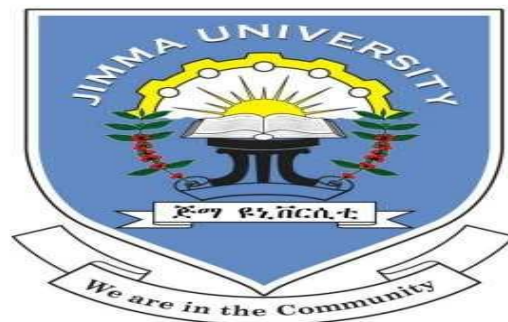


***EFFECT OF ORGANIZATIONAL FACTOR ON EMPLOYEES JOB
SATISFACTION: IN CASE OF SELECTED WOREDAS AND TOWN
ADMINISTRATIONS FINANCE OFFICES, IN DAWRO ZONE***

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Master
of Business Administration (MBA)*

BY: TEKALIGN TADESSE



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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JIMMA, ETHIOPIA

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JUNE, 2021

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Declaration

I, the under signed declare that this thesis is my original work that has not been used for the other thesis and all the sources of materials used for this thesis have been duly acknowledged.

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APPROVAL SHEET

This is to certify that the thesis entitles “the effects of organizational factors on employees job satisfaction, submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of confide research work carried out by Mr., *Tekalign Tadesse* under our guidance and supervision.

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

Approved by the Board of Examiners

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Abstract

The purpose of this study is to examine the effect of organizational factor on employee's job satisfaction in selected Woredas Finance offices and Tarcha town administrations found in Dawro zone. The Dawro zone consisted of 10 Woredas finance office one Town administration and zone finance office . for this research purpose 4 finance sectors are selected . the researcher selected the sectors through judgment, and then simple random sampling technique is used to select respondent so as to represent the total number of the employee in the organization. Casual research design was used. Primary sources of data were used to get the data required for the Study. Structured questionnaire was used to get quantitative data. to determine sample size the researcher employed Yamane's simplified formula to calculate sample size of finite population. to analyze the data researchers, used descriptive analysis such as frequency, percentage mean and standard deviation and for inferential analysis ordered logistics Regression is used. Data were analysis by using SPSS.23 versions. the regression result indicated that there were positive effect of all independent variables and the dependent variable, rejecting some of null hypotheses. this implies that any increase on the independent variable will bring corresponding change on employees' job satisfaction. findings of this study indicate that employees' job satisfaction is associated with organizational culture, organizational communication, organizational justice, compensation and organizational empowerment. Office managers shall improve the critical problem of of job satisfaction by more focuses on these organizational factors.

Key words: *organizational factor organizational culture, organizatnal communication, Organizational justice, compensation, empowerment and job satisfaction*

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List of acronyms

OC: -----Organizational culture

OCC: -----Organizational communication

OJ: -----Organizational justice

OT=----- Organizational trust

C:-----Compensation

E:-----Empowerment

JS:----- Job satisfaction

CHAPETER ONE

INTRODUCTION

This chapter, topics used as a road map for the remaining parts of the research like; the background of the study, a statement of the problem, research hypothesis, objectives of the study, definition key of terms, the significance of the study, limitations of study, scope of the study, and organization of the study are discussed.

1.1 Background of the study

The term job satisfaction is derived from the humanities, psychology and sociology. In the field of psychology, it is a state where an employee has an emotional perception of his situation and reacts with feelings of pleasure or pain. In sociology, it is considered a variable in different categories related to how each employee evaluates and thinks about his work .it is first advanced by scholar Hoppock (1935), who defines job satisfaction as the physiological and emotional aspects of employees' satisfaction with the job environmental factors. according to Janicijević, Kovacević and Petrović, (2015), these organizational factors are organizational elements that shape the job environment and that facilitate or prevent employees receiving what is important to them from their work .according to, French (2013), organizational factors' incorporates all those elements that influence the way that the organization, and everyone inside it. Luthans and Youssef (2007), Identified several organizational factors that affect job satisfaction at both the organizational and individual levels. organizational variable of job satisfaction identified at the organizational level include the compensation system, job characteristics, working conditions, leadership style, promotion opportunities, and co-workers and organizatnal factors identified at the individual level are matching of personal benefits and job, years of service and age, position in hierarchy, and overall life satisfaction, Luthans and Youssef, (2007). different study identified and studied the organizatnal factors and its relation with job satisfaction like, Desai (2018), explored the various organizational factors and studied the relationship with job satisfactions, Başar and Basim (2015), conducted on effects of organizational image on job Satisfaction:, Malmo, (2017) conducted research on the effect of organizational culture on job Satisfaction in

the Ministry of Science and Technology, Iqbal, Guohao and Akhtar (2017), conducted research on effects of organizational culture, benefits, Salary on Job Satisfaction ultimately affecting employees satisfaction, job security, leadership style, authority and responsibility influences on the job satisfaction, which is associated with employees job satisfaction, Gormley, (2003) identified several organizational factors include professional autonomy, leader role expectations, organizational climate, perceived role conflict and role ambiguity, leadership behaviors, and organizational characteristics. Mărgărițoiu and Eftimie, (2013), studied the effect factors of university teachers' job satisfaction, and conclude that job satisfaction of college teachers is influenced by factors such as wage, promotion criteria, working conditions, promotion, colleagues, and school policy. Błoński and Jefmański, (2013), In Poland, examined the influence of organizational factor on job of Satisfaction of the employee of local government Units and the study conceptualized employee satisfaction as a pleasurable or positive emotional state resulting from the opinion by the individual of his/her job as implementing or giving the opportunity to realize significant values available in the work, and these values are consistent with his/her needs. Hoshi, (2014) conduct study on of employee satisfaction in North Cyprus and noted that job satisfaction includes a pleasant and positive emotional state resulting from the appraisal of career or employee's experience. Ali, Edwin and Tirimba, (2015) study conducted on the effect of extrinsic Rewards and employees satisfaction: case of some company in Somaliland. by summarizing results of different studies, Supriyanto, (2013) identified several organizational factors such as reallocation of resources, promotion opportunities, Low trust, Role ambiguity, Unclear performance evaluation system, zero-sum reward practices, democratic decision making, high performance pressures, Self-serving senior managers, human resource management factor etc. when the researcher review different literature related to organizational factor influence on job satisfaction there are numerous organization factors these have effect on employee job satisfaction like human resource management factors, motivational factors, and others like organizational culture, employee empowerment, organizational communication, organizational commitment, organization culture, organizational trust, organizational justice, and others. the aim of this study was identify the effect some of these organizational factors on job satisfaction.

1.2 Background of the Study Area

Dawuro is a Zone is found in Ethiopian Southern Nations, Nationalities, and People Region state (SNNPR). Which has ten Woredas and one town administration exhibiting considerable climate variation from high land to low land. It located at about 500km south west of Addis Ababa, the capital of Ethiopia and 275km of Hawassa, capital of the SNNPR. Dawuro is bordered on the south by Gamo Gofa Zone on the west by Konta special Woredas on the North-west by the Gojeb River which defines its boundary with the Oromia Region on the north east by Hadiya and Kambata Tembaro Zone, and on the east by Wolaita Zone the Omo River defines its eastern and southern boundaries. The administrative center of Dawuro was Waka before it was transferred to Tarcha. Dawuro has 111km of all-weather roads and 123km of dry weather roads, for an average road density 53km per 1000square kilometers. High points in this Zone include Mount Holla (3720meters). Dawuro used to be part of the Semen Omo Zone and the 1994 national census counted its inhabitants as part of that Zone. Most of the peoples are the followers of the Ethiopian Orthodox and protestant Churches, though the traditional religion still plays an important part in their daily life. The peoples' livelihood is dependent on subsistence agriculture largely based on enset cultivation and farming of other crops, such as maize, wheat, cassava, teff, peas and beans. Thus, this study was intended to examine factors contributing for education wastage in secondary schools of Dawuro Zone.

1.3 Statement of the Problem

Human resources are the most vital assets of any organization Armstrong, (2009). Employee is one of the vital assets in the given organization. there is no organization that can live without their employees. So that the organizations keep them stay long in the organization and to get maximum effort toward the achievement of organizational objective. several issues were done in identifying organizational factor affecting job satisfaction in different organization like, Desai(2018),identified the several organizational factors such as organizational image, organizational culture, salary, benefits, incentives, achievement, job security, leadership style, authority and responsibility, these have influences on the job satisfaction, which is positively associated. Başar and Basim (2015), conducted on effects of organizational image on job Satisfaction and conclude that organizational image was a positive predictor of job satisfaction, Iqbal, Guohao and Akhtar (2017), conducted research on effects of Job organizational culture,

benefits, salary on job satisfaction ultimately affecting employees satisfaction, and conclude that there is a significant relationship between rewards offered by organization and employee satisfaction for the employees to work for the organizations for longer time duration and the high level of pay and benefits as compare to other companies in the market, attract and retain high quality employees. Celik (2013) conducted research on effects managers attitudes on job satisfaction, and found that there is significant relationship between personnel's job satisfaction and managers attitudes, Noraani Mustapha (2013) conducted research on effect of financial rewards, and conclude that financial reward as one of the factors in promoting job satisfaction among employees, Proctor (2014), conducted research on effect communication. when researcher review different litrturtur related to effect of organizational factor on job satisfaction majority of researcher focus on effect organizational human resources management related factor, motivational factors, and most of them have similar finding and recommendation. Same study focused on these other organizational factors like ,Mamo (2017) conducted on the effect of organizational culture on Job Satisfaction in the Ministry of Science and technology and conclude that the there is positive effect on job satisfaction, Alhassan, Ghazali and Ahmad (2017), conducted research on relationship between organizational communication and Job Satisfaction in temporary work environment and the findings revealed strong correlation between communication and job satisfaction but not identified the relation is positive or negative , Mutiso (2017) conducted research on employee empowerment and compassion and conclude that there is signifcanc effect employee empowerment and compensation job satisfaction. moreover, there is a number of a survey conducted in governmental organizations on employing job satisfaction, but, these studies lack integrating different organizational factors these have effect on employee job satisfaction. however, no study has been conducted on the combined effect of organizational factors like organizational communication, organization culture, organizational trust, organizational justice, compensation, and empowerment on job satisfaction in public organization. this is a gape fuliffulid by this research through integrated numerous organizational factors like, organizational culture, organizational communication, employee empowerment, compensation, organizatnal trust and organizational justice. the other gap fulfilled by researcher is area gap. When researcher

simple communicate with some of employee working in Dawro Zone selected finance office issue related to these organizational factors they response that currently these factors are most challenging factor in our office and no one conducted research on these factors this raised the researcher's curiosity and hence the need to establish the combined effect of these organizational factors on Dawro zone selected finance office.

1.4 Objectives of the study

1.4. 1. General objective of the Study

The general objective of the study was to assess the effect of organizational factors on employee's job satisfaction in Selected Woredas and Tarcha Town Administrations, in Dawro Zone finance office.

1.4.2. Specific objectives of the Study

- To assess the effect of organizational culture on employee's job satisfaction in selected Woredas and Tarcha Town Administrations Finance offices, in Dawro zone.
- To investigate relationship between organizational communication and employee job satisfaction in selected Woredas and Tarcha Town Administrations Finance offices, in Dawro Zone
- To assess relation between Organizational trust and employee's job satisfaction in selected Woredas and Town Administrations Finance offices, in Dawro Zone.
- To explore effect of Organizational justice on job satisfaction in selected Woredas and Tarcha Town Administrations Finance offices, in Dawro Zone.
- To identify the effect compensation on job satisfaction in selected Woredas and Tarcha Town Administrations Finance offices, in Dawro Zone
- To examine the effect of employee empowerment on job satisfaction in selected Woredas and Tarcha Town Administrations Finance offices, in Dawro Zone

1.5 Research hypothesis

H1: Organizational culture has no statistically significant and positive effect on job satisfaction of employees

H2: Organizational communication has no significantly positive relation with employee's job satisfaction

H3: There is no significant positive relation between organizational trust and employees' job satisfaction

H4: Organizational justice has statistically no significant and positive effect on job satisfaction of employees.

H5: compensation has no significant positive effect on employee's job satisfaction.

H6: Employee empowerment has no significant positive effect on employee's job satisfaction.

1.6 Scope of the Study

This study has geographical, methodological and conceptual scopes. *Geographical:* geographically this study focused on Dawro zone of Southern People's Nations and Nationalities. *Conceptual:* conceptually this study focused on relationship between organizational factor with job satisfaction of employees and the effect of organizational factor on job satisfaction of employees. *Methodological:* this study employed casual research design and primary sources of data were used. In addition, questionnaire and interview was used as the instrument to collect data from primary sources. the data gathered were processed and analyzed through SPSS 23 version.

1.7 Significances of the Study

The finding of this study is expecting to help and find out the effect of organizational factors on employee's job satisfaction at Zonal level public organizations particularly in Dawor Zone selected finance office. and the results would help the Zone office and over all government organization by identifying whether the organizational factors have negative or positive effect on the employee's job satisfaction. this study report were used as secondary information data who wants to conduct further investigation of related study and the research aim is to make the research useful resource for scholars who want to have well incorporated reviews of the literature, advancement in research methods, it might serve as a spring board for other researchers that have an interest to study in the area in a wide scope and to make corrective measures in the area of the problems identifies and t houghts about practice which will open new ways of working within organizations to motivate employees and create successful change.it also has its own contribution for other

stockholders these who wants to know the effects of these organizational factors on employees job satisfaction

1.8 Limitations of the study

There are different limitations because of different factors, those limit the research are: One of the main limitations of the current thesis comes from its limited sample size of 136 respondents, which limited the researcher for examining the differences between different groups in public organizations. This restriction was owing to the low number of respondents in each sub-group compromising the ability to sufficiently assume statistical procedures. The results may not be representative of the larger population, as employee job satisfaction and experience in the different office. Future research should investigate sample groups from different sectors from this or other regions, which may lead to different conclusions. finally, due to the goal of the study to examine some predictive models, based on a larger scale of respondents, and also due to the complexity of the researcher to reach personally the respondents, the method for the current paper was selected primary data. Further researcher should also include secondary.

1.9 Operational definitions of key terms

Organizational culture (OC) : describe organizational culture as a system of shared assumptions, values, and beliefs which guide people to be aware of appropriate and inappropriate behavior ,Chatman and Cha (2003)

Organizational communication (OCC) is communication between the organization’s managers and the key employees, inside the organization, Dolphin (2005).

Organizational justice (OJ) is how fairly individuals treated by the organization and how their perception toward the organization justice, Laith, Alaa and Abd (2019)

Organizational trust (OT): is ability and willingness to meet people without inordinate suspicion, the ability to talk comfortably to and deal with strangers, and the willingness to enter into intimate relationships, Arnason *et al.*(2012)

Organizational empowerment (OE): is about organizational policies, practices and structures that provide employees with greater freedom and discretion to make their own decisions and have more influence on their work, Ling and Sarawak (2017).

Organizational compensation (C): is central to the functioning of any employee-employer relationship and it is a matter that is closest to the heart of both the employee and the employer, Omotayo *et al.* (2014)

1.10. Organization of the Study

This study had five chapters. the first chapter dealt with introduction, including background of the study, statement of problem, basic research questions, objectives, significance, limitation and definition of key terms. the second chapter presented a review of relevant literatures. the third Chapter dealt with research design and methodology that gave the detailed information on how the study was conducted. the fourth chapter (results and discussions) presented the data collected from the field and states the main findings. In addition, it also attempted to investigate, assess and interpret the implications of the results with respect to the research questions. the last chapter (summary, conclusions and recommendations) attempts to draw inference based on the results and the most important findings.

CHAPTER TWO

REVIW OF RLEATED LITERATURE

The main objective of this part is to provide insights from the review of theories that describe the concept on organization factor and job satisfaction and understand some concept on organizational factors these may have effect on job satisfaction. The chapter also includes empirical studies that help to provide insights on effect of organizational factor on employee job satisfaction to identify the knowledge gaps in the field.

2.1 Conceptual definition of independent and dependent variable

Based on the discussion in literature review following variable identified for this research.

2.1. 1 Organizational culture (OC)

Later article in Harvard Business Review, the writers said that, organizational culture is the collective effect of the common beliefs, conducts, and values of the people inside the organization. those norms inside any organization control how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall vision. how are worker getting their work done, independently or collaboratively, do employees feel inspired, committed, and engaged, or annoyed, overworked, and underappreciated, Morcos (2018). when we talk about organizational culture, we are talking about the employee experience, the internal view. what do the employees think, what is it like, to work here, and How can the administration keep them engaged, loyal, and devoted, organizational culture, the employee experience, is a steady setting for any organization's daily operations. It does not matter if the organizations develop a high-quality product or plan a killer kick-off meeting, if there is an underlying attitude of unpleasantness, resentment, or boredom, the long-term outlook for the organization will not be good. Organization culture is the filter through which everything else happens. meanwhile creating a positive workers experience is a universal goal, but there is more than one way to get there. and the lines between functions and duties are often blurred Morcos (2018).organizational culture is a complex and multidimensional events, hence it is not surprising that the understanding of organizational culture is associated with epistemological and ontological controversies that give rise to different paradigms,Joanne Martin, (2003). for two decades, many scholars have studied the

nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies. Thus, the culture of an organization acquaints employees with the organization's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. However, mainstream thinking regarding organizational culture has adopted certain views regarding its nature, content, and effects. Chatman and Cha (2003) describe organizational culture as a system of shared assumptions, values, and beliefs which guide people to be aware of appropriate and inappropriate behavior. Hofstede (1998), identified four different types of cultures such as clan, adhocracy, hierarchy, and market. The hierarchy culture, characterized by stability and an inner focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family, and the Adhocracy culture, characterized by a flexible and internal focus, makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the leading edge, Balu, Subudi and Priartini (2018). According to Tharp (2009) In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Hence, contemporary organizations and companies are considered to be social groups, and in this way their function should be studied and promoted. Studying an organization's specific culture is fundamental to the description and analysis of organizational phenomena, Tharp, (2009). Organizational culture is the pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of internal integration, and that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. For this study purpose researcher more focus on hierarchy culture, the hierarchy culture, characterized by stability and an internal focus, is made up of a formal structured chain

of command and control that emphasizes constancy, predictability, and efficiency. the hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities. In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. few researchers like Malmo, (2017) conducted research on the effect of Organizational Culture on Job Satisfaction in the Ministry of Science and technology and conclude that there was positive relationship between organizational culture and employees' job satisfaction but not identified the effect is positive or negative. this study identified organizational culture have positive effect on job satisfaction in the study area.

2.1.2 Organizational communication (OCC)

Organizational communication is communication between the organization's managers and the key employees, inside the organization, Dolphin (2005). It is social interaction through messages, Kalla (2005), and reflects management's ability to build relationships between internal stakeholders at all levels within an organization, Welch & Jackson (2007). Organizational internal communication is to clarify the association between different sections of information, and its job to afford employees with the information they need to do their work. Employees who feel informed and involved are more likely to trust their employer, take pride in their jobs and have a big picture focus when it comes to their work. Organizational communication is a subsection of the communication studies field. Organizational communication performs the function of informing, motivating and encouraging good will amongst employees of an organization. Organizational communication takes several forms either formal or informal. Information could flow downward from top management to lower-level management then to the rest of employees or upward from the rest of employees to the lower level then to top management. Hence, scholars indicate that relational dimensions (such as communication between supervisor and his/ her team members) of communication would be greatly related to job satisfaction compared to informational dimensions (such as media quality and organizational integration). employees have shown great satisfaction with their work if they consistently receive proper communication directly from top management and immediate supervisors. Organizational communication, job satisfaction, and their linkages have always been the organizational concepts that were of interest to management practitioners and researchers. their interest emerges from the fact that the quality of organizational communication and job satisfaction may determine the

quality of life, effectiveness. Organizational communication is essential in working relationship in connecting employees and enabling organizations to achieve their purpose. Different Scholars have stressed that communication is crucial in promoting efficiency and desired productivity. Organizational communication and job satisfaction are concept that are important to management practitioners and researchers Alhassan, Ghazali and Ahmad (2017). due to the fact that value of communication and job satisfaction may define work-life balance, productivity and ultimately define the level of output. while majority of research concentrated on the effects of organizational communication and job satisfaction. Alhassan, Ghazali and Ahmad (2017) revealed strong connection between organizational communication and job satisfaction. But the not identified connection between the organizatnal communication is and job satisfaction positively significant or not and this research identified that there is positively significant relation between communication and job satisfaction.

2. 1.3 Organizatnal justice (OJ)

The growing alarm of most employees in many organizations these days is the fairness at work, which is known also as the organizational justice. Organizational justice is the term used to describe the role of fairness as it straightly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees decide if they have been treated fairly in their jobs and the ways in which those determinations pressure other work-related variables Moorman, (1991). According to Laith, Alaa and Abd (2019), organizational justice define as how fairly individuals treated by the organization and how their perception toward the organization justice. The fair treatment of employees in workplace leads to creating a high level of trust in an organization. For organizations, it is mainly important to be predictable and consistent in terms of the distribution of rewards as well as the procedures used to assign them. three dimensions of justice have been widely accepted among the researchers and scholars such as distributive justice, Procedural justice, and interactional justice. the primary usually accepted type of justice is referred to as "distributive" justice. In the distributive oriented perspective, the fairness of the outcomes of a particular decision is the main consideration. Procedural justice is concerning the fairness of the processed that lead to the outcome and instructional" justice is interpersonal treatment that one receives at the hands of an authority figure during the performance of organizational processes and sharing of outcomes Bies& Moag, (1986). the interactional justice idea has been included as an interpersonal aspect of procedural justice. An

evaluation of organizational justice research found that justice perceptions are linked to organizational outcomes such as job satisfaction. Laith, Alaa and Abd, (2019) identified the effect of these justice on job satisfaction and conclude that components of organizational justice's distributive justice and interactional justice are effect on job satisfaction. but the effect is positive or negative not identified. This research was identified these organizational factors have effect on job satisfaction by conducting research on Dawro zone selected finances office.

2.1.4 Organization trust (OT)

Organizational trust provides organizational employee being sure of workplace behavior and procedures even under hazardous circumstances and having favorable expectancy about workplace behavior and procedures, CEMALOĞLU and KILINÇ, (2012). organizational trust represents the factors such as truthfulness, belief, loyalty and sincerity the members of an organization within an organization would have towards each other where these factors are made tangible with behavior. Organizational trust has its internal aspects such as trust of employees towards the managers, trust of employees to each other, trust of employees towards the organizational structure and organizational system as well, (Profile, 2015). Employee trust towards their managers is considered within the framework of trust of individuals in the organizational structure towards each other. for this reason, trust of an individual towards their manager is shaped by the ethics and equity their manager exhibits. trust of employees to their peers is described as the collection of beliefs that their colleagues are qualified, fair, and trustworthy and would exhibit ethical behavior. In organizations with high level of peer trust, a safe climate is formed among the employees, people form long term relationships, collaboration increases, employees participate in decision making processes, feel happy coming to work, be happier, more fun and creative while doing their work as well as consider their organization's future and organizational goals. trust in the organization, on the other hand, is described as the employees' belief that the organization is structured in a manner as to ensure success. Since the employees consider managers the representatives of the organization, they may transfer their trust in their manager to the whole of the organization, Profile, organizational employee have high level of trust to their organization and supervisor, they can pay more attention to their jobs Tummers and Den Dulk, (2013). Artar (2017), conducted research on relationship between organizational trust and job satisfaction and conclude that organizational trust is associated with job satisfaction. But no identified the association is negative or positive. This research will

identify the relation among these factors by conducting research in Dawro zone selected finance office.

2.1.5 Compensation (C)

Now a day organization are being faced with intense computation resulted from globalization and advancement in technology, merger, acquisition changing demographic profile of the employee and shift in the market, Devaney and Chen (2003). Therefore, it will be essential for the organization to craft better strategy and compensation plan so as to retain employee with better talent, creativity and skill and knowledge so as to enhance benefit obtained from utilizing human capital and increase the level of job satisfaction of employee. Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks Ivancevich (2006). these poor compensation managements may lead to, job dissatisfaction, psychological withdrawal, poor mental health and so on. Compensation is the way in which the organization communicates their goal and priority, so organization that expects to be successful now and in the future should make employee feel the sense of partnership and belongingness through making the compensation package attractive and interesting. there are many research studies that found that there is positive relationship between compensation and employee job satisfaction there are many prove for this. with regard to many that is conducted on compensation and job satisfaction are positively linked with one other. Souza (2000) found that compensation is per determinate of employee job satisfaction most of the proof and finding of before mention research show or prove that compensation is key determinate of employee job satisfaction. regarding to the survey report that was conducted by Society for human resource management, benefits have remained that compensation is among the two top determinate factor for employee job satisfaction in the given organization study conducted by the Society for human resource management (2012), it was indicated that compensation and benefits would affect employees' job satisfaction. this study will identify its effect on job satisfaction by conducting research in Dawor zone selected finance office.

2.1.6 Empowerment (OE)

When it comes to employers and employees having inborn empowerment, satisfaction, recognition and appreciation is a too important instrument for managers, businesses, Industrial counselors and human resource professionals in promoting worker empowerment, motivation

and organizational success. the study done by Armstrong and Brown, (2019), discovered that it is very important for employers to research regularly on expressing an appreciation to inspire the behavior of employees to reach strategic goals. When employees are psychologically empowered, they feel more self-efficiency and confidence in getting self-fulfillment and significances and in exerting influence. as result, employees are more possible to be satisfied and dedicated to the organization empowerment is more about the use of power Allen and Helms, (2002) discovered that it is very important for employers to research regularly on expressing an appreciation to encourage the behavior of employees to reach strategic goals. empowerment is one of enter predictor of engagement, but on a more emotional level, since empowered employees must feel a sense of individual value, with the ability to result outcomes and having the power to make a difference Lashley (1999;) and Johnson (1993). When employees are delegated more authority in decision making, they are more possibly to trust the organization and agree on the shared influence in the relationship Men (2011) If a conventional definition of empowerment is to be made, it should include those people outside the decision-making process in the decision-making process Uluta, Erbakan and Fak, (2018). Employee empowerment covers a wide range of activities and the way the empowerment activities are practiced in accordance with its contents that were brought up. It is the relation to the job satisfaction that the employees will get. Employee empowerment is thought to enhance job satisfaction. According to Bentley *et al.* (2013), expressed in the study that there is a positive relationship between empowerment and job satisfaction, when considering that autonomy is an element of empowerment. Hechanova et al. (2006) researched the relationship between empowerment and job satisfaction in five different service sectors in the Philippines, such as hotel management, food and beverage management, banking, call center and airlines operating, and found positively correlation between empowerment and job satisfaction. Zembylas and Papanastasiou, (2005)found that in a research on Cypriot teachers, the level of job satisfaction of teachers is related to empowerment.

2.1.7 Job Satisfaction

Employees in any organization are very important considering all the aspects of an organization. For this reason, from past few decades, researches and studies have focused a lot on employees, and everything related to them. Not only for this reason, but since the organizations have learnt

to focus on human resources, they have started given a lot of importance to every issue related to the employees. every individual in any organizations has its own expectations, beliefs, values and views Tomažević, Seljak and Aristovnik (2014). In the opinion of, Tomažević, Seljak and Aristovnik, (2014), the same things will not satisfy all employees. Simultaneously, what may satisfy one person in their work may dissatisfy another employee? this makes job satisfaction to be a complex phenomenon and hence one definition cannot sum up job satisfaction, Abdulla, Djebarni and Mellahi, (2011). So far, hundreds Özpehlivan and Acar, (2015). Work satisfaction is one of the significant variable that have drawn attention of the organization as well as academicians. In view of the rising rivalry as a result of globalization, managers have place great importance on the construct of job satisfaction. Job satisfaction will lead to better performance and the employees will be more committed towards their organization. Job satisfaction is a pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, providing these values are compatible with one's needs, Thiagaraj and Thangaswamy (2017). Worker 'perceptions show the level the work provides those necessary and vital things like fringe benefits, promotion, and coworkers Job satisfaction means delightful sentiment because of the advancement of worker's job or job familiarity. Job satisfaction is not a self-satisfaction, happiness, or self-contentment but it refers to an individual's feelings of satisfaction on the job, which display and present a motivation to work, Julius et al, (2017). (Supriyanto, 2013), defined job satisfaction. it is a positive feeling about one's job resulting from an evaluation of its characteristic. Ezeanyim and Ufoaroh, (2019) define Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Work satisfaction was defined as the mood of employees in an organization that can be gained by meeting the physical and psychological needs of these employees. the job satisfaction level of employees is defined by an emotional status that is formed by the evaluation of the employees' job experience or the level of satisfaction due to the effective involvement of the employees in the organization Gokce *et al.*, (2019) Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job. there are factors which contribute to employee dissatisfaction include poor working conditions, staff shortages, below competitive salaries and a lack of promotional opportunities Ellickson & Logsdon, (2002;) and Ting, (1997). According to

.(Das and Tripathy, 2020)Job satisfaction refers to the perceptions of their working environment, relations among colleagues, earnings and promotion opportunities of the employees. when research communicate some of employee these works in Dawro zone finance office issue related to organizatnal factors(organizatnal culture organizatnal communication organizatnal trust, organizational justice, empowerment, and compensation) these may have effect on job satisfaction and the employee responses that the existence of these organizational factors in the organization and this research was focused on these organization factor to examine their effect on job satisfaction of employee who works in Dawro zone finance office.

2.2 Theoretical Review

Organizational researchers have attempted to know organizational behavior of employees in order to make guesses and improve upon other aspects of organizational .different theories have been utilized to explain why individuals in organizations behave the way they do. these theories have will offer to provide insights into organizational behavior and its changing aspects in contemporary organizations. this study employed theory such as Social exchange the Perception, and Individual-organization Fit Theory, and Job satisfaction and Motivator-Hygiene Factors theory, Job satisfaction and hierarchy of needs maslow theory. these theories are preferably used in this study for their descriptive and predictive power, wide scope, high empirical value and cumulative nature through continuous testing and refinement.

2.2.1. Social Exchange Theory

Social exchange theory holds that social exchange behavior incorporates the exchange of material aspects (remuneration, information, etc.) as well as including non-material aspects (praise, sense of accomplishment, etc.). If one events have some omissions in the exchange, others are likely to evade the exchange, revealing that social interaction is based on the premise that both parties get each other's. For the most part, the two persons to the exchange follow the principle of reciprocity, which can be either positive or negative. Putting this exchange relationship into the company , employees and organizations, employees and colleagues can be regarded as both parties to the exchange, and employee exchange remuneration for the organization with individual work and loyalty to the organization, and the exchange relationship in diverse cultural backgrounds are established,Sun and Xia, (2018).

2.2.2. Perception Theory

According to Lewins, (1936) theory of recognition set that person may respond to what they perceive to exist rather than reality itself and react in that way. Lewin's model is very rational plan oriented. The change looks good on paper, as it makes rational sense. the employee's behaviors at work place are significant to understand as these affect satisfaction and productiveness of employees. But when implemented the lack of considering human feelings can have negative consequences. There may be occasions when employees get so excited about a new change, that they bypass the feelings, attitudes, past input or experience of other employees. when employees perceive unfairness in processes and procedures as well as with the distribution processes within their organizations; they are more likely to respond with certain behaviors. Individuals inside the same environment may, however, respond in a different way to what they perceive as reality within the organization. That is for one person the organizational climate may be fair and just whilst to yet another person in the same organization, the organizational climate may be unfair. These different perceptions of individuals may inform their attitude towards their office, their supervisors and their organization as a whole.

2.2.3. Individual-Organization Fit Theory

According to the theory of individual-organization fit, have pointed out that the fit between individuals and organizations is considered as a significant factor that affect the work outlook and behavior of individual. If individuals and organizations can compare high fit or the need of one individual and one organization can be met by the other's supply and individuals have higher situational adaptability, which has a positive effect on their working attitude and behavior. the study therefore used this theory as a basis to investigate how personal employee perception can be affected by organizational variable.

2.2.4. Job satisfaction and Maslow 'theory

Employee Job satisfaction and hierarchy of needs Maslow's (1954) old-school views of job satisfaction were based on his five level model of people needs. At the lowest level basic life sustaining needs were identified. the next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love. the fourth tier incorporated self-esteem needs and recognition by one's peers and at the top of the pyramid was

reserved for self-actualization needs such as personal autonomy and self-direction. According to Maslow, the needs of an individual exist in a logical order and that the lower level needs must be satisfied before those at higher levels. Then, once the basic needs are fulfilled, they no longer serve as motivators for the individual. The more a job permits for growth and acquisition of upper level needs, the more likely the person to report satisfaction with his or her job.

2.2.5. Job satisfaction and Motivator-Hygiene Factors

Two factor theories recognized that work features generated by dissatisfaction were quite dissimilar from those created by satisfaction. He identified the factors that contribute to each dimension as “motivators” and “Hygiene”. The motivators are internal factors that affect satisfaction based on satisfaction of higher level needs such as achievement, recognition, and opportunity for growth. The hygiene factors are external variables such as work conditions, pay, and interpersonal relationships that must be met to prevent dissatisfaction. When hygiene factors are poor, work will be not satisfying. However, simply removing the poor hygiene does not equate to satisfaction.

2.3 Empirical Review

This part shows the previous empirical review of the studies that have been conducted on these perspectives of organizational factor and job satisfaction. Ijigu, (2015) conducted research on Effect of Selected organizational human resource related factor on Employees’ Job Satisfaction in Ethiopian Public Banks and conclude that compensation package found to have strong positive correlation with employees’ job satisfaction. Moreover, the regression result shows, compensation package have a significant positive impact on job satisfaction.

Macintosh and Doherty (2010) In Kenya conducted research on the influence of organizational culture on job satisfaction.

In Ethiopia Malmo (2017) conducted research on the effect of Organizational Culture on Job Satisfaction in the Ministry of Science and Technology and conclude that there was positive relationship between organizational culture and employees’ job satisfaction. Usman conducted research on effect of organizational culture and communication on job satisfaction in Pakistan and findings of the study revealed that organizational culture, organizational communication has

a positive effect on the job satisfaction of employees working in the IT based distance learning organizations. Desa *et al.* (2019) conducted research on the relation between Communication and Job Satisfaction among Workers in the Department of Trade Union Affairs in the Northern State of Malysi and he study concludes that communication has a significant relationship on job satisfaction among workers in the department.

In Ethiopia Malmo, (2017) conducted research on the effect of Organizational Culture on Job Satisfaction in the Ministry of Science and Technology and conclude that there was positive relationship between organizational culture and employees' job satisfaction. Ijigu, (2015), conducted research on the compensation package employee job satisfaction in in Ethiopian Public Banks and conclude that compensation package have a s positive effect on job satisfaction Uluta (2018),contacted on the effect of empowerment on employee job satisfaction and conclude that there is a positive relationship between empowerment and job satisfaction. Mutiso,(2017) conducted research on employee empowerment and conclude that thereMacIntosh and Doherty, (2010) is signifcfcant relation between employee empowerment and job satisfaction. Business conducted research on relationship between Organizational Communication and Job Satisfaction in temporary Work environment and conclude that there is strong correlation between communication and job satisfaction. When research review literature related to organizatnal trust and organizatnal justice no on focused on its effect on job satisfaction. Harmen and Nizam, (2020) conducted research on effects of organizational justice and trust on employees job satisfaction and concluded that there is relation between organizational trust and organizational justice

2.4 Conceptual formwork

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts, Svinicki, (2010). The main purpose of conceptual framework was to clarify concepts and purpose relationships among the variables in the study, provide a context for interpreting the study findings and explain observations. This conceptual framework states that the independent variables (organizational factor) and dependent variable (job satisfaction of employee). And from the above literatures the proposed conceptual model constitutes organization factors mainly, organizational commitment, organizational culture, organizational communication, organizational trust, employee empowerment,

compensation, Organizational justice & the employee job satisfaction. In this study Organizational factor is independent variable and job satisfaction Employee is the dependent variable are depicted as follow.

Independent Variables

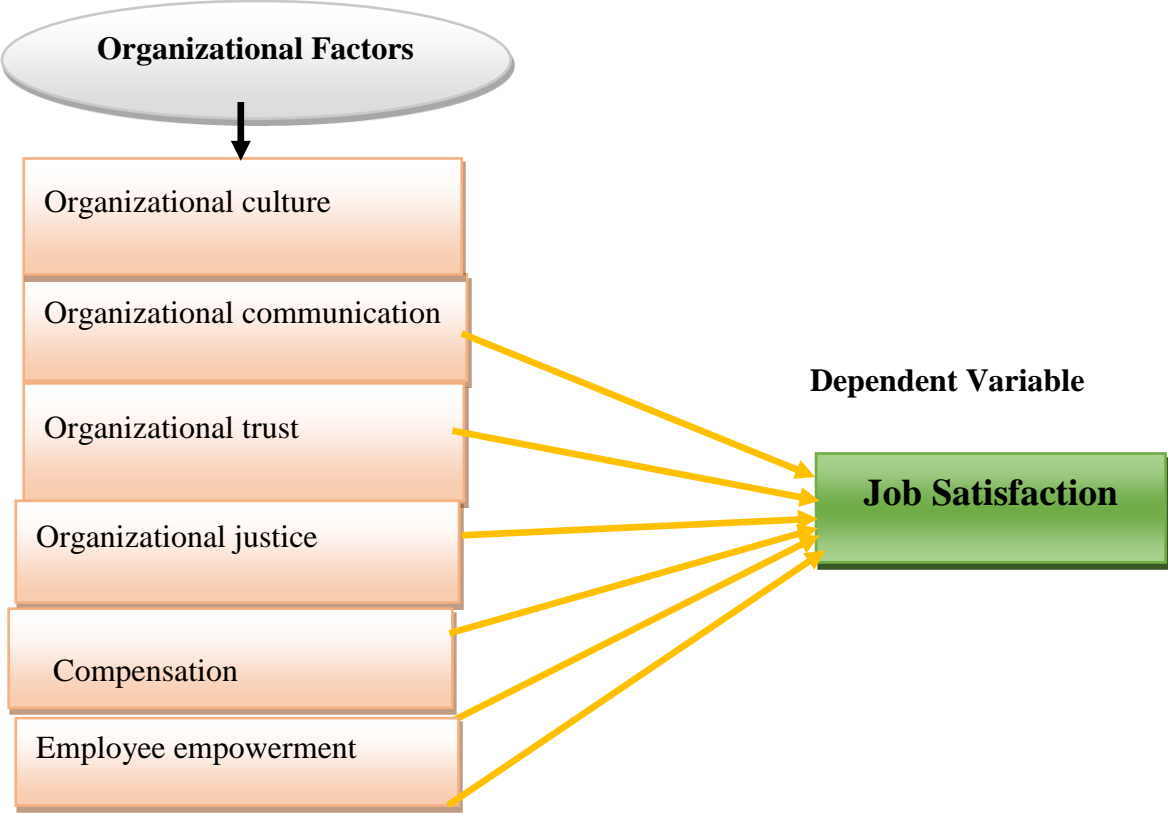


Figure 1 Source (Arinanye, 2015) and Desai, (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deal with the research design and methodology, which shows the research design, research method, source of data, and target population, pilot study, sampling frame, sample size and sampling techniques, data procedures and tools and ethical considerations was presented in the following sub-section.

3.1 Research Design

The researcher used causal research design. causal research can be defined as a research method that is used to determine effect relationship between two variables, Anoop Kumar Singh (2015). this study used causal research design because causal research design is used to obtain the evidence of effect relationship between two or more than two variables, where one/some variable/s would be the dependent and rest of the variable would be independent, Anoop Kumar Singh (2015). for this reasons the researcher used this research design to identify the effect of organizatnal factors on employees job satisfaction. conditions by triangulating the data collected through qualitative and quantitative method concerning to provide general understanding through gathering information on specified variables in the study and examine the effects of organizational factor on employee job satisfaction in the study area.

3.2 Target Population

Target population is a whole group that covered by the study or it is the total number of people, groups or organizations who were included in the study Id *et al.*, (2017). the target populations for this study are employees working in selected Woredas finance offices, Tarcha Town administrations finance office and zone finance office in Dawro zone. In Dawro zone ten Woredas finance sector, one Tarcha town administration office and one zone finance office. but for this study purpose, the researchers conveniently considered only employees working in two Woredas, one Town administration finance offices and employees working in the zone's Finance office are selected

Table 1 Table 3.1 Name of Woredas with respective to employees

NO	Woredas and Town administration finances office	No of employee
1	Loma Bossa	45
2	Mareka	40
3	Esara	38
4	Zaba Gazo	36
5	Gena	43
6	Disa	43
7	Mare manssa	38
8	Kechi	39
9	Tocha	42
10	Tarcha zuria	47
11	Tarcha Town administration	48
12	Zone finace	70

3.3. Types and Data Sources

Primary data is used. primary data is the information that the researcher finds out by him/herself based on a specific topic. when we compare primary data with secondary data it is very accurate since it is essentially objective and explicitly obtained from the original source. compared to secondary data, it also provides up-to-date data about just a research topic. for this study, primary source of data was used to collect data.

3.4 Data collections Tools

The primary data was obtained through structured questionnaire and interview.

3.5. Sample sizes and Sampling Techniques

The researcher selected the sectors through judgment. the reasons for using judgmental sampling to select sectors is based existing knowledge, of researcher because some of employees works in selected sectors are friends for researchers to get best information and based on nature of population (homogeneity among the sector). by considering employees with in particular

sectors are representative of the population in which research interested and based on the number of employees and these sector nearest to research and which have high numbers of employee are selected for this study. for this research purpose four finance sectors are selected such as loma bossa, Tarcha zuria, Tarcha Town administration and Dawuro Zone finance office .after selecting sectors by judgment the researcher used simple random sampling. simple random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen, Sbrs *et al.* (2016). the reasons for using simple random sampling is because simple random sampling meant to be an unbiased representation so as to represent the total number of the employee in the organization and it ensure high internal validity and randomization is the best method to reduce the effect of potential confounding variables. the sample size of the study is determined based on the following simplified formula presented the target population which is 212 employees. the sample size determination is based on the nature of the population that we address (heterogeneity or homogeneity), the nature of the study, and availability of money and other necessary resources. hence, representative and adequate number of sample size has been taken to perform a meaningful analysis. The researcher employed Yamane's (1967:886) simplified formula to calculate sample size of finite population, which is provide a simplified formula to calculate sample size. At the 95 % confidence level is assumed for this formula to determine the sample size, $\alpha=0.05$. the sample size (n) has been calculated by using the formula to calculate sample size at 95% confidence level and 5% margin error Sample size was determined on the basis of the following formula given by Yamane (1967). Sample size was determined on the basis of the following formula given by Yamane (1967).

$$n = \frac{N}{1 + N(e^2)} = 212 / 1 + 212(0.05)^2 = 139$$

Where

n = is the sample size,

N = is the total population under study e = is the level of precision assumed to be 5%

$$\text{Percent} = \frac{\text{Sample Size}}{\text{total population}} \times 100 = \frac{139}{212} \times 100 = \frac{13900}{212} = 66$$

Table 3.2 selected woredas and town administration

No	Selected sectors	Respective Populations						Sample Size			
		Managers			Employees			Employees		Managers	
		Male	Female	Total	Male	Female	Total	No	%	No	%
1	Lomma Bossa	2	-	2	32	16	48	32	66	2	100
2	Tarcha Zuria	2	-	2	37	9	46	30	66	2	100
3	Town Administration	2	-	2	33	15	48	32	66	2	100
4	Dawuro Zone Finance	2	-	2	54	16	70	45	66	2	100
	Total	8	-	8	156	56	212	139	66	8	100

3.6 Methods of Data Analysis

The collected data was first checked for its consistency, completeness, missing and other errors before the entry process. the data coding makes ready the completed and correct questionnaire for analyzing process. therefore, data has been analyzed by descriptive and inferential statistics using Statistical Package for Social Science (SPSS-version 23). descriptive statistical indexes like percentage mean and standard deviation was used for analyzing the data. Similarly, for inferential statistics ordered logistic regressions was used to identify the strength of relationship and the degree of prediction between organizational factors and job satisfaction. descriptive statistics such frequency, percent, mean, standard deviation are applied to facilitate meaningful analysis and interpretation of research findings. moreover, the inferential analysis deal with the results of the ordered logistic regression analysis was used in this study to estimate relationship between independent and dependent variables that constitutes the main findings of this study.

Ordered logistic regression is commonly used when the study have categories for dependent variable (Job satisfaction) that is ordered or ranked. The ordered logistic regression is a logistic regression used for ordered dependent variables. Although it is possible to use when dependent variable is categorical dependent variable, or ordered logistic regression is generally preferable when dependent variable is ordered, (Osborne, 2015). When a dependent variable has more than two categories and the values of each category have a meaningful sequential order and where a value is higher than the previous one, the ordered logistic regression is used. In this case, the dependent variable is called an ordered dependent variable. The level of job satisfaction is such an ordinal dependent variable since the value can be ordered from strongly dissatisfied up strongly satisfied. Because of this the ordered logistic regression is the appropriate regression model to use in the analysis. In ordered logistic regression analysis, the dependent variable is the ordered response category variable and the independent variable may be categorical, interval or a ratio scale variable. Satisfaction ordered logit mode is applied in this study. The model has been used widely to analyze ranked responses Green and Hensher, (2009). When the response categories have a natural ordering, model specification should consider those so that the extra information was utilized in the model. This ordering is incorporated directly in the way the logits is specified. The respondents were asked to rate their opinion according to five point Likert ranking scale, with rating five being “Strongly Agree” and one being “Strongly Disagree”.

The ordered logistic regression model involves the following, which includes both independent and dependent variables in the model:

Model Specification $Y_i = f(X_1, X_2, X_3, X_4, X_5, X_6)$

Therefore, the equation will be

$$Y = X_1 + X_2 + X_3 + X_4 + X_5 + X_6 + \epsilon_i$$

Where Y= Employees job satisfaction

X1= Organizational culture

X2=Organizational communication

X3=Organizational trust

X4=Organizational justice

X5=compensation

X6= employee empowerment

e =is the level of precision assumed to be 5%.

Table 3.3 organizational factors

Predictor variable	Predictor variable x-value
Organizational culture	X1
Organizational communication	X2
Organizational trust	X3
Organizational justice	X4
Composition	X5
Employee empowerment	X6
Job satisfaction	Y

The table above shows independent variable, dependent variable, with value

3.7 Measures of job satisfaction

There exist many numerous job satisfaction measures. However, only a few meet several criteria for a high level of reliability and construct validity Trommelen, (2013). Scholars have pointed out the problems inherent in the use of diverse, ad hoc, and invalidated job satisfaction measures (Ironson *et al.*, 1989). Moreover, other problems involve theorizing job satisfaction affectively but measuring it cognitively, (Ironson *et al.*, 1989) . Some measures which are often used in research was discussed in this section. The first measure which will be discussed is the Job descriptive Index. (Trommelen, 2013), argue that Job descriptive Index is a reasonable measure for researchers to use when satisfaction is investigated. The job description index

measure is designed around five sub dimensions, which are satisfaction with work, supervision, coworkers, pay, and promotion, Trommelen, (2013). It is a cognitive job satisfaction measure, because it is based on logical and rational evaluation of the job conditions. Cognitive satisfaction is an evaluation based on comparisons which do not rely on emotional judgments. Instead cognitive satisfaction includes evaluations of conditions, opportunities, or outcomes (Trommelen, 2013). therefore, cognitive job satisfaction measures include questions about the nature of the job, the working conditions, and the opportunities to satisfy important needs. The questions ask for appraisals of the job, not descriptions of the feelings Moorman, (1993). another job satisfaction questionnaire which is cognitive in its orientation is the Minnesota Satisfaction questionnaire. this questionnaire consists of a list of job conditions which the respondent is asked to appraise. the job conditions include the working conditions, the pay, the quality of supervision, and the degree of autonomy and importance in the job (Moorman, 1993). The respondent is not asked to mention the types of feelings associated with the work or the degree the work evokes positive or negative emotions. as opposed to the cognitive measures, there are affective measures of job satisfaction. affective satisfaction is satisfaction that is based on overall positive emotional appraisal of the job. this satisfaction focuses on whether the job evokes a good mood and positive feelings and hence affective measures of job satisfaction include questions about a respondent's feelings on the job or their mood when working Moorman, (1993). One example is the Faces Scale, which is one of the first scales used widely. This measure is affectively oriented since it asks for no detailed appraisals. The respondent just reports which facial expressions best approximates his/her own while working. The face ranges from very happy to very sad and clearly reflect an emotional response to work (Moorman, 1993). Another way of measuring job satisfaction is with the Brief Index of Affective Job Satisfaction which is also an affective measure of job satisfaction. the brief index of affective job satisfaction differs from other job satisfaction measures in being extensively validated. This measure is validated for internal consistency reliability, temporal stability, convergent and criterion-related validities and also for cross-population invariance by nationality, job level and job type Thompson & Phua, (2012).

3.9 Pilot Study

3.9.1. Validity of Study

Validity could enable the researcher to develop instruments that yield content valid information. In order to establish content validity of the research instrument mainly questionnaire, the researcher consulted his research advisor and experienced researchers to make necessary modification on draft questionnaire. then, the researcher incorporated the feedbacks to assure content validity. this enabled the researcher to develop instruments that yield content valid information.

3.9.2. Reliability of the Study

Joppe (2000) explains reliability of research as determining whether the research truly measures that which it is intended to measure or how truthful the research results are. Pilot study was conducted to detect weakness in design and instrumentation and to provide accurate data for selection of a sample Cooper & Schindler, (2003). Pre-test was carried out with objective of checking whether the items of the questionnaires are easily comprehensible by the respondents and can enable the researcher to gather the required information. In other words, before the administration of the questionnaire to the respondents and collection of the actual data, the pilot test was conducted in financial offices in loma Woredas. This Woredas is selected since it has some common characteristics with the sample Woredas of the study area. Accordingly, the draft questionnaire was distributed to different sectors. The questionnaires were returned and measured by using Cronbach Alpha. A reliability coefficient of 0.71 is considered high enough for the instruments to be used for the study Jwan, (2010). After that, the pilot test report was submitted for the advisor for approval. Thus, necessary improvement on issues was made in accordance with the advisor's comment and some items were modified.

Table 3.4: The Reliability Test Result of organizational factors and job satisfaction

N		Items	Cronbach Alpha
1	Organizational culture	4	.79
2	Organizational communication	4	.72

3	Organizational trust	4	.86
4	Organizational justice	6	.79
5	Composition	4	.76
6	Employee empowerment	4	.80
7	Job satisfaction	8	.89

From Table 3.2 above, the average reliability coefficient, of all the items in the questionnaire were reliable. This implies that the instrument was reliable to data collection.

3.10. Ethical Considerations

The researcher first informed participants about the nature of the study and requested their consent to participate. one common practice is to present a written informed consent form describing the nature of the research project and the purpose of one’s participation in it. If participants agree to participate, they have the right to withdraw from the study at any time. The researcher also assured that the names of respondents were not be revealed in the study. For reasons of ensuring that respondents become anonymous, direct quotations from respondents will merely ascribed to unnamed respondents –otherwise, fake names will be used. The researcher also is committed to report the research findings in a complete and honest fashion, without misleading others about the nature of the findings. Under no circumstance, the researcher fabricated data to support a particular conclusion.

CHAPTER FOUR

Data Analysis and Presentation

This chapter focuses on the data analysis and presentation based on the data collected from the field survey. The information was collected through questionnaire and interview. One-hundred thirty-nine (139) questionnaires were distributed to respondents. From the total questionnaires distributed for employee, 136 (97.8%) were filled and returned appropriately, but the remaining, three (2.2%) of questionnaires were wasted without any reason.

4.1. The Background Information of Respondents

The personal details of respondents presented in terms of sex, age, marital status, educational level work experience and salary were presented in the following sub-section.

Table 4.1: Background Information respondent

No	Variables	Description	Response	
			Frequency	%
1	Sex	Male	98	92
		Female	38	8
		Total	136	100
2	Age	Under 30 years	-	-
		31-35years	80	58.8
		36-45years	56	41.2
		46-50 years		
		51-60 years		
		Above 60 years		
		Total	136	100
3	Marital Status	Single	34	25

		Married	102	75
		Total	136	100
4	Educational level	Up to Twelve	-	
		Certificate	8	5.9
		Diploma	11	8.1
		Degree	111	81.6
		Master's Degree	6	4.4
		Above Master's Degree	-	
		Total	136	100
5	Monthly salary	Less than 2000 ETB	2	1.2
		2001 - 3000 ETB	7	5.2
		3001 – 4000 ETB	82	60.3
		4001-6000 ETB	45	33.3
		6001 - 9000ETB	-	-
		Above 9000 ETB	-	-
		Total	136	100
6	work experience	Less than one year	-	
		One up tow	2	1.2
		Three up to four	12	8.9
		Five up to eight	78	57.4
		Nin up to ten	28	20.6
		Above ten	16	11.8
		Total	136	100

Source: own computation (2021)

Survey results showed that, out of the total 136 respondents, 92% and 8% were male and female respectively. as indicated in the above table large number of employee in Dawro zone selected finace office are male. The analyzed survey data revealed that, about 58.8,41.2, were age of the respondents between 31-35 and 36-45, respectively. the age 31-35 data shows that majority of the employees were young employee who has huge power to work. out of the total 136 respondents 75% were married and 25 % are single, this show majority of respondent are married. Education is very important for the employee to understand and interpret the information coming from any source. It also enhances the capacity to obtain, process, and utilize information disseminated by different sources. according to survey result, about 8.9 %, 8.1%, 81.6%, % and 4.4 % were education level of respondents, certificate, diploma, BA degree and master respectively. the data show that majority of respondent in Dawro zone selected finace office are BA degree holder. regarding experience of respondents, about 1.2%, 8.9%, 57.4%, 8.9% ,20.6%, and 11.8 of respondents have 1-2, 3-4, 5-8, 9-10 and more than 10 years of working experience (Table 2).The available data show that majority 56.25% of the employees have been working for more than one year and therefore have acquired the necessary competencies and reliability in their job to increase the organizational performance. Survey results showed that, the monthly salary of employee are 1.2% ,5.2, 60.3 % , and 33.3 were the monthly salary of employee less than 2000,2001-3000,3001-4000,4001-6000 respectively.

Figure 4.1. Sex of Respondents figure

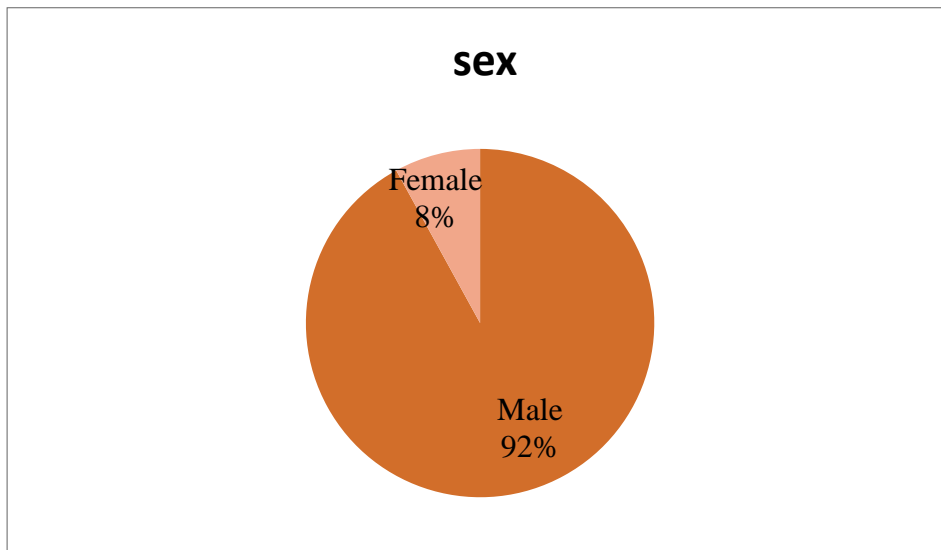
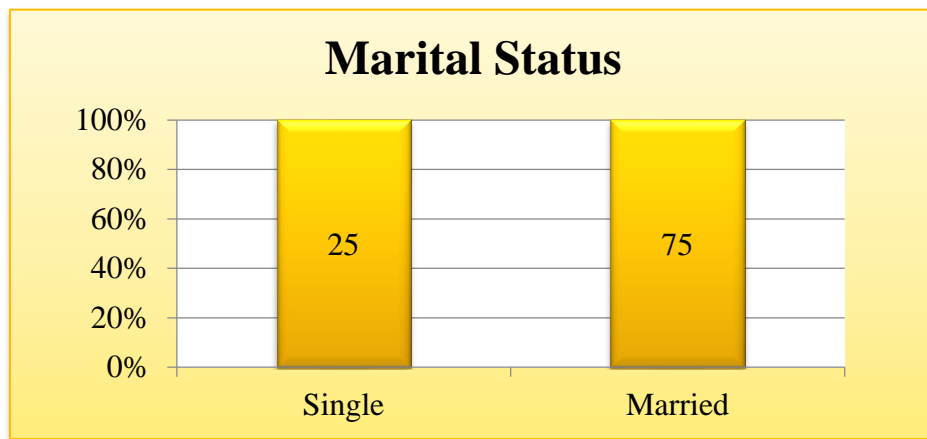
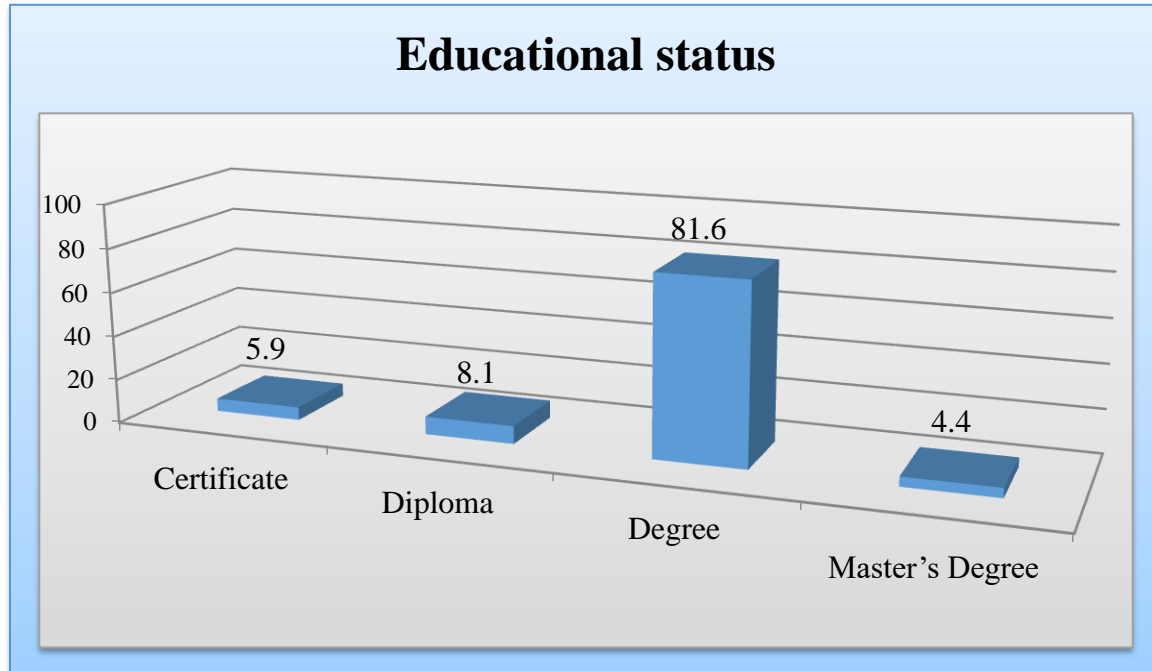


Figure 4.2. Marital Status of Respondents



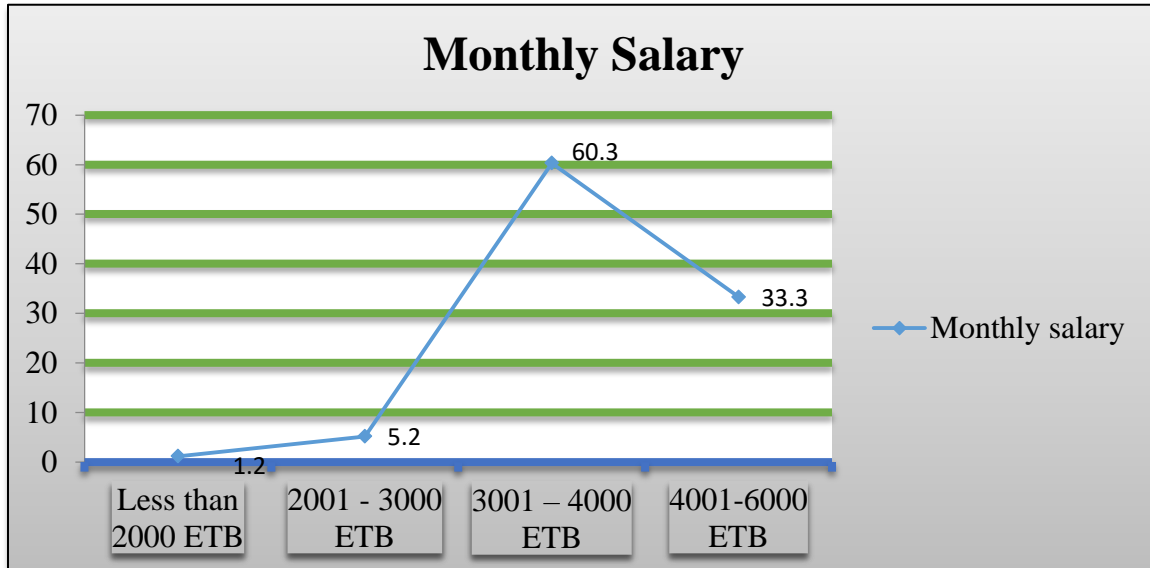
Source: own computation (2021)

Figure 4.3 educational status of Respondents



Source: own computation (2021)

Figure.4.4 Monthly Salary of Respondents



Source: own computation (2021)

4.2. Organizational Factors

The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. the employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors.

4.2.1. Organizational Culture

Culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. In organization with positive cultures, informal networks of storytellers, heroes and heroines provide a social web of information, support and history. An organization with a collaborative culture has a clearly defined vision and specific goals and outcomes. The vision and goals of the organization provide clarity of purpose and direction.

Table 4.2: Organizational Culture

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	Culture of shared vision exist in your organization and increase your job satisfaction	No	-	-	10	88	38	136	0.56	1.79
		%	-	-	7.4	64.7	27.9	100		
2	There is culture of Team spirit in your organization and it is best for your work	No	-	-	8	40	88	136	0.60	1.41
		%	-	-	5.9	29.4	64.7	100		
3	The culture of your organization is open to change to increase your work feeling	No	-	-	14	88	34	136	0.58	1.85
		%	-	-	10.3	64.7	25.0	100		
4	Your shared producer, rule and regulation increase your job satisfaction	No	-	-	10	88	38	136	0.56	1.79
		%	-	-	7.4	64.7	27.9	100		
Average Mean								0.58	1.71	

Source: own survey, (2021)

According to Jumadi *et al.*, (2021) calculated mean value less than 1.50 was regarded as very low, 1.50-2.49 was considered as low and 2.50-3.49 was regarded as medium. In addition, 3.50-4.49 was considered as high and 4.50-5.00 was taken as very high.

In above table 4.2, the respondents were required to indicate existence of shared vision in the study area. In this regard, 7.4% (n=10), 64.7(n=88),27.9(38) were neutral, disagree and strongly disagree respectively response that culture of shared vision exist in their organization to increase job satisfaction of employees. additionally, the mean result (M=1.79, SD=0.56) further shows very low existence of shared vision in the study area because the mean value is less than 1.5 that is pre-determined. In item 2, 5.9 (n=8), 29.4(n=40), 64.7% (n=88) were neutral, disagree and strongly dis agree respectively response that there is culture of team spirit in their organization

and it is best for their work. additionally, the mean result (M=1.41; SD=0.60) indicates very low culture of team spirit in the study area. In item 3, the respondents assured to indicate culture of their organization is open to change to increase their work feeling. In specific manner,10.3% (n=14) expressed very low to the issue, whereas the others, 64.7% (n=88) of respondents reported low to the statement. Additionally, the mean result (M=1.58 SD=0.58) indicates low culture of their organization is not change to increase work feeling. In item 7.4% (n=10), 64.7(n=88), 27.9(38) were neutral, disagree and strongly dis agree respectively response that their shared producer, rule and regulation increase their job satisfaction. More over the grand mean 0.71 and standard division 0.58 shows that in the organization the job related culture is not more developed because the ground mean value is less pre-determined that is 1.5

4.2.2. Organizational Communication

In organization, it is the responsibility of managers to develop goals and communicate those goals with the employees to perform their duties and responsibilities well, which leads to their job satisfaction. Unless clear goals are developed and communicated, it will be difficult for organizations to achieve their targets.

Table 4.3: Organizational Communication

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	I am kept well informed about what my office is doing	No	-	-	12	36	88	136	0.65	1.44
		%	-	-	8.8	26.5	64.7	100		
2	I am able to speak up and challenge the way things are done	No	-	-	12	86	38	136	0.58	1.81
		%	-	-	8.8	63.2	27.9	100		
3	There is a good communication between the management and employees in the organization	No	-	-	8	86	42	136	0.55	1.75
		%	-	-	5.9	63.2	30.9	100		

4	Manager provides a realistic job preview of all the important aspects of a job when hiring	No	-	-	8	94	34	136	0.52	1.81
		%	-	-	5.9	69.1	25.0	100		
Average Mean									0.58	1.70

Source: own survey, (2021)

Out of 136 respondents 8.8% (n=12), 26.5 % (n=36) and 64.7% (n=88) of respondents are neutral, disagree and strongly disagree respectively response that we kept well informed about what their office is doing. Moreover, the mean result (M=1.44; SD=0.65) further indicates very low consent of the respondents to the issue. This asserts that the employees were not well informed about what their offices were doing in public sectors in Dawuro Zone. Similarly, the respondents were asked to rate if employees are able to speak up and challenge the way things done. accordingly, 63.2% (n=86) of respondents disagreed to the statement, while the other group of respondents, 27.9% (n=38) and 8.8% (n=12) of key informants strongly disagreed and neutral respectively. Moreover, the mean result (M=1.81; SD=0.58) confirms the disagreement of respondents to the item. This illustrates that the employees were unable to speak up and challenge the way things are done in their organization. In the same way, in item 3, the respondents were inquired express their view about the presence of good communication between the management and employees in their organization. Consequently, 63.2% (n=86) of respondents disagreed to the statement, while the other group of respondents, 30.9% (n=42) and 5.9% (n=8) of key informants strongly disagreed and neutral correspondingly. Additionally, the mean result (M=1.75; SD=0.55) proves the disagreement of respondents to the item. This shows loose communication between the management and employees in the organization, which in turn negatively influence job satisfaction. The last item treated under Table 4.3, was intended to check if manager provides a realistic job preview of all the important aspects of a job when hiring. In this fashion, 69.1% (n=91) of respondents disagreed to the statement, while the other group of respondents, 25% (n=34) and 5.9% (n=8) of key informants strongly disagreed and neutral respectively. Also, the mean result (M=1.81; SD=0.52) demonstrates the disagreement of respondents to the issue. This indicates that most managers did not provide a realistic job preview of all the important aspects of a job when hiring which might have negative influence on

job satisfaction. . moreover the grand mean 0.7 and standard division 0.58 show that in the organization the employees have less chance to communicate what they want to communicate.

4.2. 3.Organizational Justice

Table 4.4: Organizational Justice

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	I consider my workload quite fair and I am satisfied in it.	No	-	-	8	94	34	136	0.52	1.81
		%	-	-	5.9	69.1	25.0	100		
2	Overall, the rewards I receive here quite fair.	No	-	-	22	90	24	136	0.58	1.99
		%	-	-	16.2	66.2	17.6	100		
3	When decisions are made about my job, the manager treats me with respect and dignity.	No	-	-	22	94	20	136	0.56	2.01
		%	-	-	16.2	69.1	14.7	100		
4	The manager offers adequate justification for decisions made about my job	No	-	-	21	95	20	136	0.55	2.01
		%	-	-	15.4	69.9	14.7	100		
5	My manager clarifies decisions and provides additional information when requested by employees	No	-	-	13	91	32	136	0.56	1.86
		%	-	-	9.6	66.9	23.5	100		
6	Employees are allowed to challenge or appeal job decisions made by their managers	No	-	-	48	46	42	136	0.82	2.04
		%	-	-	35.3	33.8	30.9	100		
Average Mean								0.60	1.95	

Source: own survey, (2021)

As shown in Table 4.4 from 136 respondents 5.9 %, (n=8) 69.1%, (n=94) and 25 %, (n=34) were neutral, disagree and strongly disagree respectively response that they consider their workload quite fair and they are satisfied on it. Also, the mean result (M=1.81; SD=0.52) demonstrates that their workload is not quite fair and we have low satisfied on it. From the whole respondent averagely (1.81) replied that their work is quit fair and low satisfied with their work. This show there is low fair and low job satisfaction of employee in study area. Out of 136 total respondents 16.2%, 69.1 and 17% were neutral, disagree and strongly disagree respectively response that the rewards they receive here quite is fair. Averagely (1.99) response that the rewards they receive were quite fair and mean value show there is low reward system and it leads to low job satisfaction. Out of 136 total respondents 15.4 % (n= 21) 69.1 %(n= 95) and 14.7 % (n=20) were neutral, disagree and strongly disagree respectively response that decisions made by managers is in respect and dignity. according to survey result nearly 83.8 %, disagree and strongly disagree respectively response that manager offers adequate justification for decisions made about our job. This indicates that there is no more justification about the job of employee in the organization. Averagely (2.01) responded that in making decisions about their job, the manager treats employees with respect and dignity. Out of 136 total respondents 35.5%, (n=48) 33.8% (n=46) and 30.9 % (n=42) were neutral, disagree and strongly disagree respectively that employees are allowed to challenge or appeal job decisions made by their managers. Also, the mean result (M=2.04; SD=0.82) demonstrates that low chance of employees to challenge or appeal job decisions made by their managers. the grand mean 1.95 and standard division 0.65 show that in the organization lack equal treatments related to job distribution fair distribution reward for good work and others.

4.2. 4.Organizational Trust

Table 4.5: Organizational Trust

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	I have a clear role and clear task assigned.	No	-	-	70	34	32	136	0.82	2.28
		%	-	-	51.5	25.0	23.5	100		

2	My leader provides accurate and unbiased feedback	N _o	-	5	74	25	32	136	0.89	2.38
		%	-	3.7	54.4	18.4	23.5	100		
3	I do not understand how my work role fits into the overall operation of this organization	N _o	60	50	26	-	-	136	0.76	4.25
		%	44.1	36.8	19.1	-	-	100		
4	My supervisor provides whole information about my organization	N _o	-	-	4	94	38	136	0.50	1.75
		%	-	-	2.9	69.1	27.9	100		
Average Mean									0.74	2.67

Source: own survey, (2021)

As shown in Table 4.5 from the 136 respondents 51.5 %, (n=70)25 %, (n=34 and %.23.5 % (n=32) were neutral, disagree strongly disagree respectively response that clear task assigned. Also, the mean result (M=2.28; SD=0.82) demonstrates that there is less clarity about role and task assigned to employee job in Dawor zone selected finance office. According to survey result 3.7% (n=5) respondents agreed to the point, 54.4% (n=74) of sample respondent were perceived as neutral to the statement. The remaining 18.4% (n=25) of employees were disagreed and 23.5% (n=32) strongly disagreed in that leader provides accurate and un biased feedback for employee related to employee job. The mean value 2.38 show that the leader providing biased feedback and non-accurate. The result shows that from the total respondents, more than 41.9% agreed and strongly agreed that the leader tell accurate information related to our job. From the total respondents 44.1%, 36.8%, 19.1 % strongly agree, agree, neutral respectively. This indicates that the employee has no more understand in how their work role fits into the overall operation of this organization. Out of total respondents 2.9%, % and 69.1 % and 27.9% were neutral, agree, and strongly agree respectively that supervisor provides whole information about my organization. The mean result 1.75 show supervisor is less informed to employee with in study area. More over the grand mean 2.67 and standard division 0.74 shows that in the organization managers is better in assigning clear task for employee, providing feedback in their work and other issues related organizational trust for employee because the ground mean value of employee response for organizational trust question is between 2.5-35 that is pre-determined.

4.2. 5.Compensation

Employees may expect to see enhancements in their compensation. Given that situations will improve at different rates for different businesses, organizations that cannot offer competitive salaries within their market may need to consider shifting their total rewards strategy. Pay could be one of the important determinants of job satisfaction because it helps fulfill so many of employee needs including their basic needs and upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 2001).

Table 4.6: Compensation

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	Provide performance based compensation	No	-	-	-	98	38	136	0.45	1.72
		%	-	-	-	72.1	27.9	100		
2	Compensation structure is fair in the hierarchy	No	-	-	4	94	38	136	0.59	1.78
		%	-	-	2.9	69.1	27.9	100		
3	Your organization compensation increase your job satisfaction	No	-	-	4	94	38	136	0.49	1.75
		%	-	-	2.9	69.1	27.9	100		
4	I am satisfied with the benefits package given to me	No	-	-	-	98	38	136	0.45	1.72
		%	-	-	-	72.1	27.9	100		
Average Mean								0.50	1.74	

Source: own survey, (2021)

Out of 136 respondents 72.1%, (n=98) 27.9% (n=38) disagree, and strongly disagree respectively response that there is performance based compensation in our organization. and majority of respondent response that organization not provide performance based compensation. The result shows that from the total respondents, more than 50%, disagree, that Dawro zone selected finace

office provide compensation based on performance of employee. This indicates that there is no performance based compensation in organization. According to the results in Table 4.7 the study respondents noted that the employees at the organization were low performance based compensation (mean=1.72). according to survey result nearly 80% disagree and strongly disagree, that compensations in our organization is fair from top to bottom. This indicates that the majority of employees in the company not get fair compensation. about 80 % of respondents reported that they had response that compensation provides to employee increase job satisfaction. due to this organization employee job satisfaction is affected by job satisfaction of employee. Out of total respondents 72.1%,27.9%, agree, and strongly agree respectively. The result shows that from the total respondents, more than 70%, strongly agree, that, employee in the Dawro zone selected finance office satisfied with benefit. grand mean 1.74 and standard deviation 0.5 shows that in the organizational managers is less in providing performance based compensation, employee are not more satisfied in the existing compensation and other reward given to employee based on their performance is very little because the ground mean value of employee response for organizational compensation question is between 1.5-2.49 that is pre-determined.

4.2. 6. Employee Empowerment

Table 4.7: Employee Empowerment

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	Management focusing on involvement of employee in decision making to enhances job satisfaction	No	-	-	-	94	42	136	0.46	1.69
		%	-	-	-	69.1	30.9	100		
2	My supervisor value my suggestion	No	-	-	-	94	42	136	0.46	1.69
		%	-	-	-	69.1	30.9	100		
3	I participate in setting my job that increase my job satisfaction	No	-	-	21	79	36	136	0.64	1.89
		%	-	-	15.4	58.1	26.5	100		

4	My supervisor encourages me to suggest ways to	No	-	-	15	85	36	136	0.59	1.85
		%	-	-	11.0	62.5	26.5	100		
Average Mean									0.54	1.78

Source: own survey, (2021)

Regarding to an involvement of employee in decision making to enhances job satisfaction nearly 70% of disagree that there is participation of employee in decision making activity. According to survey result nearly 70% disagree of respondent's response that our supervisor considers suggestion given form employee. Out of total respondents 15.4%,58.1. %, and 26.5 are neutral, disagree, and strongly disagree respectively. The result shows that from the total respondents, more than 85%, disagree and strongly disagree, that, employee in the Dawro zone selected finance office participate on decision making. Form all respondent 11%, 62.5 %, and 26.5 are neutral, disagree, and strongly disagree respectively. more than 85disagree and strongly dis agree disagree that supervisors of the organization increase employee to participate in decision-making. More over the grand mean 0.78 and standard division 0.54 shows that employee are have very less chance to participate on decision making, the suggestion give by employee is get lee value, in setting their job employee have very less chance to set together with mangers employee and in general employee are not well empowered in the organization.

4.2.7 Employees' Job Satisfaction

Kuria (2011) argued that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort and opportunity to contribute ideas and suggestions. additionally, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication system and atmosphere of mutual trust and respect. In addition, Luthans (2011) suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target.

Table 4.8: Employees' Job Satisfaction

No	Items	Resp	Rating scale					Total	SD	Mean
			5	4	3	2	1			
1	Recognition given for job performance	No	-	-	-	71	65	136	0.50	1.52
		%	-	-	-	52.2	47.8	100		
2	Feeling of safe in the work environment.	No	-	-	1	60	75	136	0.51	1.46
		%	-	-	0.7	44.1	55.1	100		
3	Financial rewards for better work	No	-	-	1	71	64	136	0.52	1.54
		%	-	-	0.7	52.2	47.1	100		
4	Basic salary compared with your qualification.	No	-	-	-	80	56	136	0.49	1.59
		%	-	-	-	58.8	41.2	100		
5	Job responsibility allotted to you	No	-	-	-	103	33	136	0.43	1.76
		%	-	-	-	75.7	24.3	100		
6	Interpersonal relationships with immediate supervisor.	No		8	28	67	33	136	0.83	2.08
		%		5.9	20.6	49.3	24.3	100		
7	Opportunities for professional training and further education.	No	-	-	20	20	96	136	0.74	1.44
		%	-	-	14.7	14.7	70.6	100		
8	Respect from managements	No	-	-	12	91	33	136	0.56	1.85
		%	-	-	8.8	66.9	24.3	100		
Average Mean								0.57	1.66	

Source: own survey, (2021)

Regarding satisfaction nearly 52.2. % and 47.8 were disagree and strongly disagree respectively response that Recognition given for job performance. out of 136 respondents 0.7%, %,44.1 and

55.2% were neutral disagree, and strongly disagree respectively response that we have Feeling of safe in the work environment. the. mean value 1.46 show averagely the employee get very less Feeling of safe in the work environment because the mean value is less than 1.50.in the above table form the whole respondent 0.7%, 52.2%, and 47. 1 were, neutral disagree, and strongly disagree respectively response that Financial rewards for better work .The mean value 1.54 show averagely employee in the organization response that Financial rewards for better work. In addition, from the total respondents about 58.8% and 41.2were dis agree, and strongly disagree and neutral respectively response that the job give for as is based on our specialization. Above 50% disagree that our job not fully utilize our skill. the mean value 1.59 show low utilization of employee skill on their work. According to survey result of respondents 75.7%, and 24.3%, were dis agree, and strongly disagree respectively response that response that we get good filling in achieving our job. Out of total respondents 5.9%, 20.6%, 49.3% and 24.3% were agree, neutral, disagree, and strongly disagree respectively that responsibility given for as acceptably.

In line with the above findings the study conducted by According to Luthans (1998), if people work in a clean, friendly environment, they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks and maintains that working conditions are only likely to have a significant impact on job satisfaction. Moreover, Tanner (2007) has said that if an employee cannot develop a mutually supportive and trusting relationship with the supervisors and co-workers, it will be difficult to achieve a high level of job satisfaction and commitment. The grand mean1.66 and standard division 0. 54 shows that employee are less satisfied issue related to recognition given to them , working condition, reward given to them, and other issues related to organizational culture ,communication, trust, justice, compensation, and empowerment

4.5. Ordered Logistics Regression Analysis

Ordered Logistic Regression Analysis we can deal Model Fitting Information, Goodness-of-Fit, Pseudo R-Square, and Parameter Estimates

4.5.1 Assumption of Ordered Logistic Regression

- ❖ The dependent variable is measured on an ordinal level (Dependent variables which are analyzed are generally in categorical and ordinal structure)
- ❖ One or more of the independent variables are continuous, categorical or ordinal
- ❖ The dependent variable has at least 3 categories with these categories and ordinals arranged

4.5.2 Test of the model

The model involves independent variable such as culture communication, trust, justice, compensation, empowerment and dependent variable or job satisfaction

I) Model Fitting Information

Table 4.9: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	500.880			
Final	478.031	22.849	6	.001
Link function: Logit.				

Source: Own Survey result, 2021 Table above give the overall test of the model and test the hypothesis that at least one of the independent variables does not have significant effect on the job satisfaction of employees.

The p – value of the Model fitting information Table 4.9 gives as 0.01 which shows some of, independent variables significant effect the on job satisfaction of employees at the 0.05 significance level and In the table 4.9 he p -values of less than 0.05 shows that the model is a

very good finding the data. as shown in Table 4.9, the model fitting information contained the-2 Log Likelihood for an intercept only or null model and the full model containing the full set of predictors. As can be seen in the table, the likelihood ratio, chi-square test to examine whether there are significant improvements in fit of the final model relative to the intercept only model. In this case, we see significant improvements in fit of the final model over the null model or we reject same of null hypothesis ($\chi^2=22.849$; $df=6$; $0.001<0.05$).

II) Goodness-of-Fit

Table 4.10: Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	1480.409	962	.000
Deviance	465.319	962	1.000
Link function: Logit.			

Goodness of fit table contains the deviance and Pearson chi-for determining square tests, which are useful whether model exhibits well to a data. These statistics are intended to test whether the observed data are inconsistent with the fitted model. If the deviance value is insignificant and Pearson value is significant model fits the data well. In particular, to this data, we see that both Pearson chi-square test ($\chi^2=1480.409$; $d f=962$; $0.000<0.05$) shows significant results of the data and the deviance test ($\chi^2=465.319$; $df=962$; $1.000>0.05$) further illustrates non-significant test results. Thus, these results suggest a good fit of model to the data.

III) Pseudo R-Square

Table 4.11: Pseudo R-Square

Cox and Snell	.155
Nagelkerke	.158
McFadden	.044

Link function: Logit.

Pseudo R-Square values are treated as rough analogues to the R-squared value in an ordinal logistic regression. In general, there is no strong guidance in literature on how these should be used or interpreted. Thus, it can be interpreted with caution. What constitutes a “good” R2 value depends upon the nature of the outcome and the descriptive

variables. Here, the pseudo R2 values (e.g. Nagelkerke = 15.8%) indicates that there is relatively small proportion of the variation in satisfaction between employees. This is just as we would expect because there are numerous organizational factors that affect employees' job satisfaction.

4.5.5. Parameter Estimates

Here under, we have regression coefficient and significant value for each of independent variables that predicted changes in log odds of being in higher as opposed to lower category. We interpret positive estimate as for every one-unit increase on an independent variable, there is a predicted increase of a certain dependent variables. On the other hand, for negative estimate can be interpreted as for every one-unit increase on independent variables, there is a predicted decrease of a certain dependent variables.

Table 4.12: Parameter Estimates of organizational factors on employee job satisfaction

		Estimate	Std. Error	Wald	Odds ratio	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Organizational factors	Culture	6.432	2.405	7.154	.9785	.007	1.719	11.145
	Communication	2.676	1.698	2.481	.9964	.015	-.653	6.005
	Justice	1.235	2.006	.379	.9646	.035	-2.697	5.166
	Trust	2.807	2.302	.123	.879	.726	-5.319	3.706
	Compensation	3.217	1.670	3.711	.8564	.054	-.056	6.491
	Empowerment	4.131	1.609	6.591	.954	.010	.977	7.286
Link function: Logit.		86.4						
Threshold value		2.88						
PseudoR2		0.44						

Source: own survey, (2021)

In the Parameter Estimates Table, we see the coefficients, their standard errors, the Wald test and associated p-values (Sig.), the 95% confidence interval of the coefficients and odds ratios. Since p-values less than alpha level they are statistically significant; otherwise not.

H1: Organizational culture has statically significant and positive effect on job satisfaction of employee. Since In ordinal logistic regression table estimate value of 6.432 shows that organizational culture is positive predictors of job satisfaction of employees and p-value 0.007 show organizational cultures is significant effect on employee job satisfaction. additionally odds ratio 0.9785 show that every one-unit increase on organizational culture, the job satisfaction employee increased by 0.9785. This indicates that favorable organizational cultures were more likely to indicate greater job satisfaction of employees to perform the assigned duties and responsibilities. This implies the null hypothesis was rejected. the study supported by Malmo, (2017) conducted research on the effect of Organizational Culture on Job Satisfaction in the ministry of Science and technology and conclude that there was positive effect of organizational culture on employees' job satisfaction.

H2: Organizational communication has no statistically significant positive relation with job satisfaction but in ordinal logistic regression table estimate value 2.676 shows that organizational communication has positive relation with job satisfaction and p-value 0.015 show that significant relation between organization communication and employee job satisfaction. the odds ratio 0.9964 show that every one-unit increase on organizational communication, the job satisfaction employee increased by 0.9964. This implies that effective communication within organization were more likely to reveal greater job satisfaction of employees. Therefore, null hypothesis was rejected. This study result is supported by Business conducted research on relationship between Organizational Communication and Job Satisfaction in temporary Work environment concludes that there is strong correlation between communication and job satisfaction.

H3: Organizational justice has no statically significant and positive effect on job satisfaction of employee. when we see ordinal logistic regression table estimate value 1.235 shows that organizational Justice is positive predictors of job satisfaction of employees and and the p-value 0.035 show that there is significant effect of organizational Justice on job satisfaction of employee. odds ratio 0.9646 show that every one-unit increase on organizational Justice, the job satisfaction employee increased by 0.9646. This indicates that the prevalence of organizational

justice was expected to indicate greater job satisfaction of employees. This shows null hypothesis was rejected.

H4: There is significant positive relation between organizational trust and employees' job satisfaction

The Ordinal logistic regression value 2.806 shows that organizational trust has a positive relation with job satisfaction of employees and the p-value 0.76 shows that statistically no significant relation of organizational trust and job satisfaction of employee. Odds ratio value 0.879 shows that every one-unit increase on organizational trust, the job satisfaction employee increased by 0.879. This illustrates that the existence of organizational trust was a good indicator for the job satisfaction of employees. This shows null hypothesis was either accepted or rejected

H5: compensation has no significant positive effect job satisfaction. In the above table ordinal logistic regression estimate value 3.217 shows that organizational Compensation is positive predictors of job satisfaction of employee and p-value 0.054 indicates no significant effect of compensation on employee job satisfaction. . Odds ratio value 0.8564 shows that every one-unit increase on organizational compensation, the job satisfaction employee increased by 0.8564. This finding is consistent with Ijigu (2015) who conducted research on Effect compensation on employees' Job Satisfaction in Ethiopian Public Banks and conclude that compensation package found to have positive effect of employees' job satisfaction . This indicates that compensation has its own contributes for better job satisfaction of employees in their organization to accomplish the professional duties and responsibilities. Hence, null hypothesis was either accepted or rejected

H6: Organizational Empowerment: employee empowerment has no significant positive effect on job satisfaction. In ordinal logistic regression table estimate value 4.131 shows that organizational empowerment is positive predictors of job satisfaction of employees and p-value 0.01 predictors' empowerment has significant effect on job satisfaction. Odds ratio 0.954 show that every one-unit increase on organizational Justice, the job satisfaction employee increased by 0.9646. This demonstrates that the existence of organizational empowerment was a good indicator for the job satisfaction of employees. This indicates the null hypothesis was rejected.

and the study supported by, Uluta (2018), conducted on the effect of empowerment on employee job satisfaction and concludes that there is a positive effect of empowerment on job satisfaction. To sum up, the findings indicated that employees' job satisfaction is associated with organizational culture, organizational communication, organizational justice; compensation and organizational empowerment are positive predictor of job satisfaction. As it can be seen, the regression equation contained seven variables in which one dependent variable represented by job satisfaction and six independent variables depicted above. among six independent variables all variable are positive predictor of dependent variables. the results from the regression analysis were enough evidence for the researcher to answer the research hypothesis by showing its effect on employee job satisfaction. the findings from the above-mentioned statistical tests have broadly answered the research hypotheses in either way. Since the aims of this study were to examine the extent to which employee job satisfaction is predicted by, organizational culture, empowerment, communication, organizational justices. Organizational trust and compensation. results of the current study demonstrated that culture, communication, empowerment, compensation and organizational justices are good predictors of employee's job satisfaction.

Interview result

Manager response that Promotion, autonomy, recognition for better contribution, different benefits like training, opportunity for further education, transport service and other benefits were the motivational practices that the organization used to increase the job satisfaction of the employees. Managers of the office response that some of currant mechanism to increase current job satisfaction are insurance scheme, house allowance, financial rewards, bonuses and other benefits but no positive response for these needs due to different reasons like budget constraints. based on the information obtained from different workers they think that most of the professionals were dissatisfied with or low level of job satisfaction in the organization or All interview participants said the general level of the job satisfaction of the Dawor zone selected finance office worker was low. the manager said that we encourage them to have good interpersonal relationships, create a conducive working environment, prepare monthly meeting in which all staffs discuss their problem in case team, this make their relation with their h manager smooth.

CHAPETER FIVE

Summary, conclusion, and recommendation of the study

The researcher attempts to summarize the findings that have been assessed during the process of conducting the research activity. The researcher tries to sort out the effect of organizational factors on employee's job satisfaction at Zonal level selected finance office. Hence, the major findings of this study are summarized and presented as follows.

5.1 Summary of major findings

The current study aim is identify effect of organizational factors on of employee's job satisfaction six assumptions or hypothesis was discussed.

5.1.1 The Effect of organizational culture on Employees' job satisfaction

The descriptive Statistics are analyzed using the mean and standard deviation, the ground mean score value of culture is $M= 0.71$ and $SD=.058$, which indicates that the mean in the organization culture is less developed H_1 : proposed no positive and significant effect organizational cultures employees job satisfaction .but estimate value positive 6.432 and from this value we confirm these two conditions are related p - value 0.007 which is <0.05 from this we understand organizational culture was an significant effect on employees job satisfaction . Therefore H_1 ; was rejected. This indicates that favorable organizational cultures were more likely to indicate greater job satisfaction of employees to perform the assigned duties and responsibilities

5.1.2 Relationship between organizational communication and job satisfaction

The ground mean score value of organizational communication is $M=0.7$ and $SD=.058$, which indicates that in the organization the employees have less chance to communicate what they want to communicate. H_2 : proposed no positive and significant relation between organizational communication employees job satisfaction, but estimate value is positive 2.676 and from this value we confirm these two conditions are related and p - value 0.015 which is <0.05 from the discussion organizational communication has significant relation on employees job satisfaction This indicates that best organizational communication is more likely to indicate greater job satisfaction of employees to perform the assigned duties and responsibilities. Therefore H_2 ; was rejected

5.1.3 Relationship between organizational trust and job satisfaction

When we consider organizational trust the grand mean 2.67 and standard deviation 0.74 shows that in the organization managers is better in assigning clear task for employee, providing feedback in their work and other issues related organizational trust for employee because the ground mean value of employee response for organizational trust question is between 2.5-3.5 that is pre-determined. H3: proposed no positive and significant relation between organizational trust and employees job satisfaction .but estimate value is positive 2.806 and from this value we confirm these two conditions are related and p- value 0.76 which is >0.05 from this we understand organizational trust has in significant relation with employees job satisfaction. Therefore H3; was either accept or rejected

5.1.4 The Effect of organizational justice on Employees' job satisfaction

In the descriptive Statistics the grand mean 1.95 and standard deviation 0.65 show that in the organization lack equal treatments related to job distribution fair distribution reward for good work and others. H4: proposed no positive and significant effect organizational justice employees job satisfaction .but estimate value positive is 1.235 and from this value we confirm that organizational justice has positive effect on employees job satisfaction and p- value 0.035 which is <0.05 show that organizational justice was an significant effect on employees job satisfaction . Therefore H4; was rejected

5.1.5 Effect of organizational compensation, on employees job satisfaction

In the descriptive Statistics grand mean 1.74 and standard deviation 0.5 shows that in the organizational managers is less in providing performance based compensation, employee are not more satisfied in the existing compensation and other reward given to employee based on their performance is very little because the ground mean value of employee response for organizational compensation question is between 1.5-2.49 that is pre-determined

H5. Proposed no positive significant effect of organizational compensation on employee job satisfaction. but estimate value positive is 3.217 from this value we confirm that organizational compensation has positive effect on employees job satisfaction and p- value 0.054 which is >0.05 show that organizational compensation was an insignificant effect on employees job satisfaction . Therefore H5; was either accept or rejected.

5.1.6 Effect Employee empowerment on employees job satisfaction

The descriptive Statistics grand mean 0.78 and standard deviation 0.54 shows that employee are have very less chance to participate on decision making, the suggestion give by employee is get lee value, in setting their job employee have very less chance to set together with mangers employee and in general employee are not well empowered in the organization. H6 proposed no positive and significant effect of Employee empowerment on employee job satisfaction. but estimate value positive is 4.131 and from this value we confirm that empowerment has positive effect on employees job satisfaction and p- value 0.01 which is >0.05 show that Employee empowerment was significant effect on employees job satisfaction . Therefore H6; was rejected. Concerning to job satisfaction of employee the mean value 1.66 and standard deviation 0. 57 show low job satisfaction of employee in the study area.

5.2 Conclusions

Dawro zone selected finace office play significant role in satisfying worker to perform well in their professions. There are several organizational factors these have its on effect on employee ' job satisfaction like organizational culture, organizational communication, organizational trust employee empowerment, compensation, organizational justice expects, organizational trust Moreover, most of selected finace office were not , lacks good organizational culture , manager not treats everybody equally, many studies have put serious efforts into developing valid and reliable tools for employee job satisfaction in different sectors such as the service delivery sector, since in recent years many organizations have shown concern about the importance of having satisfied employee. however, employee job satisfaction had been under-researched in the service sector of the public organizations. Accordingly, the current thesis has aimed to investigate to what extent employee' job satisfaction could be predicted by these organization factors within a sample of employees working in Dawro zone selected finace. Overall outcome of the study recognized organizational culture, organizational communication, organizational trust, organizational justice empowerment, and compensation are positive to predict employee job satisfaction. The findings of the current study emphasize culture; communication and empowerment are vital factor for improving job satisfaction among worker in the office. Hence from this research it can be concluded these factors are most important

aspect for job satisfaction of the employees in the organization. In general respondents feel that the organization is not doing enough to improve overall job satisfaction.

5.5. Recommendations

- ❖ Future research should investigate sample groups from different public organizations from this or other regions, which may lead to different conclusions.
- ❖ Organizational culture has strong and deep effect on job satisfaction in organizations because of this Organizational policies regarding culture should be clear for employees. employee's behavior towards their work is affected culture because of this Organization should have a flexible culture and It has been recognized that the organization managers develop best culture of team spirit, shared rule and regulation and that increase job satisfaction employees
- ❖ It is recommended that all managers develop effective communication strategies to provide frequent pertinent information and create avenues for suggestions, opinions, and feedback from employees. employees often have expertise that should be utilized. the organization managers Communicate clear goals and expectations to employees, employees want to be part of a compelling future, want to know what is most important at work and what excellence look like, employees know what is going in the organization as well as how their jobs contribute to the big picture, be open-minded and encourage them to express their ideas and perspectives without criticism and Give immediate feedback
- ❖ Organizational justice has positive and significant effect on employee's job satisfaction because of this It is advisable that organization manager, Provide performance based compensation, offers adequate justification for decisions made about employee job and fair treatment among employee in the organization. Introduce farinas among employee.
- ❖ In order to enhance employee' job satisfaction, the selected finance office manager gives clear role and task for employees, the mangers provide accurate and unbiased feedback, provides whole information about my organization and managers of organization tell everything done in the organization
- ❖ The office managers give recognition for employee successful work; provide well pay proportion to their ability, matches salary with his/her workload give employee opportunities for promotion.

- ❖ It has been recognized that, employees of the selected finance offices have less power to influence the issues pertaining to their job,. So, more is expected from the office administration in creating the situation that will enable employees to have influential power or impact the decisions regarding their responsibility areas. The power to impact gives employees' full confidence in predicting the future result and commits the resource properly to achieve the intended result.

In general Many studies have put serious efforts into developing valid and reliable tools for employees job satisfaction in different sectors such as the service delivery sector, since in recent years many organizations have shown concern about the importance of having satisfied however, employee's job satisfaction had been under-researched in the service sector of the public organizations. accordingly, the current thesis has aimed to investigate to what extent employees job satisfaction could be predicted by organizational cultures, organizational communication, organizational trust, organizational justice, compensation and employees' empowerment within a sample of employees working in Dawro zone selected finance offices. the thesis has found that that employees job satisfaction is predicted by these factors because of this the researchers suggests that organization developed best culture in the organization, openly communicate their ide, the organization should be trust to their employees, fair treatment among members in the organization, inspire, motivate and encourage employees, rather than just awaits problems to arise and then solve them.As most of the participants were slightly satisfied with in organizational culture communication, in their respective institution, because this the office of the organization should maintain the continuity of the activity by the previously employed method

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Appendix-A

**JIMMAUNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT**

MASTER OF BUSINES ADMINSTRAIO (MBA) REGULAR

Dear, sir respondent

My name is Tekalign Tadesse a post graduate student at jimma University college of Business and Economics. I am conducting a research on “the effect of organizational factor on employee job satisfaction in public organization selected woredas Tarcha Town Administration finance office in Dawro zone, for partial fulfillment of Master of Arts in Business Administration.

I Kindly request you to participate in assisting and fulfilling the questionnaire by spend some minutes of your and providing with any other relevant information. The information collected will be use for academic purpose only and treated with most confidentiality. Any information which you provide will be kept confidential. You’re genuine, and honest, response is highly appreciated for the outcome of the research.

I once again thank you in advance for your kind cooperation, participation and dedicating your time in filling the questionnaire. And if you have any questions please to contact me directly at 0932484469 or email at tekatadebey@gmail.com.

General instruction

- no need of writing your name
- In all cases where answer options are available please tick (√) in the appropriate box

Appendix 1: Demographic Questions

The following questions concern your personal information. please fills in the boxes by making tick (√) and fills the planks appropriately by indicating individual data will be reported

1. Sex male female

2. Age

Under 30 31-35 36-45

46-50 51-60 above 60

3. Education level

1 below twelve and Twelve 2. Certificate 3. Diploma

4. Degree 5. Master's Degree 6. Above master

4. Marital status: 1. Single 2. Married

5. Monthly salary

1.1. < 2000 2. 2001 - 3000 3. 3001 – 4000

4. 4001-6000 5. 6001 - 9000 6. above 9000

6. Work experience:

1. < 1 year 2. 1-2 3. 3-4

4. 4.5-8 5. 5.9-10 6. Above 10 years

Appendix 2:

Questionnaires about the organization factor and job satisfaction with five-point Likert scale such as

Scale 1 = strongly disagree 2= disagree 3= neutral 4= agree 5 = strongly agree

NO		1	2	3	4	5
	Item For organizational commitment					
1	I feel very little loyalty to this organization.					
2	I would accept almost any type of job assignment in order to keep working for this organization.					
3	My organization is known as a good employer locally.					
4	I have a good understanding of where the organization is going.					
	Item For organizational culture					
1	Existence shared vision increase your job satisfaction.					

2	The culture of Team spirit is best for your work.					
3	The culture of your organization is open to change to increase your work feeling					
4	Your shared producer, rule and regulation increase your job satisfaction					
Item For organizational communication						
1	I am kept well informed about what my office is doing					
2	I am able to speak up and challenge the way things are done					
3	There is a good communication between the management and employees in the organization					
4	manager provides a realistic job preview of all the important aspects of a job when hiring.					
Item for organizational justice						
1	I consider my work load to be quite fair and I am satisfied in it.					
2	Overall the rewards I receive here quite fair.					
3	When decisions are made about my job, the manager treats me with respect and dignity.					
4	The manager offers adequate justification for decisions made about my job					
5	My manager clarifies decisions and provides additional					

	information when requested by Employees					
6	Employees are allowed to challenge or appeal job decisions made by their managers					
	Item for organizational trust					
1	I have a clear role and clear task assigned.					
2	My leader provides accurate and un biased feedback					
3	I do not understand how my work role fits into the overall operation of this organization					
4	My supervisor provides whole information about my organization					
	Item for Compensation					
1	Provide performance based compensation					
2	Compensation structure is fair in the hierarchy					
3	Your organization Compensation increase your job satisfaction.					
4	I am satisfied with the benefits package given to me.					
	Item for Empowerment					
1	Management focusing un involvement of employee in decision making to enhances job satisfaction.					
2	My supervise value my suggestion					

3	I participate in setting my job that increase my job satisfaction					
4	My supervisor encourages me to suggest ways to.					

Questionnaires about the job satisfaction with five-point Likert scale such as

Scale 1 = strongly dissatisfied 2= dis satisfied 3= neutral 4= satisfied 5 = strongly satisfied

No	Item for job satisfaction	1	2	3	4	5
1	Recognition given for job performance					
2	Feeling of safe in the work environment.					
3	Financial rewards for better work					
4	Basic salary compared with your qualification.					
5	Job responsibility allotted to you					
6	Interpersonal relationships with immediate supervisor.					
7	Opportunities for professional training and further education.					
8	Respect from managements					

Appendix-B

Interview question

1. Does your organization have mechanism that can improve the level of employee job satisfaction?

2 what motivational practices currently usingd to increase the job satisfaction of empolyee?

3. What do you think the level of satisfaction of your employees?

4. What challenges have you faced with regard to your employee job satisfaction?

5. What kind of measures can be taken to stimulate better approach for the development of employee satisfaction strategy for your office

Appendix-C

Pilot Test Result

	Scale Mean	Scale Variance	Corrected Item	Cronbach's Alpha
I feel very little loyalty to this organization.	54.269 2	78.925	.974	.928
I would accept almost any type of job assignment in order to keep working for this organization.	54.269 2	91.085	-.447	.941
My organization is known as a good employer locally.	54.269 2	91.085	-.447	.941
I have a good understanding of where the organization is going.	54.269 2	91.085	-.447	.941
Existence shared vision increase your job satisfaction.	53.923 1	83.354	.418	.933
The culture of Team spirit is best for your work.	54.307 7	84.302	.336	.934
The culture of your organization is open to change to increase your work feeling	54.269 2	78.925	.974	.928
Your Shared producer, rule and regulation increase your job satisfaction	54.269 2	78.925	.974	.928
I am kept well informed about what my office is doing	54.269 2	78.925	.974	.928
I am able to speak up and challenge the way things are done	54.269 2	78.925	.974	.928
There is a good communication between the management and employees in the organization	54.269 2	78.925	.974	.928

manager provides a realistic job preview of all the important aspects of a job when hiring.	54.269 2	78.925	.974	.928
I consider my work load to be quite fair and I am satisfied in it.	53.461 5	82.258	.510	.932
Overall the rewards I receive here quite fair.	54.269 2	78.925	.974	.928
When decisions are made about my job, the manager treats me with respect and dignity.	54.269 2	78.925	.974	.928
The manager offers adequate justification for decisions made about my job	54.269 2	78.925	.974	.928
My manager clarifies decisions and provides additional information when requested by Employees	54.269 2	78.925	.974	.928
Employees are allowed to challenge or appeal job decisions made by their managers	54.269 2	78.925	.974	.928
I have a clear role and clear task assigned.	54.269 2	78.925	.974	.928
My leader provides accurate and un biased feedback	54.269 2	78.925	.974	.928
I do not understand how my work role fits into the overall operation of this organization	51.807 7	90.402	-.267	.943
My supervisor provides whole information about my organization	54.538 5	87.778	-.142	.935
Provide performance based compensation	54.538 5	87.778	-.142	.935
Compensation structure is fair in the hierarchy	54.538 5	87.778	-.142	.935
Your organization Compensation increase your job satisfaction.	54.269 2	78.925	.974	.928
I am satisfied with the benefits package given to me.	54.269 2	78.925	.974	.928

Management focusing un involvement of employee in decision making to enhances job satisfaction.	54.538 5	87.778	-.142	.935
My supervise value my suggestion	54.269 2	78.925	.974	.928
I participate in setting my job that increase my job satisfaction	53.769 2	84.105	.411	.933
My supervisor encourages me to suggest ways to.	53.769 2	84.105	.411	.933
I am satisfied with my job.	54.000 0	81.040	.661	.931
I get full credit for the work I do.	54.153 8	93.895	-.702	.944
The major satisfaction in my life comes from my job.	53.846 2	83.095	.484	.932
My job fully uses my skills.	54.115 4	87.706	-.070	.938
I get a feeling of accomplishment from my job.	53.807 7	83.602	.446	.933
I feel the level of responsibility given to me is acceptable.	53.807 7	83.602	.446	.933
The mission of my company makes me feel my job is important.	54.269 2	78.925	.974	.928
I feel I am doing a worthwhile job.	53.769 2	84.025	.336	.934

Reliability Statistics

Cronbach's Alpha	N of Items
.934	38

Appendix-D

Mean Values and Standard Deviations

	Mean	Std. Deviation
I feel very little loyalty to this organization.	1.000 0	.0000 0
I would accept almost any type of job assignment in order to keep working for this organization.	2.404 4	.6708 6
My organization is known as a good employer locally.	2.522 1	.5573 3
I have a good understanding of where the organization is going.	2.235 3	.6234 3
Existence shared vision increase your job satisfaction.	1.794 1	.5593 3
The culture of Team spirit is best for your work.	1.411 8	.6021 0
The culture of your organization is open to change to increase your work feeling	1.852 9	.5777 3
Your Shared producer, rule and regulation increase your job satisfaction	1.794 1	.5593 3
I am kept well informed about what my office is doing	1.441 2	.6528 0
I am able to speak up and challenge the way things are done	1.808 8	.5775 4
There is a good communication between the management and employees in the organization	1.750 0	.5544 4
manager provides a realistic job preview of all the important aspects of a job	1.808	.5237

when hiring.	8	3
I consider my work load to be quite fair and I am satisfied in it.	1.808 8	.5237 3
Overall the rewards I receive here quite fair.	1.985 3	.5835 4
When decisions are made about my job, the manager treats me with respect and dignity.	2.014 7	.5575 8
The manager offers adequate justification for decisions made about my job	2.007 4	.5510 4
My manager clarifies decisions and provides additional information when requested by Employees	1.860 3	.5600 6
Employees are allowed to challenge or appeal job decisions made by their managers	2.044 1	.8152 9
I have a clear role and clear task assigned.	2.279 4	.8227 4
My leader provides accurate and un biased feedback	2.382 4	.8866 0
I do not understand how my work role fits into the overall operation of this organization	4.250 0	.7576 8
My supervisor provides whole information about my organization	1.750 0	.4981 4
Provide performance based compensation	1.720 6	.4503 7
Compensation structure is fair in the hierarchy	1.779 4	.5924 4
Your organization Compensation increase your job satisfaction.	1.750 0	.4981 4
I am satisfied with the benefits package given to me.	1.720 6	.4503 7
Management focusing un involvement of employee in decision making to	1.691	.4637

enhances job satisfaction.	2	2
My supervise value my suggestion	1.691 2	.4637 2
I participate in setting my job that increase my job satisfaction	1.889 7	.6402 9
My supervisor encourages me to suggest ways to.	1.845 6	.5947 8
I am satisfied with my job.	1.522 1	.5013 6
I get full credit for the work I do.	1.455 9	.5145 0
The major satisfaction in my life comes from my job.	1.536 8	.5150 8
My job fully uses my skills.	1.588 2	.4939 7
I get a feeling of accomplishment from my job.	1.757 4	.4302 7
I feel the level of responsibility given to me is acceptable.	2.080 9	.8260 1
The mission of my company makes me feel my job is important.	1.441 2	.7380 1
I feel I am doing a worthwhile job.	1.845 6	.5561 6
Organizational commitment	2.040 4	.3031 0
Organizational culture	1.713 2	.4133 5
Organizational communication	1.953 4	.3575 7
Organizational justice	2.665	.4174

	4	7
Organizational trust	1.742 6	.4810 7
Compensation	1.779 4	.4060 4
Job satisfaction	1.653 5	.3019 9

Appendix-E

Ordinal Logistic Regression Results

Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	500.880			
Final	478.031	22.849	6	.001

Link function: Logit.

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	1480.409	962	.000
Deviance	465.319	962	1.000

Link function: Logit.

Pseudo R-Square

Cox and Snell	.155
Nagelkerke	.158
McFadden	.044
Link function: Logit.	

Parameter Estimates								
		Estimate	Std. Error	Wald	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
Organizational factors	Logocu	6.432	2.405	7.154	.007	1.719	11.145	
	logocom	2.676	1.698	2.481	0.015	-.653	6.005	
	logORJ	1.235	2.006	.379	.038	-2.697	5.166	
	logORT	2.807	2.302	.123	.726	-5.319	3.706	
	logCOP	3.217	1.670	3.711	.054	-.056	6.491	
	logEMPO	4.131	1.609	6.591	.010	.977	7.286	
Link function: Logit.								

Test of Parallel Lines^a

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	523.873			
General	466.757 ^b	57.116 ^c	49	.000

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value cannot be further increased after maximum number of step-halving.

c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.