	I am satisfied with the competence of my supervisor in making decisions and shows high interest in the feelings of subordinates to share our problems					
20	My supervisor is fair enough deals with him Employees and I do not plan on leaving this organization soon.					
21	I like the people I work with so that I am satisfied with this job and I don't want to leave this organization.					
22	If I would enforce to leave I would choose a similar type of environment of the work I presently do.					
23	Taking into consideration all things about my job, I am very satisfied with the organization					
24	If I will get a chance intend to leave this organization I will do soon.					
25	I plan to leave this organization in the next little while before too long					
26	There is really too little chance for promotion in this organization so if I will get a promotion some other place I will quit this organization as soon as possible.					
27	I like this organization HRD system and I feel that my future career is bright and I am quite satisfied.					
28	I would be very happy to spend the rest of my career with this organization					
29	I am satisfied to work in this type of work environment I feel comfortable and sustainable.					
30	I really feel as if this organization's problems are my own.					
31	I do not feel a strong sense of belonging to this organization.					

Item	Statement	1	2	3	4	5
33	I do not feel like "part of the family" at this organization. I sometimes feel my job is meaningless					
34	This organization has a great deal of personal meaning for me.					
35	Right now, staying with this organization is a matter of necessity as much as desire. Even if it were to my advantage.					
36	It would be very hard for me to leave this organization right now, even if I wanted to.					
37	Too much of my life would be disrupted if I decided I Wanted to leave this organization now.					
38	I feel that I have too few options to consider leaving this Organization.					
39	If I had not already put so much of myself into this organization, I might consider working elsewhere					
40	In my own profession, there would be the scarcity of available alternatives and that is the reason not to leave this organization.					
41	I do not feel any obligation to remain with this organization and it would be right to leave now.					
42	I would feel guilty if I left this organization now because I have a sense of obligation to the people in it.					
43	I often feel that I know what is going on with the organization the future is brighter than now					
44	I owe a great deal to this organization because the organization keeps my loyalty					

Thank you for completing this questionnaire

APPENDIX D
QUALITATIVE QUESTIONNAIRE
(Semistructured interview)

(Higher officials and Middle Level Managers in the EECMY- DASSC HO)

- 1) Title of your position-----
- 2) Years of experience in EECMY-DASSC ----- In other Organization-----
- 3) Education level: -----
- 4) Age: 20 – 29 years 30 – 39 years 40 – 49 years 50 – 65 years
- 5) Rank/grade: -----

I.1 The results of the questionnaire distributed to your staff and the response showed that the most satisfying factors were: Personal principles, job security, and social service. The less satisfying factors for participants were: faith values, relationships, responsibility and independence. Do you agree with this ranking? Please explain.

I.2 Extrinsic factors leading to higher satisfaction were: efficiency of supervisor, Supervisor way dealing with employees, coworkers, relationships, recognition. Factors of less satisfaction were the organizational policies, chances of advancement and promotion, human resource development system, pay, and work environment. To what extent do you agree with this ranking? Please explain.

I.3 Do you think that your answer for the above questions to generalize this result for all below the middle level staff? Please explain.

I.4 Results of this study reveal that extrinsic factors are more important than intrinsic factors. In your organization. However, other previous studies in a similar organization revealed the opposite. In your opinion, what are the reasons for this difference in your organization context? Please explain.

I.5 Do you believe that the responses of your employees might differ in the order of these factors? If so, how do you expect their order would be? Please explain.

I.6 From your point of view, what are the other factors that affect job satisfaction, and that? Have not been mentioned in this study? Do you have?

I.7 In your opinion, what are the policies that should be need improvement in your organization to improve performance of the employee, particularly towards your goals and have you ever been allowed your employees to participate in a workshop during policy formulation session?

Thank you for the Interview

PROJECT PROPOSAL PROFORMA

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Titles of Dissertation- **ANALYSIS OF THE FACTORS AFFECTING JOB SATSFACTION: THE CASE OF ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISSION**

June 2017

CERTIFICATE OF PROPOSAL

I hereby certify that the proposal the dissertation entitled “ **ANALYSIS OF THE FACTORS AFFECTING JOB SATSFACTION: THE CASE OF ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISSION**” by **Feleke Tibebe Welde-semaiat** has been prepared after due consultation with me. The proposal has my approval has, to my knowledge the potential of the developing to comprehensive dissertation project. I also agreed to supervise the above mentioned dissertation till its operation.

Signature of academic supervisor

Name: Dr. Elias Berhanu

Designation: Assistant Professor

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INTRODUCTION

1.1. Background of the Study

In every organization, government, non-government, public or private, big or small, modern or ancient, profit maker or nonprofit maker, human resource and the potential they possess are the most valuable and a key driver of the organizational goal, qualified productive and happy worker provides more to its organization to achieve success. The awful truth of today's organizations is remarks Peter Ducker's famous quote, Cited in Judge & Klinger, (2008) "Human resource is greatest asset" Because any organization to utilize the material and monetary resources for productivity is basically depends on the effectiveness of the human resources. Beside that organizations operate in a multifaceted and moving environment that greatly influences their progression. To cope up with this moving environment HRM has become an indispensable. It means that any development process is driven by various human factors; among these factors the working force job satisfaction is essential. Therefore, for the last few decades' job satisfaction has been one of the most popular interests' among researchers and practitioners. According to Paul Spector, (1997), as cited Klassen, R.M., & Chiu, M.M. (2010), "job satisfaction is the most frequently studied variable in organizational research. Although the phenomenon of job satisfaction has been broadly researched, still there are several problematic areas."

Today's managers strive to the desire of employees' job satisfaction to do things and a reason for motivating people's actions in the organization to perform a high level of achievement. Besides that, various studies have been undertaken how content an individual is with his/her job in different organizations around the world, due to its critical influence on the success of the organization. (Bloom, Canning, and Chan, 2006) But, recent studies show that motivation is not the only basic factor for the high level of achievement of the organization, it is a lesser factor for the success of the organization than job satisfaction (Klassen et al., 2010). Hence, Job satisfaction is dependent on various factors, such as, engagement, respect, praise and appreciation fair compensation, motivation, rewards, life satisfaction as well as, organizational culture, environment, leadership style, effectiveness, achievement, etc. This is being looked closer related to the employee job satisfaction upon best managers thinking for success and

working on it, to be retaining their most valuable employees' in gratification (Prasad, & Satyanarayan, 2004). There are two major factors, intrinsic and extrinsic that could influence an employee's perception of satisfaction, but, there is blurred assumption in EECMY-DASSC employees particularly in senior staff's. They are saying that "our performance and productivity is affected by lack of employees' job satisfaction. These factors are our organizational culture, leadership style, employees' educational background, the lengths of their service, and gender issue". (Prasad,& Satyanarayan, 2004)

The research tries to examine this saying related to factors and interactions that affect the dimensions connected to organization employees' job satisfaction factors. The study also stems from the growing significance, a need to understand the reality EECMY-DASSC higher officials toward their employees' performance. Therefore, to analyze the factors affecting job satisfaction in the organization, which inspired, the researcher carried out this research to study more about the important factors for improving job satisfaction in EECMY-DASSC.

1.2 Overview of EECMY-DASSC

At the turn of the 19th century, Ethiopian Christians began proclaiming the Gospel with Lutheran missionaries. As the result of these congregations, parishes and synods were established this brought about instituting the Ethiopian Evangelical Church Mekane Yesus (EECMY) as a national church 1959. The EECMY was growing fast during the past 50 years and today she is one of the biggest Lutheran church organizations in the world. Currently, the church has more than 9.2 million members. Accordingly, EECMY hand –in -hand from her inception rendering social services, education and health, mainly for the community in the country and gradually diversified her intervention to other development work. In 1972, the EECMY developed the theme, "Serving the Whole Person", later on often quoted and referred to as Holistic Ministry, throughout the years. In the year 2000, the EECMY development department was organized into Development and Social Services Commission (EECMY-DASSC) and registered as a legal church based development agency in line with the government policy. The EECMY-DASSC has five major program priority areas. This includes:

- Livelihood Development program
- Health and Nutrition program

- Education and child development
- Gender and Development and,
- Special programs, reaching out to Indigenous and Vulnerable Groups such as Pastoralists and other traditional socioeconomic and cultural groups.

Currently, EECMY-DASSC has a strong network with other actors and contributing to the realization of poverty reduction objectives, the Ethiopian government development policy targets. After 2016 EECMY-DASSC has made the strategic shift and new development directions and thematic consolidation into three programs with restructuring governance. The Commission had a total of 1,572 staff and implemented 235 projects in the three approaches themes. This is livelihood development, education and child development, and health and nutrition. In this thematic major pillar EECMy-DASSC in 2016 provides for 5,634,128 directly benefited population and actually utilized ETB 498,264,764 (USD 23,175,105). (EECMY-DASSC Strategic Plan 2021 and Annual report 2016)

1.3. Research Problem Statement

The Ethiopian Evangelical Church Mekane Yesus Development and Social Service Commission (EECMY-DASSC) annual report says, the achievement of the organization is very promising and very successful in the year 2015, implemented 241 projects throughout the country (102 % of what was planned). The total utilized budget was ETB 447,646,645 (98% of what was planned) with regards to reached the target population 5,470,111 (102 % expected Performance), the commissioner says that "...a fairly long time an ascending progress of the multi-sectorial programs and the year has been also a widespread successful year and effectively performed..." (EECMY-DASSC Annual Report 2015) By coincidence one day, the researcher faces a paradox with the above report, when he was in the EECMY-DASSC office for other purpose and would have discuss about the report with some of EECMY DASSC stuff and the eternal expression was different than the report. They were complaining when communicate with some of the managers and subordinates. Astray, employee's attitude towards a working environment was full of disparagements, blurred and blares and the managers have also unhappy employee capacity and performance were below the expected level. In general, some of them thought that

no much success in human resources management even though a lot of activities and achievements held all over the country through this development and social service organization.

This situation leads to generate the research problem what is the existing situation of job satisfaction of employee's that can affect a person's level of commitment to the organization success and accomplishment, it can also affect performance levels, employee willingness to participate in problem solving activities and the amount of efforts employees put into performing activities within and outside their job description. Job satisfaction is the statement of a problem for EECMY-DASSC or crucial issue for the development and better performance and also for the future expectations of the well-educated and qualified workforce of the organization.

Recent years EECMY-DASSC implements a fundamental change in policies and activities mainly related to the extrinsic factors in order to contribute to the organizational development of the social welfare. Also, it has a critical responsibility for developing and implementing the policies for its missions. Therefore, the job satisfaction is worth to be investigated and very important to be kept at a high level in this kind of organizations. The intention of this study is to recommend the organization to take necessary steps to keep the employee satisfaction for the success of the organization.

Therefore, the gap which entails the factors affecting job satisfaction of faith based development and social services organization In Ethiopia, particularly in the case of EECMY-DASSC employees will be investigated in order to achieve the reasons thereof for employees' and for managers of the organization multiple disappointments at their workplace and to identify the causes and effects of job satisfaction factors.

1.3. Objective of the Study

General Objective

The objective of this study will be to analyze the factors affecting job satisfaction in faith based organization context In order to achieve the excellence in development work and social services and the factors that are more effective for increasing job satisfaction of employees in EECMY-DASSC.

Specific Objectives

From the above main objective of the study, the following specific objectives have been derived:

1. To investigate the extent to which job satisfaction and organizational commitment mediates the relationship between organizational culture and turnover intention.
2. To probe the extent to which reward and recognition and other incentives influences job satisfaction levels and performance. Under this to explore the influence of availability of career advancement, promotions and new job opportunities for job satisfaction at EECMY-DASSC.

1.4 Research Questions

In order to achieve the organizational effectiveness the efficient use of both physical and human resources are essential. During the field investigations and visits researcher observed that although the levels of physical resources are being enhanced and achievements in general ascending progress, the employee's and managers job satisfaction were below the expected level. Therefore, to analyze the organizational culture in relation with personal characteristics and leadership style employees in terms of age, gender, educational qualification and work experience to determine the impact of these factors on job satisfaction, first we will see the theories and literature. Then, based on this observation for the above problem, the main research question is derived, how and why do leadership style and organizational culture affect job satisfaction and the study seeks also to answer the following specific research question at EECMY-DASSC:

1. What are the factors affecting the level of job satisfaction of employees?
2. Are there differences in the organizational commitment of employees' levels?

3. What are the relationships between job satisfaction and the following demographic characteristics: age, gender, length of employment, levels of education, and employment area?
4. Which factors (extrinsic or intrinsic) are more significant for the managers?

1.5 Scope of the Study

This study is confined both subjective scope and physical scope, to examine the job satisfaction among staffs and managers in EECMY-DASSC in the head office, area coordination office and branch offices employees and managers, excluded the Projects and Project Sites. In order to focus and explore the shortcoming and recognize that there was space for improvement and the factors that are more effective for increasing job satisfaction of employees and managers. As a result, to provide a positive working environment and restricted the perception of employees and managers. Therefore, in its totality this research as it is exploratory only a more in depth study is appropriate to get a more representative response. The findings of the study were also limited in physical scope affected by resource constraints and is not expected to be considered a longitudinal study. Geographic constraints may also play a role in the administration of the study to those areas and conclusions and recommendations are limited to analyzing the factors affecting job satisfaction in context EECMY-DASSC. The financial shortage and time will also put limitation of the research because it requires plenty of time and require enough money to tour all branch offices and project sites. Regardless of the fact that the researcher tried to do all the best to maximize its fruitfulness the study is subjected to some limitations because of its scope.

1.6 Significance of the Study

As mentioned earlier, based on the foundational theories, many researchers employed for more than half a century related to job satisfaction of employees in different sectors. But it is rare and it is difficult, particularly, to find in related to faith based organization. Therefore, this research focuses specially to analyze the levels of job satisfaction and to describe that are affecting successes of the faith based development and social service organization in the context of

Ethiopia, particularly, in case of Ethiopian Evangelical Church Mekane Yesus Development and Social Service Commission, (EECMY-DASSC).

The study will also assist in understanding organizational culture and its impact on job satisfaction, organizational commitment and turnover intention. To analyze the job satisfaction role can help managers to determine where to strive to help improve employees' job satisfaction and organizational commitment. The results of this study may also help managers who wish to decrease employee turnover that are affecting factors.

It will also give insight to the management to recognize the impact of organizational culture on employee-related variables in today's competitive world. It is a known fact that the success and the failure of any organization, be it private business, public organization, or non government organization among other variables merely depends on how well its employees are satisfied with their job. Generally, the output of this study has the following significances:-

1. To make more reliable scientific measure and recommendation to enhance the job satisfaction level of EECMY-DASSC employees
2. To the management of EECMY-DASSC, the findings and results that will be reported in this study will provide concrete suggestion to create a positive working environment for evaluating and improving the level of their employee satisfaction.
3. The findings of this study will be able to evidently put up to reduce gaps in specific reference to job turnover, involve and increase employee engagement or commitment.
4. The result of this study can be used as a reference for further researchers who interest to study in this area and context.

II

REVIEW OF RELATED LITERATURE

The review of various related materials was employed for the purposes of this research, in order to gauge the relation between job satisfaction and organizational successes. Although this issue is complex because of the difficulty in understanding the researcher is going to start and to discuss the review of the literature led to define the concept of job satisfaction, extrinsic and intrinsic satisfaction. Then, major theories of job satisfaction based on content and process theories and explored the factors affecting job satisfaction that is to identifying the gaps in the current literature to be learned in this thesis, further it is summarizes as follows:

2.1. Job satisfaction

There is no universally accepted definition of job satisfaction but the most-used definition of job satisfaction is by Locke 1976 as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Abdullah & Mihiri, 2013) Locke, who is the leading academician among many researchers, states that there are important points in above definition of job satisfaction. Locke’s definition consists of three elements: effective, cognitive and job-focused. It is also defined by Newstrom 2011 as “a set of favorable or unfavorable feelings and emotions which employees view with their work.” (Abdullah,et.al., 2013)

2.2. Theories of Job Satisfaction

There are a lot of theories in term of job satisfaction which are interpreted and explain about how and what can make people more satisfied. The variety of this theory indicates that how important is job. Reward and career is not only for life earning, but because of the fact that each employee spend more than eight hours his day and more than forty hours in a week and more than one third of his life in the year at his job. It is obvious that people tend to be more successful and try harder in the job which they have chosen if they have a high level of job satisfaction. Here is two group major theories related to job satisfaction, content and process theories, this are Maslow’s Hierarch of Human Needs, McGregor’s Theory X and Theory Y, Herzberg’s Two Factor Theory

and include Expectancy Theory, The ERG Theory, Need for Achievement and Basic Need Theory, Equity Theory, Affect Theory, Dispositional Theory, Discrepancy Theory, and Job Characteristics Model and other relevant theories. (Prasad & Satyanarayan,2004)

2.3. Factors Affecting Job Satisfaction

Over the last half a century, many studies have attempted to analyze and find out the factors that affect job satisfaction. Abdullah et.al., (2011) considered some factors such as promotion, employee loyalty and acknowledgment of work which have an effect on employee satisfaction, but he found wages as the main factor for job satisfaction. Additionally, Deb, (2010) maintained that encouragement and salaries are the most important determinant of job satisfaction. Although there is a vast number of researches have been done about the factors that affect job satisfaction, some of the mentioned factors are the following: Working conditions, self-improvement, reward, supervision, co-workers or peers, communication, personal factors(gender, educational level, seniority) and factors related to job like work itself work conditions and goal settings. According to Rose (2005), job satisfaction is a bi- dimensional concept. The first dimension is intrinsic factors that depend on characteristic of individual including job itself, the initiative and relationship with supervisors. The second dimension is extrinsic factors that depend on motivation, encouragement, salary or earning and promotion.

III METHODOLOGY

The first and most important methodology of this research will be the questionnaire and interview that will develop, especially to gauge the level of employee satisfaction in EECMY-DASSC. Secondly, secondary data like files and reports that will be collected from communication, Human resource and Finance department of EECMY-DASSC that will be used to get a picture of the organization. And, thirdly data will also be collected from reliable sources on the internet or a website that will provide an inside and outsider's view of the organization and will give us more perspective an outsiders view of the organization. The main factors that the researcher is trying to find are employee satisfaction, employee retention and the success of the organization and the relationship between these various factors. All these factors will be analyzed and their relationships through the above mentioned method or tries to observe various sources of data collection. Depending on the types of basic questions and nature of the data, descriptive method of data analysis (descriptive statics) such as frequencies and percentage will be used. Quantitative data generated through questionnaires will be analyzed using MS-Excel.

The primary methodology of the study will also consist of analysis of descriptive questionnaire data. The study will be administered to employees the EECMY-DASSC. That is selected participants will be administered a test instrument to measure the factors affecting to perceived leadership style with job satisfaction levels at the head office and to evaluate a suitable approach to retain the employees and enhance the job satisfaction and motivation in the organization. It is a responsibility of the researcher to choose the most suitable research methodology in order to evaluate this research project. It includes research design, research approach, and population of the study sampling techniques, sample size and data types and sources, data collection techniques, and method of data analysis. Further, it will discuss:

3.1 Research Design

In order to achieve the objective of this study, the researcher use both quantitative and qualitative research approaches It will also discuss the comparison between quantitative and qualitative

methodology and why qualitative analysis is more suitable for this study as compared to quantitative analysis.

Qualitative data are non- numerical data which can originate in any form like opinions, beliefs, perspective, stories, and images and so on; or it can be described as the expression of human experiences and opinions (Addisu, 2008). Therefore, in this research information will collect through a self-administered questionnaire which will be delivered partially in person to the respondents. The interview would also employ. The rationale for selecting these types of research designs is to properly analyze and interpret data through qualitative research approach and reach at finding with adequate and accurate information.

Therefore, this research has more adapted a quantitative strategy by gathering a number of data from employees of EECMY DASSC. Qualitative analysis is also used by expecting positive results of the questioner to get confirmation through the interview. Even though, this study will use the main method of quantitative approach that is questionnaire. This means, the questionnaire is used to collect the largest number of responses from the participants to analyze the data and test the reliability through the interview.

3.2. Research Approach

There are two kinds of research approaches used, Inductive and Deductive. In an Inductive approach, the data is collected and a theory is adapted as an outcome of the data and literature review analysis. Whereas, in Deductive approach a hypothesis is developed and research strategy is designed to check the hypotheses. (Saunders, 2009). The researcher will choose inductive approaches. Furthermore, there are five stages of the deductive approach: gathering a hypothesis, stating the hypothesis in operational terms, testing the hypothesis, exploring the outcome and last will be adapting the hypothesis in the light of the outcome (Saunders, et al., 2009). But, the research approaches are used to exclude the hypothesis and getting a real feeling of the employees to check reliability through well organized questioner. It means that this kind of research design is selected to analyze and interpret findings in agreement with the principle of reason.

3.3. Population of the Study

In order to achieve the objective of this study, the study of the population will employ in Head office, Area coordination office and branch offices only. The Commission had a total of 1,572 staff in 2016. There are 52 employees, under the head office, including 4 area coordination offices, 26 branch offices had 186 staff and a total of 238 populations of the study. 235 major Projects sites total of more than 1334 employees of these, 587(37%) were female, who is engaged as clerical, technical and managerial staff, such as; project worker, facilitator social worker, coordinator, project managers, team leaders, officers, and directors. The final top leadership position in the Head office is Commissioner, in branch offices Director and in project sites Project Mangers. The target population shall comprise of all the head office 40 employees 12 Area coordinator's office and 186 branch offices, employees, having clear management, leadership and governance structure of program and organizational levels. The decision criteria of the study conducted for finding employee satisfaction will be based quantitative and qualitative and the overall average of the respondent will be calculated. From the overall average calculated, researcher will make a relationship of the information obtained from study with the overall success of the organization.

3.4. Sampling Technique

There are many techniques in the quantitative study, but the researcher selected to use questionnaire which is the most appropriate instrument for data collection as mentioned earlier in this study and also the researcher has to use this technique as large data are collected from the population of the EECMY-DASSC HO,CO and BO employees. The questionnaire is common words which consist of all methods of data collection and every respondent is asked the same set of questions by a fixed technique (Philips,2012).

The researcher uses both probability and non-probability sampling techniques. From probability sampling technique, stratified sampling will be employed to stratify the population into three strata such as Senior Management, higher officials and middle level management Branch office Directors and Team Leaders and finally the third classification Technical staff and experts. Then,

simple random sampling technique will be used to select the representative sample from each level based on lists of employees getting from the personnel office. From, non- probability sampling technique, purposive sampling method will employ to select officials for interview.

3.5. Sample Size

To assist in selecting a valid and efficient sample for this study, a seven-stage process of sampling procedures, outlined by (Philips,2012), was used for this study. These stages are the following:-

1. Define the Target Population
2. Select a sampling frame
3. Determine if a probability or non-probability sampling method will be chosen
4. Plan procedure for selecting sampling units
5. Determine sample size
6. Select actual sampling units
7. Conduct fieldwork

Based on this procedure, in this study to find representative sample size of the study population of 238 total employees, the researcher employs the formula to calculate the actual sample size out of the total universal as a sample frame (Bartlett, Kotrlik, Hiigins, 2001 and flower, 2002, P.31).It was determined as shown below; $n = \frac{z^2 pq}{d^2}$ if N is greater than or equal to 10,000
 $n = \frac{z^2 pq}{d^2} \left(\frac{1 + (n-1)}{N} \right)$ if N is less than 10,000

$$n = \frac{z^2 pq}{d^2} \left(\frac{1 + (n-1)}{N} \right)$$

Where, N=Target Population

p=Estimated characteristics of the target population.

$$n = \text{Desired Sample Size} \quad q = 1 - p$$

z = Standard normal variance in the required confidence level (z-cross)

d = Level of statically significant (margin of error)

The proportion of the target population 0.5 (50%) will be taken in this study, since there was no previous research study conducted to analyze the factors affecting job satisfaction in the faith based organizational context in the case EECMY-DASSC. Based on the above formula the margin of error (d-value ranges from 0.01 to 0.1) and from this range by taking time and budget into consideration the researcher used 0.08(8%) margin error. Therefore, the Z-value statically is 1.75 (92%) and the desired accuracy at 0.08 levels and then the sample size will be determined as follows;

$$n = z^2 pq / d^2 \text{ therefore, } n = \frac{(1.78^2) (0.5) (0.5)}{(0.08^2)} = 124$$

$$F_n = \left(\frac{n}{N} \right) \text{ therefore, } F_n = \frac{124}{1 + (n-1)} = \frac{124}{1 + (120-1)} = \frac{124}{238} = 0.52$$

Then, proportion to the sample size of the population will be drawn from each category; the sample size is computed as follows:-

Tables: 3.1 Stratified sampling of employees

Stuff Under Title	Numbers of Employees(Ni)	Sample Size ni =n(Ni/N)
Senior Management	11	5
Branch Offices, Directors	26	9
Officers and Team Leaders	68	23
Technical Staff and Experts	133	45
Total	238	82

Source: EECMY –DASSC Human Resources Department

Where, N_i = the target population of each strata. Thus, 5 respondent from 11 Senior Managements 9 out of 26 respondents from Branch Directors 23 out of 68 respondents from Officers and Team Leader and 45 out of 133 Technical Stuff and experts which will the total of 82 will be selected using the above formula of probability sampling techniques for purpose employees who represent 124 sample sizes, whereas, 4 officials of the authority will be selected for interview randomly from among 2 Directors 1 and from middle officials and 2 from technical stuff 1 totally, there will be 86 respondents, including the interviewees.

3.6. Data Types and Sources

Qualitative research is guided by different ideas from those in quantitative research. The most important features of qualitative research ,are founded on making the proper choice of best suited methods and theories, the recognition and analysis of different perspectives; the researcher's reflection of their research as part of the process of knowledge production; as well as a variety of Different approaches and methods (Savin-Baden and Major, 2013). Therefore, the researcher uses both qualitative and quantitative data types as mentioned earlier. The study uses both primary and secondary data sources to get consolidated data, so as to reach on concrete findings. The primary sources of data will be collected from the respondents currently working in their respective office through a questionnaire. As part of primary source data will be also obtained from key informants and discussants through interview and focus group discussion respectively as it will be necessary. The advantage of using primary data is that, they are more reliable since they come from the original sources. To supplement the primary data, secondary sources will be collected through extensive review of published and unpublished documents. Apart from this, human resource management guidelines, personnel training manuals and workshop proceedings about the subject under study will be used including websites.

3.7. Data Collection Techniques

The data will be collected from various sources. The first and most important will be the questionnaire and then interview that was developed especially to gauge the level of employee satisfaction in EECMY-DASSC Head office only. The other sources include the reports that will be collected from the Communication and HR departments that will be used to get a picture of

the organization and thirdly, data will also be collected from reliable sources on the internet that will provide an outsiders view of the organization.

This study will be carried out using the same type of questionnaires distributed to the selected respondents, from bottom, clerical and technical workers to top officers, including managers and interview held with few selected and middle level managers who are volunteers and higher officials randomly. Questionnaires are made up of both open ended and closed ended types of questionnaires. The closed ended questions enabled the researcher to obtain the exact information being sought while the few open-ended questions were used to elicit attitudes and beliefs of the respondents towards Job satisfaction. The questionnaires for all are prepared in English language. Most of the closed ended questions are designed with an ordinal level of measurement basis, and others are designed as 'agree' or 'disagree' question type.

The researcher will also collect the data from the communication department (communication office) and from human resources department documents and reports. Other than this the researcher will utilize the financial statements provided by the Finance department and any other research material available in the archive of the organization will also utilize any information which can find from authentic sources like EECMY-DASSC websites.

3.8. Method of Data Analysis

The general purpose of this study will be to identify the factors of job satisfaction as well as levels of job satisfaction within the factors and to analyze limited factors affecting job satisfaction, particularly in non-government organization which is faith based development and social services organization context in case of EECMY-DASSC. The statistical tools will be used to analyze the data. Analysis of the factors, in which employees are satisfied or dissatisfied with their job, is made in the next part of the research or chapter. After representation of demographic factors, descriptive statistics of four main factors and sub factors are examined. Mean values of main factors can be seen in table and sub-factor satisfaction scores are calculated by taking averages of the answers from all participants for the corresponding sub-factors. Mean values of the main factors are calculated by taking averages of all sub-factors within the related main factor. Overall satisfaction level is the average of the satisfaction levels of the main factors. In this study, it is assumed that the weight of each factor is equal; in other words, it is assumed that

all factors have equal effect on the satisfaction levels and all analyses throughout this part are made according to this assumption. The reason of the equal weight assumption is from the same assumptions in this kind of studies in the literature. According to Quinn and Mangione (1973), The major variables for the study would be intrinsic factors, extrinsic factors, job satisfaction, and commitment (the commitment variables have three factors, affective continues and normative commitment).

According to Fink (2010) data analysis can be considered as the process involving the selection and focus of data, in addition to the discarding of irrelevant data. It also involves statistics of organizing and interpreting numerical information. The analyses are describing, relationships, comparisons, as well as predictions. In this study, the questionnaire was analyzed statistically, by using SPSS and Excel software.

Data collected through the Satisfaction Scale, the Organizational Commitment Questionnaire, the Intrinsic religious Motivation Scale will also coded, as follows: Overall job satisfaction on the computed by adding the responses for all job satisfaction factors ranging from 1 (Strongly disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly agree=5) to 5 and calculating the mean. Intrinsic satisfaction scores will obtained by adding the six job satisfactions according to Herzberg's two-factor theory (achievement, advancement, recognition, growth, responsibility, work itself), and calculating the mean. The scores for extrinsic job satisfaction were calculated by the sum of job dissatisfaction factors, according to Herzberg (relations with peers, relations, with superiors, job security, organizational policy and administration, salary, status, supervision, and working condition), and then computing the mean.

Furthermore, this study will also use descriptive statistics, analysis of variance, and possible may be used multiple regressions for data analysis. Research question will analyze by using descriptive statistics, numbers, mean scores, and standard deviations were listed like, achievement, status, working condition, relation with peers, etc. on the other hand, Percentage analysis used for analyzing data which collected. To make comparison and describe the relations between two or more series of data percentages were used. In this study, the researcher will try as much as possible to test the reliability of the responses.

IV

AN OUTLINE OF CHAPTER HEADING

Chapter One: Introduction

The first chapter introduces the Background of the study, statement of the problem, objective of the study, research questions, scope of the study, Significance of the Study, and Limitation of the study and presents the framework to give readers a basic idea of this research.

Chapter Two: Review of Related Literature

Related literature is reviewed in this chapter and will summarize current literature on job satisfaction including: the concept of job satisfaction, theories related to the job satisfaction, the factors that influence job satisfaction, consequences of job satisfaction and measurement of job satisfaction

Chapter Three: Methodology

This chapter will describe the research design of the study, research approach, population of the study conceptual framework, sampling techniques, sample size, data types and sources, data collection techniques, and method of data analysis techniques used in the study.

Chapter Four: The Analysis and Discussions of Major Findings

The Fourth chapter is an important part which will consist of analysis and findings of the data collected through questioner and other materials. This part will illustrate the findings through graphs, pie charts and tables of the quantitative approach which was carried out for this research. It starts with the data analysis of the results will be discussed. Then it shows the job satisfaction levels in terms of General, Extrinsic and Intrinsic satisfaction.

Chapter Five: Conclusions and Recommendations

Chapter five is the last chapter presents the conclusion recommendations and implications of the study will made and summarizes the study. This dissertation will comprise of conclusions and recommendations for the future research. This chapter will review the entire study in brief which will consist of the literature part, the methodology used and the findings of the research. There will be a recommendation section for future studies. The last section includes appendices which has the view of the survey distributed to the targeted population

V

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