



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

**EFFECTS OF EMPLOYEE JOB SATISFACTION ON THEIR PERCEIVED  
JOB PRODUCTIVITY: A CASE STUDY IN RAMSEY SHOE FACTORY**

**BY  
TIZTA FEKADU (ID: SGS7/0305/2006B)**

**DECEMBER 2016  
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSTY, SCHOOL OF GRADUATE  
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**DECEMBER, 2016  
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## DECLARATION

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

Tizta Fekadu  
Name

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Signature and Date

## ENDORSEMENT

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

Shoa Jemal (Asst. Professor)  
Adviser

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Signature and Date

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## LIST OF ABBREVIATIONS AND ACRONYMS

<i>R&amp;D= Research and Development</i>
<i>FY = Fiscal Year</i>
<i>SPSS = Statistical Package for social science</i>
<i>RMG = Ready Made Garment Industry</i>
<i>GDP= Gross Domestic Products</i>
<i>ANOVA= Analysis of Variance</i>

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## ABSTRACT

*The purpose of this research paper is to find out the effects of employee job satisfaction on their perceived job productivity at Ramsey shoe Factory. The study considered the satisfaction of employees on Job Advancement, Job Accomplishment, Work Itself, Job Responsibility, Job Recognition and Job Engagement can result on employee's perceived productivity in Ramsay Shoe Factory. Ramsay shoe factory was selected as a model factory, because it's one of the biggest shoe manufacturing in Ethiopia that export huge number of shoe, and it administers 600 employees. The statement of the problem mainly constructed based on the report gathered from the ministry of Industry that clearly states the planned number of shoe to be exported during the year was much less than what was exported, the report also mentioned some of the problems shortage of raw materials, low-quality of the raw materials , lack of the required management capability; lack of labor competency among the mentioned problems in this research paper labor related problems was chosen, because shoe factories uses human effort. Also the management of Ramsey shoe factor has confirmed there is lack of labor competency, lack of concentration and attention to make one perfect shoe. Since the study focuses mainly on employee perceived job productivity, Frederick Herzberg's Motivation-Hygiene theory is used majorly in order to elaborate employee job satisfaction. In the research design and methodology simple random and convenient sampling technique were employed in declaring the questioner. The data collection instrument was questioner, which was prepared based on the Liker scale measuring at ordinal level. The data validity and reliability was tested to check consistency and dependability of the instrument. The spearman correlation test was conducted between employee job satisfaction and employee perceived job productivity in order to test that there is a positive and strong relationship among employee job satisfaction and their perceived job productivity. The collected data were analyzed by using the SPSS data analysis. This research uses the descriptive study to find out what, where and how this occurrence has happened. Base on the analysis the conclusions are employees need to get proper coaching, honest opinion on job that is challenging and enjoyable, employee did not have exposure on helping experts, the correlation result shows that there is a negative and strong relationship between employee job satisfaction and job advancement on perceived job productivity. The linear regression result shows that employees' satisfaction on job engagement and responsibility contribute more on employee perceived job productivity. Also the model summery result shows that the studied variables are (63.8 %) there for there should be more study on the remaining variables of employee job satisfaction. The ANNOVA table provided the result of the test is significant with P-Value below 0.05, that  $R^2$  is significantly different from zero there for there is a relation between the independent variables for employee job satisfaction and dependent variable on employee perceived job productivity. the F critical at 5% level of significant was 68.581. The researcher attempted to recommend the following suggestion based on the finding to Ramsay shoe factory managers should work for towards employees job satisfaction in order to achieve their perceived job productivity. Because when employees achieve the desired job satisfaction level, the effect on their perceived productivity is positive that means they achieve their goal, by this effect company level of productivity can increase in terms of creating new products, producing quality shoe, reducing wastage and, smart way of handling raw materials.*

**Keywords: Employee Job Satisfaction, Productivity, Job Advancement, Job Accomplishment, Work itself, Recognition, Responsibility and Engagement**

# CHAPTER ONE

## INTRODUCTION

This chapter introduces the background study, Profile of the company, statement of the problem, basic research question, objectives of the study, significance of the study, scope of the study, limitations of the study, organizations of the study and definition of terms and concepts.

### **1.1 Background of the Study**

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

Job satisfaction causes a series of influences on various aspects of organizational life; some of them are the influence of job satisfaction on employee productivity, loyalty (Aziri, 2011). Positive and favorable attitudes towards the job indicate job satisfaction; wear as negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2008).

Every organization is expected to deliver quality product and services. To do so, employees need to be satisfied with their jobs. Workers can be a valuable source of information about factors that enable them or hinder them from providing high quality of care for their jobs (John, 2014).

There are varies factors that influence an employee's level of job satisfaction. Some of these factors may include the level of Job accomplishment, Job recognition, and engagement, work itself, Job responsibility, and the perceived fairness of the promotion system within a company, the quality of working conditions, leadership and social relationships (Parvin, 2011).

Modern business in this arena requires majorly human effort, to crate to produce new product. Human resource is closely linked in achieving the perceived productivity. Quality products are highly related to human input more than anything else. To be preferred employers, managers need to be able to attract and keep employees with best talent to enhance productivity. A true manufacturing company creates coherence between the employee's satisfaction and the organizations objective and strategy (Chary, 2009).

Productivity is a common measure of how well a country, industry or business unit is using its resources. Its growth is often an indicator of good organizational growth and employee performance. Organizational performance is proofed by best labor competency, economic growth, and organizational productivity (Kumar and Surash, 2009).

Variables of employee job satisfaction can have a positive effect on employee perceived job productivity, because these variables are motivational factors, which influences a person emotion on job. This motivational variable can increase the skill, ability and the interest of the employees especially, for those who engaged in shoe manufacturing. The type of the job has an effect on employee's motivation and productivity. For example, if an employee has a job that challenges cannot be bored rather initiated to solve the problem, solving problems are advances employee carrier, also it gives them engagement, at the job, engaged employee feels responsibility, this brings recognition to employees all this motivational variable brings positive attitude towards the job, that means he or she can do the perceived job productivity. Productivity means producing one additional output using the same input that is used for standard unit. The purpose of this research paper is to find out the effects of employee job satisfaction on employees perceived job productivity.

### **1.1.2. Profile of the Company**

Ramsey Shoe factory is one of the Ethiopian biggest privately owned factories. It is registered as Efenesh Zelalem Shoe and Leather Products Manufacturing General Partnership. It was established in 1993 E.C. by Ato Hbetea who was the father of the current managing director Ato Zelalem Habetea with an initial Capital of \$200,000. The factory mainly engaged in the production of men's shoes. It has about 600 employees. Ramsey is estimated to have an average annual turnover and asset value of \$1.5–2million (John and Nebil, 2010).

The factory has a formal organizational structure; it has a centralized management style. Currently the factory produces both men's and women's shoes, 85% and 15% respectively. The factory has production capacity of 2000 pairs per day i.e. 1400 pair /day for men and 600 pair for women per/day. But its current production is 750 pairs of shoe per/day for men and 450 pairs of shoe per/day for women a total of 1,200 pairs of shoe per day. The factory has a slightly moderate production system, which is majorly labor intensive. Most purchasing and marketing activities are carried out through the personal contacts of the managing director. The production

and technical supervisory roles are undertaken by qualified professionals in their respective areas (John and Nebil, 2010/11).

The main inputs of the factory are leather and soles. The factory has an established relationship with local tanneries and sole manufacturers. Other shoe accessories and soles materials are imported. The market share of Ramsey in local market is 35% and it holds 65% of the total market shares in export. It has 10 sales shops as factory out let in Addis Ababa; the factory uses various government support and promotion program mostly to access international markets. For local and export market most customers, contact the factory manager directly, both for small and bulk supply. Ramsey has been exporting its products since FY2005/06 and presently 90% of total revenue comes from export sales. Its export markets are: - United States of America, Italy, Germany, Sudan, Kenya, Djibouti, Uganda and United Arab Emirates. In order to execute its daily production, the factory has a total man power of 600 employees (Africa business directory, 2015).

## **1.2. Statement of the Problem**

According to the Ethiopian Ministry of Industry published in 2006 E.C. report for the last four years, the export performance plan of manufacturing sector shows an increasing trend through the actual performance is much more less than what was planned. Given such a condition, the following challenges are the main ones among others, which are negatively affecting the export performance of the sub-sector. Such as shortage of raw materials, low-quality of the raw materials, low capability of product development, decreased research and development (R&D), the ability to develop new fashion and design (lack of the required technology in every aspects), lack of the required management capability; lack of labor competency and knowledge as well as infrastructural problems, transport, logistics, power, foreign currency, and custom clearance constraints (Ministry of investment report, 2006).

An effective system of management is essential to use the resources of an industry in producing quality products in an efficient way to be competent in the local as well as global market. The productivity of most foot wear factories is declining as result of poor human and material resources management. The productivity of workers is decreased at a very low stage. Long working hours, with small number of employs used to produce the same or decreased quantity of

products. The factory does not have an adequate human resources management system that enables to conduct continuous job analysis to cop up with the changing technology and to improve the method of doing work. Workers lack motivation, adequate skill and educational background, which had to be maintained through training and education to improve the products and increase production processes in a continuous fashion. Low quality of raw materials is the result of high production cost of the small volume of production this has been contributed by inefficient purchasing, poor inventory management and material handling that is entering to the manufacturing process. The raw material for foot wear industries is largely leather, which is expensive. Proper management of raw materials benefits foot wear factories a lot to be competent in the local as well as in international markets (Ministry of investment report, 2006). Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job (Ubom, 2001). (Oshagbemi, 1996) believes that job satisfaction is an important subject because of its relevance to the physical and mental wellbeing of employees. Hence, an understanding of the factors relating to job satisfaction is important, factors that affect job satisfaction are divided in to two (1) The job environment and the factors related to the job. This includes the nature of the job, relationship among people in the work place, how people are treated by their supervisors and type of the reward systems. (2). Individual factors that a person brings to the job including the individual's personality and experiences (Spector, 1997).

In addition to improved productivity, employee satisfaction should bring reduced turnover that can reduce training costs for new employees, identifying cost saving opportunities, curbing absenteeism, strengthening supervision, assessing training needs, streamlining communication, benchmarking the facility's progress in relation to the industry, and engaging employee's understanding and agreement with the facility's mission. Satisfied employees are focused on their professional tasks, without being confused by a negative environment, which leads to better performance and productivity (K. Shader et al, 2001).

For the benefit this research a short interview was conducted with the factory deputy manager to proof the above mentioned problems are real or not, from the point of the factory manager ,“The management feel there is a reduction of production in so many reasons some of them are quality

of raw materials, availability of exchange rate to import raw materials, Expensive transportation cost, high employee turnover, absolutely no professionalism in shoe manufacturing , employees don't focus on the quality of production, lack of concentration to make one perfect shoe, employees don't take trainings seriously, long work chains, shortage of electric power, the competency of supervisors to lead and manage the work is not uniform and the market not stable because of these issues the factory productivity is decreasing. "The manager confirms that the factory tries to improve these problems by improving employees 'bonuses, salary increment, and trainings given by government but the result showed employees feels the same after a few months.

Even if the mentioned problems are diversified, its fact that shoes making involves human contact in every step. Each shoe tells the value, time and attention given by each employee disregarding the quality and availability of raw materials. For example, if an employee is motivated to produce a quality shoe using defective row material, he or she can find a way to eliminate or hide the defect of raw material. But this can only be done if employees are satisfied. Based on the fact gathered from the above statement the researcher wants to answer "what are the effects of employee jobs satisfaction on employee perceived productivity on Ramsey Shoe Factory.

### **1.3. Research Questions**

Based on problem statement, in this research an attempt is made to provide possible solutions to the following basic research questions:

- To what extent the employees of Ramsay Shoe Factory are satisfied on job advancement in order to achieve their perceived job productivity?
- How does employee's job satisfaction have an effect on accomplishment of employee perceived job productivity of Ramsay Shoe Factory?
- How do employees engage on Ramsay Shoe Factory with their jobs to achieve the perceived job productivity?
- To what extent employees of Ramsay Shoe Factory feel recognized by their supervisor in order to achieve the perceived job productivity?
- How does employees job satisfaction affects responsibility on their perceived job productivity at Ramsay shoe Factory?
- To what level employees of Ramsay Shoe Factory are satisfied with their work itself in order to increase the perceived job productivity?

## **1.4. Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the study is to find out the effects of employee job satisfaction on their perceived productivity of Ramsey shoe factory.

### **1.4.2 Specific Objectives**

The specific objective of this study is

- To identify to what extent, the employees of Ramsay Shoe Factory are satisfied on their job advancement in order to achieve their perceived job productivity.
- To identify how employees of Ramsay Shoe Factory are satisfied with their job accomplishment on employee perceived job productivity.
- To examine how the employees of Ramsay Shoe Factory are engaged on their perceived job productivity.
- To explore to what extent employees of Ramsay Shoe Factory feel recognized by their supervisor in order to achieve the perceived job productivity.
- To show how satisfied employees with responsibility, affects their perceived job on Ramsay Shoe Factory.
- To find out the level of employee perceived job productivity, on Ramsay Shoe Factory are satisfied with the work itself.

## **1.5. Hypothesis**

In order to know and answer the research question on employee job satisfaction on productivity of the Ramsey Shoe Factory provided by the following hypotheses are formulated:

**H1:** There is a significant positive relationship between employee's job satisfaction on advancement and factory productivity.

**H2:** There is significant positive relationship between employee's job satisfaction on job accomplishment and factory productivity.

**H3:** There is significant positive relationship between employee's job satisfaction on work itself and factory productivity.

**H4:** There is significant positive relationship between employee's job satisfaction for having responsibility on job and factory productivity.

**H5:** There is a significant positive relationship between employee's job satisfaction on job recognition and factory productivity.

**H6:** There is a significant positive relationship between employee's job satisfaction on job engagement and factory

## 1.6. Definition of terms and concepts

- ☞ *Job Satisfaction*: - pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, E.A. 1976).
- ☞ *Satisfaction*: - a feeling towards a product provider or an emotional reaction (Kotler, 2000).
- ☞ *Organizational Commitment*: - to bring the skills and desires of the employee came to gather with the organization aim and benefits in a common point (Roberts, 1991).
- ☞ *Employee Engagement*: - Can be taken as s positive employees' emotional attachment and employees' commitment (Dernovsek , 2008).
- ☞ *Productivity*: - A ratio of a volume measure of output to a volume measure of input use (Measuring productivity,2001)

## 1.7. Significance of the study

Today's business is running on free market policy which allow business organizations to compete freely in giving best services and productions, factory's have to be competent enough in their respective sector to win both local and international market. Since shoe manufacturing has the nature of labor intensive this study will give idea how to satisfy employees in order to be productive,

- ◆ It helps to enrich local literature on the subject matter of job satisfaction and productivity.
- ◆ It suggests the factory managers to evaluate its handling and treatment of employees in order to be able to reach the desired productivity.
- ◆ It gives information to Ramsay shoe factory managers to design a better way to satisfy employees and increase productivity.
- ◆ It paves the way to study the effects of job satisfaction on employee's perceived productivity in Ethiopian shoe factories.

### **1.8. Scope of the study**

The effects of employee job satisfaction and productivity can be evaluated and expressed by using different managerial theories, in this study only Frederic Hertzberg motivational theory is adopted. Ramsey shoe factory has three factories in Addis Ababa, but in this study only one factory is considered because it manufactures for export standard shoe and mobilizes 600 employees depending on through market season. Only labors are considered in this study because they are the one who involve in every step of production. Due to the company policy financial and production reports are not used to measure the company productivity and profitability. There for employee perceived job productivity cannot be measured.

### **1.8. Limitation of the study**

This study is limited to:

- The study of employee job satisfaction on employees perceived job productivity of Ramsey Shoe Factory.
- Due to the market computation factories are not willing to give financial and productivity report.
- The validity and reliably of the data will be limited to the understanding and the free will of the respondent.

### **1.9. Organization of the study**

Chapter one introduces what the study is all about. It consists of the background of the study, profile of the company, statement of the problem, basic research questions, objectives of the study; it also addresses scope and limitation of the study and key terms. Chapter two deals with Frederick Herzberg's motivation- hygiene theory and a deep literature review on productivity. In chapter three the research methodology, designs, is used to interpret and analyze the data by using different analytical method. In chapter four the characteristics of the respondents are diversified by education, age, experience and, level of management. The collected data summarized and analyzed by using SPSS and tables. Chapter five summarizes the analyzed data conclusion and recommendation based on the findings.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### Introduction

This chapter presents a detailed theoretical discussion on employee job satisfaction and employees perceived productivity. In this chapter thorough literature review is conducted to provide a theoretical base for the study. The chapter explains in detail what employee job satisfaction and its effect on employee perceived productivity of Ramsey Shoe Factory.

#### 2.1. Employee Job Satisfaction

Human resources are defined as the available talents and energies of people who are available in an organization as potential contributors to the creation and realization of the organization's mission, vision, strategy, and goals (Human, 1999). There are two types of workforce in any manufacturing or process industry. These are direct labor force related with the manufacturing processes are indirect labor force that are related with the different types of services of the organization. Human resources management is planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of personnel of an organization for accomplishment organizational goals (Robbins, 1999).

These human resources are employees who work in an organization to achieve its productivity there for employee job satisfaction is essential to the success of any business. A high rate of employee job satisfaction is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be major priority for every employer. This is a well-known fact in management practices; economic downturns like the current one seem to cause employers and managt5ers to ignore it. There are several reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth.

Management should actively seek to improve these factors if they hope to lower their turnover rate. Even in an economic downturn, turnover is an expense best to be avoided. An employee who has no interest in his or her field, or the position in which he or she assigned to work on the

job, may initially put forth his or her best effort. However, this employee will often become bored with the work because there is no inherent motivation to succeed. Finding boring daily job reduces the individual's desire to show up to work and to do the job well. In this case, the employee may continue to come to work, but his or her efforts will be minimal. In contrast, an employee may be entirely too overwhelmed to handle the position; the responsibilities may prove to be too demanding. In this instance, employee will search for another position that offers the financial security he or she needs with job characteristics that challenge them appropriately (Koslowsky, 2002).

Satisfaction is a feeling towards a product provider or an emotional reaction to the difference between what employees, expects to receive or get and what actually received from the service provider, or it's about the fulfillment of the desire (Kotler, 2000). Satisfaction as a person's feelings of pleasure, excitement, delight or disappointment which results from comparing products perceived performance to his or her expectations or the pleasure one feels when one has fulfilled a desire, need or expectation (Hoyer, 2001). We can measure satisfaction by giving a rank from the highest level to the lowest level of satisfaction. If the employee felt that they have received a service as they expected, then they have achieved their desired level of satisfaction. If what the employee feels that they didn't get or received the service they were expecting them, they will have the lowest level of satisfaction (ISO, 2003).The concept "satisfaction" can be defined, in general, as being delighted when it meets the needs of the employee.

Revisions on the definition of Job satisfaction from different researchers have defined the Job satisfaction concept differently. The term was observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". Such description indicates the variety of variables that influence job satisfaction but tell us nothing about its nature. Lock defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke 1969, 1976). In simple terms, job satisfaction explains, what makes people want to come to work? What makes them happy about their job or not to quit their job? As per the review of Nash, M, Job satisfaction will be further enhanced if employees are doing work that utilize their skills. He also found that job satisfaction is an indicator of employee's motivation to come to work and it changes with age and employment cycle. He also concluded that certain

organizational characteristics influence job satisfaction, and one of the major factors is the intrinsic nature of the job itself. An individual who genuinely likes the content of the job will be more satisfied with the job. In terms of preferences, he said that industrial workers want job with high pay, high security, promotional opportunities, fewer hours of work and friendly supervision. Finally, he found that if it demands considerable effort to get a job through education, experience or achievement (Nash, 1985).

## **2.2. Factors Affecting Employee Job Satisfaction**

### **Frederick Herzberg's Motivation-Hygiene Theory:**

Frederick theory is the inventor of the Two-factor theory or hygiene theory. He describes two different factors as hygiene factors job dissatisfaction and motivator Factors job satisfaction as Hygiene factors are associated with the job context or work setting, such as: organizational policies, quality of supervision ... etc.(Herzberg,1987). He believes that improving hygiene factors prevents workers from being dissatisfied, but do not contribute to satisfaction. On the other hand, motivation factors are the sources of job satisfaction (Feder,2000), it is associated with the job content, for example, recognition, the work itself, responsibilities, and, advancement. In his point of view, building motivation factors into the job enables employees to be satisfied, and the absence of motivation results in low satisfaction, low motivation, and low performance (Niemba, 2002).

### **2.2.1. Determinants of Job Satisfaction or Motivation Factors**

#### **2.2.1.1. Achievement**

This requires helping and placing employees in position that use their talents and not to set up for failure. It is achieved by setting clear, achievable goals and standards for each position, and making sure employees know what those goals and strategies are. Individuals should also receive regular, timely feedback on how they are doing and feel they are adequately challenged in their jobs. (Herzberg, 1987)

### **2.2.1.2. Recognition**

Honoring employee for good job, favorable note or attention given to an employee for a 'job well done' or an outstanding behavior. Individuals at all levels in the organization want to be recognized for their achievement on the job. The individual's success does not have to be exaggerated before they deserve recognition. Employees should be acknowledged for doing something well immediately after their good work. Publicly appreciating them for finding solutions to a problem, writing a note of praise, establishing a formal recognition program like 'employee of the month or year', making periodic reports directly available to the employees themselves rather than to management, one of the key to job satisfaction is the feeling of success. That feeling of success can only come when employee feel he or she have had a meaningful contribution and appreciation. Both must be present before we feel success. Being recognized is one way we can feel a sense that our contribution has been appreciated. This can be department specific celebrations. It can even be a simple email from the boss. These are all forms of recognition that can increase job satisfaction are some of the ways of recognizing employees (Feder, 2000).

### **2.2.1.3. Work Itself**

This involves helping employees believe that the task they are doing is important and meaningful. Setting goals and reminding and emphasizing that their efforts lead to and contribute to positive outcomes and goal accomplishment is crucial. Success stories and cases should be shared on how an employee's actions made a real difference in the organization. Just because a person works at the assembly line worker does not mean the work he does is not meaningful. The work to be good and important, it doesn't have to involve the profession that is well appreciated like lawyers or doctors to feel. At work, everyone makes a meaningful contribution that makes a product and service becomes saleable. There for an individual contribution to a single work is meaning full. Also employees must know that their work is essential to the overall processes that make the practice succeed.

#### **2.2.1.4. Responsibility**

Granting additional authority to employees in their activity, giving them enough job freedom and power so that they feel they 'own' the job, the results are ways of giving them responsibility. As employees grow, they can be provided opportunities for added responsibility by adding challenging and meaningful work. (Herzberg, 1987)

#### **2.2.1.5. Advancement or Promotion**

Advancement means, awarding employees from lower position to a higher position in the organization. If possible permit and support them to acquire higher certificates so that they could become experts by themselves and make them more valuable to the practice and more fulfilled individuals that enable them to feel they are achieving to the goal. (Herzberg, 1987)

#### **2.2.1.6. Employee Engagement**

Employee can be defined as a willingness and ability to help their company succeed, largely by providing unrestricted effort on a sustainable basis (Perrin's, 2003). Employee engagement can be found in employee behaviors when the employee involves in a work and work experience when is affected by emotionally and rational factors relating with the work, work environment, work experience and norms of the organization and employees. Employee engagement is the involvement with and enthusiasm for work. Employee engagement can be taken as s positive employees' emotional attachment and employees' commitment (Dernovsek, 2008). Employee engagement is "the positive attitude held by the employee towards the organization and its value". (Robinson et al. 2004).If employee engaged that means he or she is aware of business situation, working condition with colleagues to improve performance within the job for the benefit of the organization which improves productivity. Employee engagement is a two way both the organization as well as the employees must work together to be able to develop care and responsibility for the organization and for the job.

### **2.3.1. Hygiene Factors**

Hygiene factors are associated with the job context or work setting, such as: organizational policies, quality of supervision (Herzberg, 1987). He believes that improving hygiene factors prevents workers from being dissatisfied, but do not contribute to satisfaction

#### **2.3.1.1. Salary**

Salary is a contractual agreement between the employer and the employee. It not a motivator for them but do want to be paid fairly and when due. If an employee perceives that he is not fairly compensated, he will not be happy and so slow the pace of performance. Comparable salaries and benefits, clear policies relating to salaries, increments, bonuses and benefits must be clearly indicated to avoid dissatisfaction.

#### **2.3.1.2. Supervision**

This involves technical and general supervision in the organization. Wise decisions should be taken when it comes to appointing someone to the role of supervising. This role is difficult and requires good leadership skills and the ability to treat all employees fairly. There should also be positive feedback and a set means of evaluating or appraising employees.

#### **2.3.1.3. Working Conditions**

The environment under which employees work has a tremendous effect on their level of pride for themselves and for the work they do. The provision of modern equipment and facilities, quality furniture, well ventilated offices, well-spaced offices, secured, well-spaced staff quarters, and so on are some of the conditions that are required to prevent job dissatisfaction in the organization.

#### **2.3.1.4. Company Policies**

An organization's policies, procedures can be a great source of frustration for employees if the policies and procedures are unclear or unnecessary or if those to follow are selected. A policy permits an employee to use his choice and initiatives in the discharge of his duties. Policies may not make employees satisfied and motivated but it can decrease dissatisfaction by making policies fair and applicable to all. Policy issues should be documented and distributed to employees, their inputs should be besought for while comparing Policies to those of similar practices. Policies should also be reviewed from time to time. Helping employees to use their initiatives can also go a long way in preventing dissatisfaction.

### **2.3.1.5. Interpersonal Relationships**

Relating well with peers, managers and subordinates encourages job dissatisfaction. Part of the satisfaction in employment contract is the social contact it brings to employees. Reasonable time should be given for socializing. This will help to develop a sense of teamwork and at the same time eliminate rudeness, difficult behavior and offensive comments. People should be encouraged to live in harmony irrespective of cultural and other diversities.

### **2.3.1.6. Job Status**

This is a person's social rank in a group, which often is determined by a person's characteristics, in addition to the person's formal position. When status differ, it may be difficult to communicate effectively in the organization. To reduce dissatisfaction, managers should use both verbal and nonverbal forms of communications to pass messages to employees with the highest level of probability that the information circulated will be intact. The issue of status should also be diluted to avoid a situation whereby those with higher status will not influence members having lower status. Individual status should not be a yard stick for motivation (Stephen, 2014).

### **2.3.1.7. Job Security**

Freedom from threats of layoffs, frequent queries, harassment, discrimination, mistreatment and so on. When there is no job security, an employee's needs for higher growth will be blocked. If he works hard but there is no security, he will seek to fulfill his needs elsewhere or burn out. While motivators are part of the job content and relate to what people actually do in their work hygiene or dissatisfies are often associated with job context: associated more to the work setting than the nature of work itself (Stephen, 2014).

## 2.4. Productivity

Productivity is commonly defined as a ratio of a volume measure of output to a volume measure of input use. While there is no disagreement on this general notion, a look at the productivity literature and its various applications reveals very quickly that there is neither a unique purpose for, nor a single measure of, productivity. Productivity is a ratio to measure how well an organization or individual, industry, even a country converts input or raw material like labor, materials, machines, capital, energy etc. into goods and services output. This is usually expressed in ratios of inputs to outputs. That is (input) cost per (output) good / service. A simple way of looking at productivity in a business organization is to think of it in terms of the productivity model of figure. The successful management of this process is ultimately the key to survival of any organization. It should be the concern of a development goal for all organizational members, irrespective of their position. As per the International Labor Organization (I.L.O) publication, definition of productivity is "Higher Productivity in Manufacturing Industries" has defined productivity as the ratio between output of wealth and the input of resources used in the process of production (I.L.O, 1979). Also the Organization for European Economic Co-operation (OECEC), in its widest sense has defined the concept of productivity as: "that productivity is the measurement of the economic soundness of the means"(Donald, 1990).The organized labor has tried to interpret productivity as the value of all output divided by man-hours of work. This assumption is based on the promise that labor is more productive, where the ratio of the time required to time spent in producing a unit of output is higher than in a situation where this ratio is lower. Any successful management of this process is at the end of the day is the key to survival of any organization. It should be the concern of and a development goal for all organizational members, irrespective of their position.

Productivity as an attitude of mind, It is a mentality of progress of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday, and continuously. It is the constant adaptation of economic and social life to changing conditions, it is a continual effort to apply new techniques and methods, and it is the faith in human progress (Josef, 1976). Even though productivity in a general is referred as the 'output to input' ratio, in essence it is the process of harnessing the capacity to increase yield by ensuring proper and efficient use of all types of resources in employment using them to produce as many goods and

services as possible, of the kind and quality most wanted by the consumers at lower costs (Jain & Agarwal, 1994). Productivity would broadly mean the optimized use of real resources (i.e. the man-power, materials and capital equipment) in order to obtain the output of goods and services needed by the community (Tibebe, 2002).

### **2.4.1 Concept of Product Quality**

**There are five major approaches to defining product quality these are**

1. The transcendent approach of Philosophy
2. The Product based economics
3. The user- based approach of economics, marketing, and operation management;
4. The manufacturing based and
5. Value based approaches of operations management
6. We can see these approaches from the point of view of manufacturing and value based operation. (Sloan review)

### **2.5. The Manufacturing Based Approach to Productivity**

Manufacturing based definitions states on the supply side of the equation, which is on engineering and manufacturing practice. All quality under manufacturing-based approach definitions identifies quality as “conformance to requirements.” for the specific production once a design or a specification is established, it must be implemented perfectly as it’s designed, and any deviation indicates a reduction in quality. Excellence is referred with meeting specifications, and it’s all about “making it right the first time perfectly and to be able to repeated perfectly in the same way till the end of the production life time.” In these terms, a well-made Mercedes is a high-quality automobile, as is it is repeated in the same way for every other production. This approach recognizes that a product produced poorly or deviate from product specification is more likely to be unreliable and it is the main indicator of internal customer satisfaction.

Quality is defined in a manner that simplifies engineering and production control. On the design side, this has led to an importance on reliability on engineering; on the manufacturing side, to an emphasis on statistical quality control. Both techniques are designed to clear out deviations early

the former, which is the engineering is first by analyzing a product's basic components, identifying possible failure modes, and then proposing alternative designs to enhance reliability; where the ultimate product is identical and uniform throughout, the mere addition of all the numbers produced during a given period of time, say, one year, will give us the total number of units produced. This figure when divided by the corresponding total number of man hours will give us the physical output per man-hour.

Similarly, a ratio like physical output per ton of raw material or material consumed or as a percentage of rated capacity of the plant and also in terms of every money value of the working capital used, can be worked out. In those plants where the final products are varied and not uniform, the physical output can be converted into standard hours, and the sum total of all the standard hours discharged in the production of the different articles will give us the total standard hours which, if related to the total production cost during the corresponding period, would give us the cost per standard hour. Alternatively, these standard hours when divided by the actual man hours will make available to us another equally good gauge for measuring productivity (Ptter, 2010).

For the manufacturing firms like Ramsey productivity is a crucial step to be more like the known brand like Nike, Adidas, etc. Other best shoe brands, these shoe factors achieve to be this much level of acceptance is because they are always produce imprecision, design, perfect finishing, comfort quality row material and they meet most of the world means customers need this precision is the output of quality productivity. In the productivity there is quality that means their perfection on the manufactured product.

## **2.6. Relation Sheep between Employee Job Satisfaction and Productivity**

In this study as discussed from different theories and literatures employee job satisfaction has been elaborated in such a way that satisfied employees with their job are motivated, energetic and productive, engaged, saves money; through the discussion of the productivity it's been explained that productivity is to be able to produce more by using the single input. The employee starts to do his or her job very seriously and in a plan and organized this is a product is manufactured in a due attention repeating it a thousand times in the same way with commitment the only given working hours, only a satisfied employee can produce with a certain level of commitment, there for when employee is satisfied becomes productive,

- **Better working environment raise productivity among workers.**

Working environment, working conditions are keep in good condition to employees that will allow to work freely and comfortably leads employees to a better productivity point. The research called working conditions, productivity and profitability Evidence from Better work better work discussion conducted a research in the Vietnam factories found a proof for the above analysis Holding all other demographic and job factors constant, as well as total hours, workers in factories that have significantly better working conditions particularly in the area of working environment reach their production target nearly 40 minutes faster than workers in factories with relatively worse conditions. In addition, as would be expected, multi-skilled workers reach their production targets 30-40 minutes faster than their unskilled counterparts (Brown, 2014).

- **Productivity gets higher as employees are satisfied when they are well compensated when they earn a higher wage: -**

Because it's what they contribute beyond the standard working hrs., using the row material economically that means reducing wastages with this they have increased productivity this resulted to profitability a manager who noticed these changes must know its achieved by these employees productive action there for it should increases their wages then the result become employee satisfaction to proof these we can see the research work called working conditions, productivity and profitability better work discussion conducted a research in the Vietnam the profit they help to gain the organization because employees are productivity are Satisfied could hypothesize that factories with better compliance with working conditions could offer workers less in the form of wages, thereby increasing profitability. In fact, the opposite is seen in the Better Work Vietnam factories studied. Factories with statistically significant better working

conditions also offer statistically significant higher wages, holding demographics, hours, and productivity constant. Productivity gains from better working conditions benefit both the factory, in the form of higher profitability, and workers, in the form of higher wages (Brown, 2014)

- **Employees are more satisfied when they feel safe on jobs and productive, if factories managers are more compliant with labor standards and communication.**

When employees feel that they are working under the labor law that could protect them from any work related abuse by their manager they feel safe to work, to speak whatever in their mind about the work and its related issues, also feel safe to communicate vertically and horizontally even with one another, these freedoms help them to embrace their work, increase more confidence to take a lead on it that takes them to be productive.

- **Factories with more humane labor management practices are more productive.**

When employees perceive improvement, working conditions traditionally associated with improvements in their sense of physical security and assurance in wage payments. Similarly, factories do better when they go beyond merely avoiding conditions associated with employee manipulation and instead create an environmentally comfortable and trusting workplace. Productivity gets higher where employees are comfortable raising workplace concerns, where employees express greater satisfaction with water and air quality, and where there is greater satisfaction with restrooms, canteens and health services provided in the factory, holding other factors constant. Improvements related to overtime pay and benefits also have a positive impact on productivity (Brown, 2014).

## 2.7. Empirical Literature Review

There are a tremendously number of researches has been conducted on employee job satisfaction amount theses many of these choose to review the most relative study conducted in Bangladesh garment factory called Readymade Garment Factory. The Purpose of this paper was to focuses on the job satisfaction of the employees of the Ready Made Garment Industry (RMG) in Bangladesh. Although traditionally jute industry dominated the industrial sector of the country until 1970s, but from early 1980s the Readymade Garments (RMG) industry emerged as an important economic sector of the country and gradually replaced the jute industry. There has been a steady growth in RMG exports during the last three decades (Haider, 2007). It is important that 80% of the total workers of RMG sector are women (Khatun, 2008). In this study, the researcher tried to find out what is the lacking of the owners of the RMG sectors towards the performance enhancements of our garments industry. We found out that the workers are the key success factors of that industry. The garments industry contributes the highest portion of our country's GDP. Enhancing the performance of the industry in terms of diminishing the dissatisfactory factors of the workers may drive the country from developing to a developed one. The broad objective of research is to: "Identify the employee's job satisfaction affecting job enhancement of the RMG sector in Bangladesh. Almost every country irrespective of its stage of development is engaged in garment manufacturing and trading. This industry migrates from high-wage to low-wage countries because of low cost of labor and cheap raw material. Almost, without any exception, historically, the readymade industry was the first industry a country was able to introduce, which eventually led to the development of other industries. The literature review shows that after the liberation industrial base in Bangladesh had to face a sudden vacuum of the entrepreneurs (who were mainly from West Pakistan). However, towards 1980's a new industrial venture namely garments manufacturing factories started to grow with some favorable policy support from the Government and preferential treatment of major apparel importing countries by guaranteed share of their market. The data collection method was primary survey on employees of garment industry and experts of the same industry supported by secondary research on previous research, industry report, government paper, and interview of resource persons. The main research question was developed in the form of, hypothesis tests are the primary tools used for the data analysis. The findings show that garment workers are unhappy with their working environment and about pay package.

## 2.8 Conceptual Frame Work

This conceptual frame work is Frederick Herzberg's motivation-hygiene theory modified to fit this frame work for the purpose of this study. This frame work helps us to pin point the relationship of independent variables of employee job satisfaction with the dependent variable of productivity. It also an aid for a reader what are the major factors on employee job satisfaction on their perceived productivity.

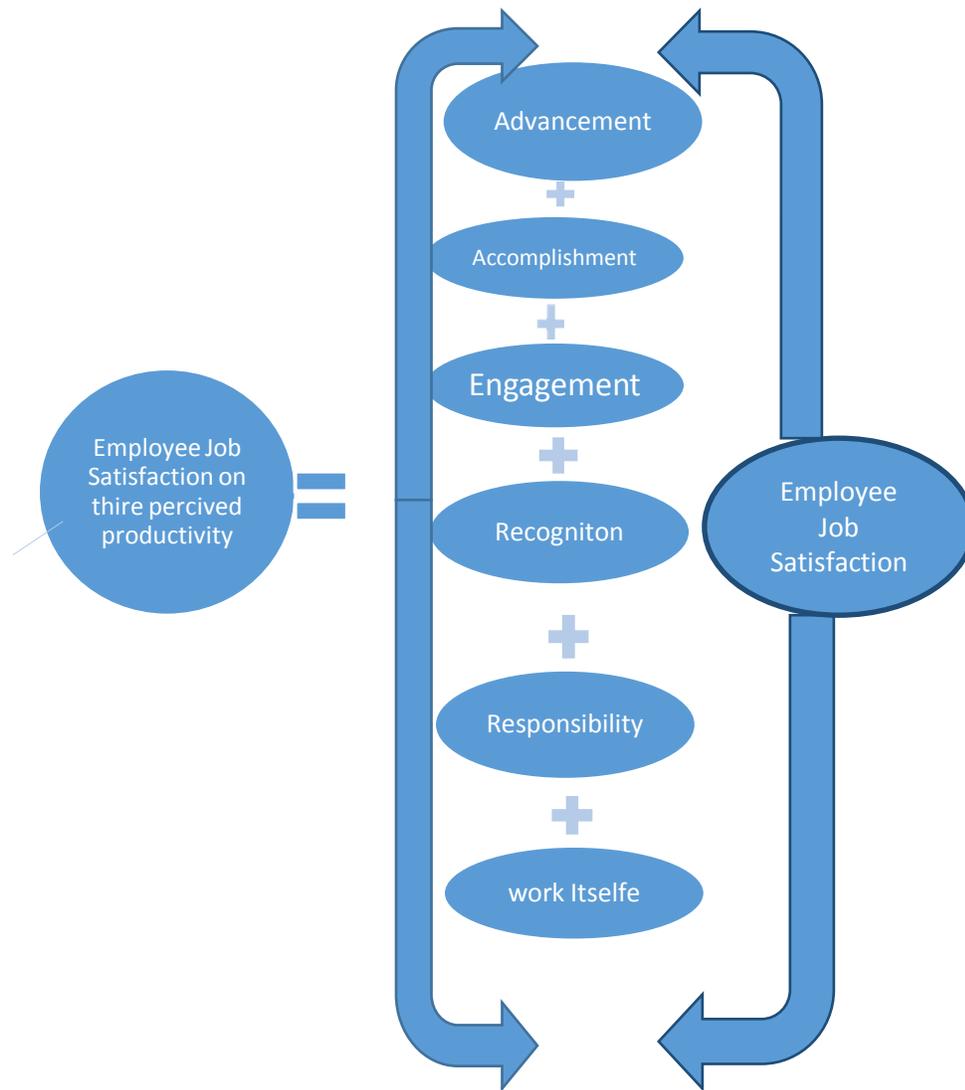


Figure 1. Frederick:-Motivation-Hygiene Theory (own diagram)

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter presents the research design, population of the study, sample size determination, sampling method, data collection method, data analysis and ethical consideration and methodology that is used to conduct the study.

#### **3.1 Research Design**

The researcher used quantitative research method. Quantitative research data is used to explain relationship of employee job satisfaction and productivity by collecting numerical data that have been analyzed using mathematical relations specifically descriptive and inferential statistics that is used to allow us to make predictions (inferences) about a situation that has not yet occurred. This research uses the descriptive study that is concerned with finding out the what, where and how this occurrence has happened. This design is considered suitable because it helped in collecting information from respondents particularly employees of Ramsey shoe factory based on age, sex, experience attitudes, awareness and opinions in relation to the effects of employee job satisfaction on their perceived job productivity of Ramsey Shoe Factory (Mark, 2007).

#### **3.2 Population of the Study**

Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2008). The target populations of these study are employees of Ramsey shoe factory who are directly involved in shoe production. A population is a well-defined set of people, services, elements, and events, group of things or individual being investigated (Magenta, 2008). This definition ensures that population of interest is homogeneous. The total employees of Ramsey shoe factory are 600 in both shift at both factories located in front of Autobus Tera Addisu Mikaeal Church and at Saris Kadisko paint Industry Zone.

#### **3.3 Sample Size and Sampling Method**

The sample size population was employees of Ramsey Shoe factory in Production department. They are selected based on their production line and individual performance level as reported from their weekly performance register book. That is used to control employee who produce more than the standard dozens of shoes. The sample population has gender distribution, different

educational backgrounds and varying work experience. The age distribution includes from 18 to 60 and above. To sample out the size of the population random stratified sampling method is adopted. Stratified random sampling is a technique which attempts to restrict the possible samples to those which are "less extreme" by ensuring that all parts of the population are represented in the sample in order to increase the efficiency (that is to decrease the error in the estimation). In stratified sampling the population of  $N$  units is first divided into disjoint groups of  $N_1, N_2, N_H, N_L$ , units, respectively. These subgroups, called strata, together they compromise the whole population, so that  $N_1+N_2+\dots+N_L=N$

From each stratum a sample, of pre-specified size, is drawn independently in different strata. Then the collection of these samples constitutes a stratified sample. If a simple random sample selection scheme is used in each stratum, then the corresponding sample is called a stratified random sample. Stratified Random sampling is a modification of random sampling in which you divide the population in two to or more relevant significant strata based on the number of attributes. (Mark 2007)

The population strata of the sampling are explained below

- Population: Employees who are directly involved in production, there for the total population size currently is 600 employees who works in both factories.
- Sample units: The different line of production in each section
- Sample element: - Employees in production departments
- Sample Size: - 240
- Sample ratio: -  $240/600$ , 0.4 or 40%
- Sample frame: - List of Employees by department and job Position

### 3.3.1 Sample Size Determination

In order to determine the sample size, the researcher uses the formula of Yamane T. (1967)

For a survey design based on a simple random sample the formula I used is

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

Where,

**n** = required sample size

**N**= known population size

**E** (error factor) = 0.05

There for, in this research the sample population is calculated as follows,

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{600}{1 + 600(0.05)^2}$$

$$n = \underline{\underline{240}}$$

### 3.3.2 Sampling Technique

The sampling technique was stratified random sampling to obtain proper representative of each department under each production line. The respondent was not forced to fill the questionnaires. Rather the researcher asks their permission before the questionnaires distributed to each one of them there for they have filled the questionnaires willingly. To increase the accuracy of the data the researcher was explaining each question and observe how they have filled it. The population is homogeneous with respect to age, experience, educational background, sex, and gender, and line of production stratified sampling technique is used and explained in the above sentence. In order to measure employee's satisfaction level, conditional sampling technique based on the weekly registered book from each line of production.

### **3.3.3 Source of Data**

The data was collected only by using questionnaires to different employees who work at different production line in the factory. The questionnaire issued is used as a primary data collection instrument.

### **3.4. Data Collection Instrument**

The questionnaire has been administered through personal follow up and also the researcher uses observation and previous knowledge of the company because the researcher has a few years back experience which creates easy understanding. This questioner was administered to employees to capture perception of employee job satisfaction on their perceived job productivity. The questioner was designed in a way to help in revealing some required work oriented personalities and to put out employees real feeling to identify the effects of employee job satisfaction on their perceived job productivity. To increase the intensity of measuring Likert scale questionnaire used.

Likert Scale: - to indicate the employee's agreement and disagreement on different issues related their job satisfaction on their perceived productivity. The Likert scale mean was 3. ie is  $1+2+3+4+5/5=3$ .

### 3.6. Procedure of Data Collection

Before collection the data the executive manager and the deputy managers were asked for permission to distribute the questionnaire to employees with their respective departments. After the managers discuss on the content of the questioner they have facilitated each supervisor to give round to each employees to fill the questioner by providing empty office in order to give free dome to employees. As per the main manufacturing process the sample were taken from each production line. The factory has six main production line which are Designing, Cutting, Preparing and assembling parts, molding on Last, Gluing with sole, finishing as described below by the diagram.

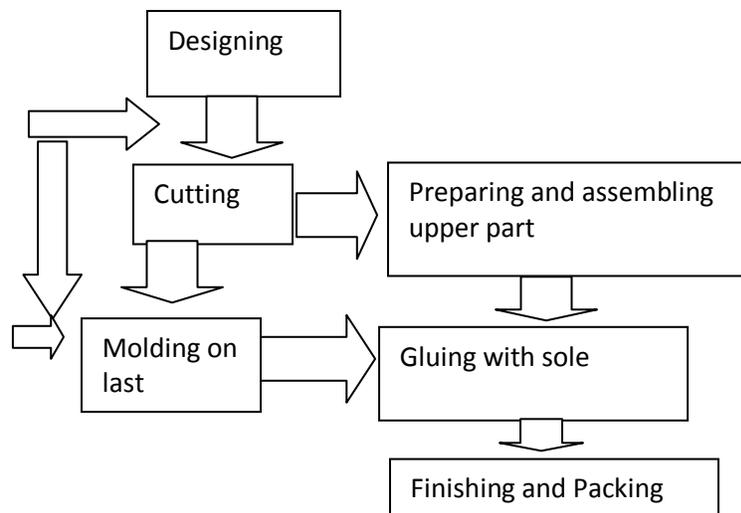


Figure 2. Production line (own diagram)

Based on the above diagram the sample was taken randomly from each line of production department. They are selected randomly based on their production line and individual performance level as reported from their weekly performance register book.

To be on the safe side from the danger of uncollected questionnaires and unfilled questionnaires extra 15 questionnaires was distributed. Luckily only 15 of them were rejected for different reasons and 240 questionnaires were analyzed to test the relationship between dependent and independent variables. The non-responding percent was 6.25 % which means the responding rate was 93.75%.

### 3.5.1 Validity

Employee job satisfaction on their perceived job productivity was suggested based on the Frederic Herzberg theory the questioner was developed. Before distributing the questioner to the respondents the validity of the instrument was checked by the adviser in order to make sure that it can be answered. It was also tested if it can answer the basic research question. After having the approval of the adviser the instrument was considered to be data collection instrument.

### 3.5.2 Reliability statistics

The questioner was considered as a valid instrument for data collection. Then it was distributed to 20% of the total sampled employees which is to 48 to conduct a pilot test in order to avoid the miss understanding, mistakes, recurring, and also to see if the questioner is easily understandable and can be answered by the employees without taking too much time. The data was evaluated by using SPSS presented as follows.

**Table 3.5.2.1: Reliability Test Result on the Pre- test**

To test the reliability, the researcher used Cronbach's Alpha Coefficient. The result described as follows.

No	Variables	Cronbach's Alpha	N	No of items
1	Job advancement	.318	240	5
2	Job accomplishment	.978	240	5
3	Work itself	.973	240	5
4	Responsibility	.934	240	5
5	Recognition	.959	240	5
6	Engagement	.971	240	5

Table 3.5.2.1 showed that reliability statistics. Cronbach's alpha coefficient indicates internal consistency of data. The researcher used the rule of thumb that was developed by (George and Marry 2003), where the rule stated that alpha value  $\geq 0.90$  is excellent,  $\geq 0.80$  is good  $\geq 0.7$  is acceptable  $\geq 0.6$  is questionable,  $\geq 0.50$  is poor  $\leq 0.50$  is an acceptable. Except Advancement All factors such as job accomplishment, work itself, responsibility, recognition and engagement has strong reliability because the Cronbach's alpha coefficient value was greater than .70. Based on

the result of the pretest the advancement question was adjusted and distributed again the result is 0.813 on advancement. Since the result is  $\geq 0.70$  it was accepted.

### **3.6 Method of Data Analysis**

The collected data is used be examined and checked for completeness and clarity. The data is summarized, coded and organized. Explanatory statistics such as means, standard deviation and frequency distributions used to analyze the data. Correlation is measures of how two variables vary in relationship to each other (variability). In some sampling applications two or more variables are measured on each sample unit in order to explain the causal relationship that is between employee job satisfactions and independent variable over the perceived job productivity of the of the employee of Ramsey Shoe Factory. In order to show that there is a linear relation sheep between employee satisfaction which is  $x$  and productivity is  $y$  by assuming there is a straight line relation sheep these research used the Regression estimation method while assuming a straight line relationship between  $y$  and  $x$  with constant variance (i.e.,  $if = 1, I = 1, \dots, N$ ) is still the most generally accepted approach at this time. The data is organized with the help of Statistical Package for Social Sciences (SPSS) that has data handling and statistical analysis capability that can analyze data statistics and generate explanatory statistics such as frequency, percentages, means and standard deviations correlation and regression. Data presentation will be done by using of frequency tables. This ensured that the gathered information is clearly understood.

### **3.8. Ethical Considerations**

Before conducting to the data collection the researcher has discussed with the managing director of the factory to be able to use and conduct the research in the factory. Based on his agreement this research has been conducted this way. Official letter of data collection request was gathered from St. Mary graduate school and issues to Ramsey shoe factory. In return a written approval was secured that allow the data to be collected.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

This chapter contains descriptive analysis that is discussing the opinion of respondents gathered through questioner; hypothesis is tested by using correlation analysis, and linear Regression analysis. Relevant demographics characteristic of the respondent is discussed. The remaining discussions of correlation analysis and recreation analysis was conducted in each hypothesis and also with variable, dependent variable against independent variables are tested.

#### **4.1. Demographic Characteristics of the Respondent**

The demographic characteristics of the respondents such as gender, age, marital states, educational level and work experience were analyzed and presented through the SPSS descriptive statistics application. The results of the descriptive statistics analyses are presented as follows.

**Table 4.1: Gender, Age and Marital status of the respondents**

<b>NO</b>	<b>Item</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
<b>1</b>	Sex	Male	119	49.6
		Female	121	50.4
		Total	100	100
<b>2</b>	Age	18-24	34	14.2
		25-30	86	35.8
		31-40	93	38.8
		41-50	19	7.9
		51-60	8	3.3
		Total	240	100
<b>3</b>	Marital Status	Single	126	52.5
		Married	114	47.5
		Total	240	100
<b>4</b>	Educational level	Junior High school	20	8.3
		High school	107	44.6
		Diploma	99	41.3
		Degree	7	2.9
		Master's Degree and above	7	2.9
		Total	240	100
<b>5</b>	Work Experience in Ramsey only	0-1	51	21.3
		1-5	149	62.1
		6-15	40	16.7
		Total	240	100
<b>6</b>	Work experience on the same line of production	0-1	66	27.5
		1-5	157	65.4
		6-10	13	5.4
		10-15	4	1.7
		Total	240	100

Source: -Researcher's Survey, 2016 computed by SPSS

**Table 4.1.1 item 1 Gender of the respondents.**

Respondents were 119 (49.6%) are male and the remaining employees 121 (50.4%) are women sex category. Thus, the majority of the respondents were categorized female sex category.

**Table 4.1.2 item 2 Age of the Respondents.**

Out of the total respondent of 240 employees are found between the ages of 18-40 which is aggregated to 216 of them are about 88.8 % of the total sample employees who are younger and productive the rest of respondents are between 41-60 total of 27 are 11.2%. Based on the age category, the result demonstrated that most of the respondents are from productive age.

**Table 4.1.3 item 3 Marital Status of the Respondents.**

Out of the total population of 240, 126(52.5%) are single and 114, (47.5%) of them are married which can be interpreted that above 50 % of Ramsay Shoe Factory employees are assumed to be for high rate of turn. If they decided to stay in Ramsey Shoe factory, they can give their time fully that help the company to have experienced employee producing more hours which increases productivity of the organization assuming they will not take class.

**Table 4.1.4 item4Educational Status of the Respondents.**

Out of the total respondents of 112 employees (8.3%) of them are in Junior school, 107employees44.6% of them are in high school 99 employees (41.3) of them have a diploma , 7employees(2.9%) of them has degree and 7 employees (2.9%) of them has master's degree which shows in Ramsey Shoe Factory with the aggregate result of 206 employees which amounts to 85.9% are in high school which is a good thing for Ramsey because these employees can easily take training and also they can produce shoes with knowledge and due attention.

#### **Table 4.1.5 item 5 Work Experience of the Respondents at Ramsay Shoe Factory.**

Out of the total respondent 51 (21.3%) of them have a job experience in working straight in Ramsey shoe, 149 (62.1) of them has a job experience in working Ramsey shoe and 40 (16.7%) of them has the job experience in working at Ramsey Shoe factory. This figure helps us to understand that at Ramsay shoe factory there are employees who have long working experience. By implication they know the norms and procedures of the Ramsey which is one of the main components for employee to be engaged and committed and are productive. It also shows that Ramsey shoe factory working environment is conducive to employees.

#### **Table 4.1.6 item 6 Work Experience of the Respondents in the Same Line of Production.**

Out of the total respondents 66 (27.5%) of them has been working in the same line of work ranging between 0-1, out of the total respondents 157 (65.4%) of them has been working between 1-5 years of in the same line of production, 13 (5.4%) of them has been working in the same line of production. This means the chance of getting bored by working on the same line of production is much higher and an indicator of employee dissatisfaction, low amount of quality production, hiding defective production by using their expertise which can have a negative impact on the quality of production and also when it reaches at the hands of consumer it loses its quality they have a dissatisfaction on customers by the effect reduces company profitability. The benefit to this effect is they become expert on that line of production by managing all the difficulties, minimum supervision and they know what is expected from them, they can productive.

### **4.2. Data Analysis Pertinent to the Study**

The data collection instrument was questioner in the form of five point Likert scale. The data were feed in the SPSS Version 20 to be able to analyze and interpret in the descriptive analysis. It was also used to test the hypothesis by using correlation and Linear Regression between the independent variables of job satisfaction and dependent variable of Productivity. The results of each analysis are presented sequentially as follows.

### 4.2.1 Descriptive Analysis

Under this topic, the study tries to analyze the responses given to the independent variables which are (motivational factors) on employee job satisfaction on their perceived job proactively. These are job advancement, job accomplishment, work itself, recognition, responsibility and engagement. That is believed to give answer to the basic research question.

**Table 4.2.1.1 Respondents Opinion on Job Advancement and its Effect on their Perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	Because I work different types of model of shoe, have greater knowledge	11	4.6	46	19.2			90	37.5	93	38.8	3.87	1.27
2	My supervisor backs me up when I face any challenge with my work.	4	1.7	37	15.4	22	9.2	90	37.5	87	36.3	3.91	1.04
3	My knowledge is advanced because there is a new technology adopted in the company.	48	20	28	11.7	30	12.5	98	40.8	36	15	3.19	1.377
4	I am discouraged that there is no stepping forward in my line of job.	63	26.3	77	32.1	17	7.1	40	16.7	43	17.9	2.68	1.470
5	My supervisor gives me a proper coaching to enhance my carrier.	73	30.4	61	25.4			59	24.6	47	19.6	2.77	1.568

Source: - Field Survey, 2016 computed by SPSS

To sum up, from the above data the employees of Ramsey Shoe Factory are satisfied being their knowledge and carrier has been developed, due to the new technology and by working on different types of shoe models. The challenges faced to their ability and skill, from satisfied employs of the organization is getting benefited because this quality shoe produce and the needed quantity grows their perceived productivity and ascertain the employees will stay. On the

other hand, employees are not satisfied with the way their supervisors don't give them a proper coaching and the fact that they don't have stepping forward in their line of Job that enable them to grow and be confident on what they produce. This has a negative effect on both employee satisfaction and productivity, satisfaction declines especially when employees don't get proper coaching and when they couldn't achieve their desired job achievement by this the development of carrier is stopped resulting quality production declines and cause wastage of raw materials, accumulation of defective shoe, resulting losing company.

**Table 4.2.1.2: Respondents Opinion on Job Accomplishment and its Effect on their Perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	My supervisor gives me his/ her honest opinion on my job	16	6.7	7	2.9			100	41.7	117	48.8	4.23	1.176
2	My supervisor digs out my ability by giving a chance to tray a new thing on my line of job	18	7.5	29	12.1			98	40.8	95	39.6	3.93	1.247
3	I have accomplished to be the best person on my line of job	7	2.9	30	12.5			104	43.3	99	41.3	4.08	
4	I have achieved an expert level in my line of work, because my supervisor recognizes me	25	10.4	19	7.9	8	3.3	79	32.9	109	45.4	3.95	1.322
5	The feeling of success I get from my job is satisfying	13	5.4	18	7.5			76	31.7	133	55.4	4.24	1.135

Source: - Field Survey, 2016computed by SPSS

Employs of Ramsey shoe factory feel accomplished their goal because most of them replied, they have accomplished to be the best person on line of job and have achieved expert level in their line of work, also because their supervisor recognize them and they can create new things, being competitive carrier wise, and highly motivated they have done their job very well. Some of them feel they didn't accomplish their job desire since their supervisors do not give them honest opinion the job.

**Table 4.2.1.3: Respondents Opinion on Work itself and its Effect on their perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	I am board because there is no diversification in my line of work.	58	24.2	14	5.8	17	7.1	46	19.2	105	43.8	3.28	3.29
2	I am not satisfied because there is no chance of doing the kind of job I am best at doing.	97	40.4	21	8.8	13	5.4	55	22.9	54	22.5	2.78	1.673
3	I am satisfied because the working condition un the factory is conducive e.g. lighting, heat, noise, And ventilation.	37	15.4	7	2.9	27	11.3	72	30	104	43.3	3.77	1.406
4	I am satisfied that the work I do goes with my qualification.	50	20.8	16	6.7	15	6.3	63	26.3	96	40	3.58	3.51
5	I am happy to go work early in the morning because of the work environment.	40	16.7	11	4.6	7	2.9	78	32.5	104	43.3	3.81	1.456

Source: -Field Survey, 2016 computed by SPSS

As perceived from the above data even if there is no diversification of jobs most of them are happy, because they are working on the kind of job they can do most. It also motivates them, in addition, the working condition of the factory and the environment is conducive. In general, the above result proofs that whenever employees are satisfied with the working condition they would like to come to their work consistently. It also improves their perceived productivity.

**Table 4.2.1.4: Respondents Opinion on Responsibility and its Effect on their perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	My supervisor gives me the chance to work on my job without a close supervision	13	5.4	38	15.8			96	40	93	38.8	3.91	1.23
2	I have the freedom to use my own judgment	19	7.5	46	19.2			96	40	79	32.9	3.71	1.315
3	My supervisor gives me a chance to lead my team	51	21.3	26	10.08	14	5.8	100	41.7	49	20.4	3.29	1.454
4	My supervisor makes us dependent of his /her decisions for simple issues	124	51.7	32	13.3			58	24.2	26	10.08	2.29	1.544
5	The responsibility of my job disturbs my life	165	68.8	17	7.1		5	19		34			1.92

Source: -Field Survey, 2016 computed by SPSS

The data collected from the company employee job responsibility can be generalized with the indication that employees have been given responsibility to judge and adjust the work using their own knowledge and experience, which indicates that the employees make the job on their own, whenever there is ownership of work results quality production and increases productivity which leads to the employee's satisfaction and company profitability. In the other hand the if the job responsibility is disturbing employee's life can affect the organization productivity in the long run because people get tired and needs to live too. The average mean of responsibility at Ramsey is 3.15 which is dragged by the result of employee's job responsibility disturbs their life there for the result is discouraging for the future employees job satisfaction on job responsibility.

**Table 4.2.1.5: Respondent Opinion on Recognition and its Effect on their perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean		SD	
		F	%	F	%	F	%	F	%	F	%	F	%		
		1	My supervisor always recognizes my work	10	4.2	55	22.9	14	5.8	72	30.0	50	20.8	3.65	1.232
2	My supervisor never acknowledges my work	86	35.8	26	10.8	6	2.5	72	30	50	20.8	2.889	1.635		
3	The respect I get from my supervisor for the work I do makes me happy	16	6.7	35	14.6	22	9.2	93	38.8	74	30.8	3.73	1.230		
4	I get a good salary because my supervisor acknowledges my work	80	33.3	45	18.8	20	8.3	65	27.1	30	12.5	2.65	1.480		
5	My supervisor recognizes my ability; therefore, I get a chance to assist experts who come from abroad	117	48.8	33	35	14.6		74	30.8	14	5.8	2.30	1.470		

Source: - Field Survey, 2016 computed by SPSS

Even if employees of Ramsey Shoe Factory are recognized by their supervisors which increase employee satisfaction can be resulted in job improvement, commitment, job ownership, it resulted to increase organizational productivity. In this research irrespective of their productivity most employees are not given the chance to assist experts who came from abroad in order to improve their skill. This leads employee to be dissatisfaction.

**Table 4.2.1.6: Respondents Opinion on Engagement and its Effect on their perceived Productivity**

Item	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD	
		F	%	F	%	F	%	F	%	F	%			
1	I feel good because my supervisor pay attention to me when I tell him about the work related issue	15	6.3	50	20.8			86	35.8	89	37.1	3.77	1.311	
2	I feel bad because my supervisor doesn't give me a fast response to my job related problems	35	14.6	91	37.9	14	5.8	27	11.3	73	30.4	3.05	1.516	
3	My supervisor leads me towards the goal of the organization	29	12.1	59	24.6	20	8.3	67	27.9	65	27.1	3.33	1.410	
4	I get a true and honest response from my supervisor about the job I have done	5	2.1	17	7.1	39		94		85		3.99		
5	My supervisor encourages me to always improve my work and be productive	14	5.8	43	17.9	29	12.1	75	31.3	79	32.9	3.68	1.262	

Source: -Field Survey, 2016 computed by SPSS

One can conclude that employees of Ramsay shoe factory have a good communication with their supervisor related to job improvement and their perceived productivity. Because they have a true and honest response from tire supervisors about the job they have done which gives the benefit of gaining more knowledge, good communication with the supervisors that shows there is a modern type of management that incorporate employee's idea which helps to create a feeling of ownership, commitment and loyalty to the organization. The result of these factors leads the company to productivity. It's also shows employees have commitment, loyalty, organizational citizen ship and engagement because their supervisor makes sure employees understand to work through their perceived goal. This means that they do their job considering the organizational productivity which brings the productivity.

#### 4.2.2. Correlation Analysis

Correlation test was conducted between variables of dependent (productivity of employees) and independent variables (Effects of employee job satisfaction) was conducted to check the magnitude of correlation between the dependent variables employee productivity and independent variable employee job satisfaction (Employee job Accomplishment, Advancement, Work itself, Responsibility, Employee job Recognition, and Engagement). The detail of these relations among the variables and their interpretations are presented below.

**H1: There is a significant positive relationship between employee’s job satisfaction on advancement and their perceived job on productivity.**

Table 4.2.2.1: Relationship between Job advancement and its effect on productivity

Correlations				
			Productivity	Advancement
Spearman's rho	Productivity	Correlation Coefficient	1.000	-.376**
		P-value	.	.000
		N	240	240
	Advancement	Correlation Coefficient	-.376**	1.000
		P-value	.000	.
		N	240	240

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

Table 4.2.2.1 showed the relationship between job advancement and productivity was tested by spearman’s rho. There is a strong negative relationship between variables job advancement as factor of employee satisfaction and productivity which was measured by SPSS software. There for we don’t accept hypothesis **H1**.

**H2: There is a significant positive relationship between employee’s job satisfaction on job accomplishment and their perceived job productivity.**

4.2.2.2: Relationship Between Job Accomplishments as factor of employee satisfaction and productivity

Correlations				
			Productivity	Accomplishment
Spearman's rho	Productivity	Correlation Coefficient	1.000	.728**
		P-value	.	.000
		N	240	240
	Accomplishment	Correlation Coefficient	.728**	1.000
		P-value	.000	.
		N	240	240
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.2.2.2 showed that relationship between job accomplishments as factor of employee satisfaction and productivity. Spearman’s rho coefficient value ranges between -1 and 1. If the result is near to 1 indicate positive relationship and if it near to -1, it indicates negative relationship. In the above table it shows that correlation coefficient was .728 at p value was .000. The relation coefficient was near to .728 which is near to 1. This implies that the correlation coefficient or relationship is strong. We accept hypothesis **H2**

**H3: There is a significant positive relationship between employee’s job satisfaction on work itself and factory productivity.**

Table 4.2.2.3: Relationship between Work itself as Factor of Employee Job Satisfaction and Productivity

Correlations				
			Productivity	work it self
Spearman's rho	Productivity	Correlation Coefficient	1.000	.747**
		P-value	.	.000
		N	240	240
	work it self	Correlation Coefficient	.747**	1.000
		P-value	.000	.
		N	240	240
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.2.2.3 indicates that relationship between work itself and productivity. The correlation coefficient ranges between -1 and 1. If it is negative, it indicates negative relationship if it is positive, it indicates positive relationship. Thus, in the above it is possible to conclude that the correlation coefficient was .747 which indicates positive relationship between work satisfaction of employee and productivity. We accept hypothesis **H3**

**H4: There is a significant positive relationship between employee’s job satisfaction for having responsibility on job and their perceived job productivity.**

Table 4.2.2.4: Relationship between Responsibility as Factor of Employee Job Satisfaction and Productivity

Correlations				
			Productivity	Responsibility
Spearman's rho	Productivity	Correlation Coefficient	1.000	.783**
		P-value	.	.000
		N	240	240
	Responsibility	Correlation Coefficient	.783**	1.000
		p-value	.000	.
		N	240	240
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.2.2.4 indicates that relationship between responsibility as a factor of employee satisfaction and responsibility. The correlation coefficient value ranges -1 and 1. In the above table, it indicates positive relationship because correlation coefficient result was .783. We accept hypothesis **H4**

**H5: There is a significant positive relationship between employee’s job satisfaction on job recognition and factory productivity.**

Table 4.2.2.5: Relationship between Recognition as Factor of Employee Satisfaction and their perceived job productivity

Correlations				
			Productivity	Recognition
Spearman's rho	Productivity	Correlation Coefficient	1.000	.718**
		P-value	.	.000
		N	240	240
	Recognition	Correlation Coefficient	.718**	1.000
		P-value	.000	.
		N	240	240

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

Table 4.2.2.5 indicates relationship between productivity and recognition as a factor of employee satisfaction. In the above table indicates positive relationship between productivity and recognition because correlation coefficient was .718. We accept hypothesis **H5**

**H6: There is a significant positive relationship between employee’s job satisfaction on job engagement and factory**

**4.2.2.6: Relationship between Engagement as Factor of Employee Satisfaction and their perceived job productivity**

Correlations				
			Productivity	Engagement
Spearman's rho	Productivity	Correlation Coefficient	1.000	.840**
		P-value	.	.000
		N	240	240
	Engagement	Correlation Coefficient	.840**	1.000
		P-value	.000	.
		N	240	240

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

Table 4.2.2.6 showed that relationship engagement as factor of employee satisfaction and productivity. The spearman’s rho correlation coefficient value was .840 which was positive and near to 1. This indicates that the presence of positive relationship between engagement and productivity. We accept hypothesis **H6**

### 4.2.3 Regression Analysis

This regression of data analysis refers to the use of different economic and statistical tools or models for testing hypothesis related to some of the objectives of the study. Linear regression method used to assess the relationship between employee job satisfaction and productivity. The estimated model will have the following form: -

$$Y_1 = F(X_1, X_2, X_3, X_4, X_5, X_6)$$

Where:  $Y_1$  = Effect of employee satisfaction on productivity of Ramsey factory

$X_1$  = Job advancement

$X_2$  = Job accomplishment

$X_3$  = work itself

$X_4$  = Responsibility

$X_5$  = Recognition

$X_6$  = Engagement Therefore, the following formula will be used.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + \epsilon$$

Where:  $Y$  = Effect of employee satisfaction on productivity of Ramsey factory

$X$  = a vector of explanatory variables

$b$  = a vector of estimated coefficient of the explanatory variables

$\epsilon$  = disturbance term

**Table 4.2.3.1: Linear Regression of Factors of Employee Satisfaction and its Effect their perceived job productivity**

Model		Coefficients			T	Sig.
		Un standardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.526	.089		5.895	.000
	Advancement	-.069	.041	-.088	-1.666	.097
	Accomplishment	-.037	.035	-.085	-1.051	.294
	work it self	-.284	.052	-.924	-5.467	.000
	Responsibility	.129	.057	.417	2.270	.024
	Recognition	.056	.057	.160	.973	.332
	Engagement	.431	.059	1.156	7.254	.000
a. Dependent Variable: Productivity						

Source: Field survey, 2016 and computed by SPSS

Table 4.2.3.1 showed that linear regression between dependent variable (employee satisfaction) and independent variable (effect of employee satisfaction on productivity). Linear regression analysis was conducted as to assess the relationship between employee satisfactions and the six factors or variables. As per the SPSS generate table above the equation described as follows.

$$\text{Effects of employee satisfaction on productivity} = .526 + -.069x_1 + -.037x_2 + .284x_3 + .129x_4 + .056x_5 + .431x_6$$

The regression equation above established that taking all factors in account (Engagement, Advancement, Accomplishment, Recognition, work itself, Responsibility) constant at zero the effects of employee satisfaction on productivity will be .526. The finding presented also showed that taking all other independent variables at zero a unit improvement in job advancement will be -.069 increase on the productivity, a unit increase in the job accomplishment lead to -.037 increase on the productivity, a unit increase work itself will be -.284 increase of the productivity, a unit increase of the responsibility will be .129 increase of the productivity, a unit increase of the recognition will be .056 increase on the productivity, a unit increase of engagement will be .431.

This infer that engagement contribute most on the productivity followed by responsibility. At 5% level of significance and 95% confidence interval the significant value of the effect of employee satisfaction is greater than the usual statistical significant value .05. Thus, job advancement has statistical significant level of .097, job accomplishment has got .294 significance level, work itself has got .000 significance level, responsibility has got .024 significant level, recognition has got .024 significant level, recognition has got .332 significance level, engagement has got .000 significant levels. Job accomplishment and recognition were accepted as variable that affect employee job satisfaction on productivity. Because the calculated

statistical significance value (P-Value) was greater than the usual statistical significance value .05. The remaining factors their statistical significance value (P- value) was less than the usual statistical significance value .05.

#### 4.2.3.1.1: Model summery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 <sup>a</sup>	.638	.629	.30811
a. Predictors: (Constant), Engagement, Advancement, Accomplishment, Recognition, Work itself, Responsibility				

4.2.3.1 Indicates the seven variables that were studied explain only 63.8 % the effect of employee satisfaction on productivity as represented by  $R^2$ . This means that other variables not studied in this which was (36.2 %) that influence the productivity. Therefore, further research should be conducted to investigate the other factors (36.2%).

#### 4.2.3.1.2: The Anova Result

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.064	6	6.511	68.581	.000 <sup>b</sup>
	Residual	22.119	233	.095		
	Total	61.183	239			
a. Dependent Variable: Productivity						
b. Predictors: (Constant), engagement, Advancement, Accomplishment, Recognition, Work itself, Responsibility						

4.2.3.1.2 Illustrates the ANOVA result. The significance value is .000 which is less than 0.05. Thus, the model is statistically significant in predicting Engagement, Advancement, Accomplishment, and Recognition, Work itself, Responsibility. The F critical at 5% level of significance was 68.581. Since F calculated is less the F critical value, this shows that the overall model was not significant. Therefore, still it needs further research and investigation

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMANDATION

**This chapter focuses on the realities of major findings of the study that have relevance to the research questions. It discusses in three major areas these are Summary of major findings, conclusion and recommendation based on the research findings**

#### 5.1. Summary of Major Findings

**Major findings are presented based on the analyzed data as follows: -**

- ❖ Employees responds to the job advancement even if most of them feel they have advanced on their job by using new a technology, some of them feel they don't master their work because their supervisor didn't give them proper coaching and there is no stepping forward on their job.
- ❖ Most employees feel that they don't get honest opinion on their job and they are not appreciated or encouraged for their talent to show on their job, though they have achieved expert level by their own effort.
- ❖ Employees feel that the working condition makes them motivated, but they feel that their job is routine and that makes them dissatisfied.
- ❖ Most employees feel that they are responsible for their own work and that makes them feel responsible for the job.
- ❖ Even if they feel recognized by their supervisor they need to support experts to gain more experience.
- ❖ Most employees feel that they are encouraged by their supervisor from the help and recognition they gat.
- ❖ Based on the hypothesis testing there is a negative and strong relationship between the advancement and productivity.
- ❖ From the result of recognition engagement contribute most on the productivity followed by responsibility.
- ❖ Job accomplishment, engagement and recognition were accepted as variables employee satisfaction on productivity.
- ❖ As the model summery studied there should be more study on the variables of job satisfaction

## 5.2. Conclusions

Based on the findings employees of Ramsay shoe factory are: -

- ❖ The extent of job advancement on employee satisfaction is not satisfactory in order to bring a positive influence on the perceived productivity because employees need to have proper caching and a stepping forward on their job in order to reach high level of advancement on their carrier that could give them satisfaction on job advancement.
- ❖ Not getting honest opinion form their supervisor has a negative impact on job satisfaction of accomplishment by the result employees cannot achieve their perceived job on productivity. Because achieving the desired job means fulfilling a goal.
- ❖ The result on the work itself does have a negative effect on job satisfaction. Because the work itself is routine. This also prohibits employees from being creative, from doing the job with care. In general, it prohibits them from achieving the desired perceived productivity.
- ❖ Employees are responsible for their job. There for it does have an encouraging effect on job satisfaction to achieve the perceived productivity.
- ❖ As the recognition on job is high supervisors tend to push employees to the highest level. That brings employee to be more engaged, and be responsible in the company. From the result employees job recognition is not enough there for the satisfaction level of employee is much lower there for the effect becomes not being able to achieve the perceived job productivity.
- ❖ There is a high level of engagement on their work from the help and recognition they have but the aver all effect confirms that even if Employees feel engaged, other factors are not satisfactory to a high level in order to bring a positive impact on the perceived productivity.
- ❖ Advancement and productivity has negative and strong relationship this is because Ramsay did have job rotation. This further confirms that having technological way of manufacturing is not the only factor employees need to have job advancement on their carrier, employees need to have knowledge, and free thinking to be creative and they need to have a great impact on production.

- ❖ Recognition and engagement have great effect on productivity because employees do their job in with care. It also brings employee commitment and citizen ship in the company.
- ❖ Job accomplishment, engagement and recognition were accepted as factor of employee job satisfaction on productivity.

### **5.3 .Recommendations**

Recommendations are possible suggestion which helps to show various directions to create better conditions which enables to be productive in a certain task. Based on this the researcher attempted to recommend the following suggestion based on the finding of the study.

- ☞ Ramsay shoe factory managers and supervisors should work on various ways of job advancement as effects of employee satisfaction to bring effect or better result on productivity.
- ☞ Ramsay shoe factory managers and supervisors should work on job accomplishment as an effect of employee satisfaction to bring change on the productivity of employee and possible framework need to be designed which enable to assess job accomplishment to bring change on the productivity.
- ☞ Ramsay shoe factory managers and supervisors should work on the work itself as the result of employee job satisfaction, so as to bring better motivation of workers and design various kinds of motivational activities on the work.
- ☞ Ramsay shoe factory managers and supervisors should work on the ways which enables to share responsibility among employees and managers for better productivity of the factory.
- ☞ Ramsay shoe factory managers and supervisors should create the environment of work that allows giving recognition to the employee. Because recognition gives motivation to the worker in order to be productive in the work place.

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St. Mary's university  
School of Graduate Studies  
MBA program

Dear Respondent:-

The purpose of collecting this data is get your genuine opinion on your job satisfaction and its effect on your perceived productivity.

This questionnaire is prepared to collect data for research entitled on The Effects of Employee Job Satisfaction on their perceived Productivity of Ramsey Shoe factory.

The Information gathered is only to be used for academic purpose there for your opinion is kept confidential. You name and department is not important while you are filling this questionnaire.

Thank you very much in advance for cooperating in filling out this questionnaire.

## Appendix-1

### Part I: - Demographic information of the Respondents

Please put a tick (✓) mark under each boxes of the question.

1. Gender Male  Female
2. Age  
 18-24     25-30     31-40     41-50     51-60
3. Marital states     single     Married
4. Number of children  
 None     one     Two     Three     Four     Greater than four
5. Educational Level  
Junior school  High School  Diploma  Degree  Masters and above
6. Job experience at all  
0-1  1-5  6-10  11-15  16-20  21-25  25-30
7. Job experience in Ramsey shoe factory  
0-1  1-5  6-10  11-15  16-20  21-25  25-30
8. How many years have you worked in this line of production  
0-1  1-5  6-10  11-15  16-20  21-25  25-30

**Part II: - Opinion survey on the Effects of Employee Job Satisfaction on Productivity**

**1. Advancement**

In your opinion, considering your company overall trend for employee advancement to what extent do you agree or disagree to the following statements.

Using a scale of 1-5 where 1- strongly Disagree, 2-Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	Because I work different types of model of shoe , have greater knowledge					
2	My supervisor backs me up when I face any challenge with my work.					
3	My knowledge is advanced because there is a new technology adopted in the company.					
4	I am discouraged that there is no stepping forward in my line of job.					
5	My supervisor gives me a proper coaching to enhance my carrier.					

**2. Accomplishment**

In your opinion, considering your company overall experience on employee job accomplishment, to what extent do you agree or disagree to the following statements. Using a scale of 1-5 where 1- strongly Disagree, 2-Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	My supervisor gives me his/ her honest opinion on my job					
2	My supervisor dig out my ability by giving a chance to tray a new thing on my line of job					
3	I have accomplished to be the best person on my line of job					
4	I have achieved an expert level in my line of work, because my supervisor recognizes me					
5	The feeling of success I get from my job is satisfying					

### 3 .Work itself

In your opinion, considering your company overall work itself to what extent do you agree or disagree to the following statements. Using a scale of 1-5 where 1- strongly Disagree, 2- Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	I am board because there is no diversification in my line of work.					
2	I am not satisfied because there is no chance of doing the kind of job I am best at doing.					
3	I am satisfied because the working condition un the factory is conducive e.g. lighting, heat, noise, and ventilation.					
4	I am satisfied that the work I do goes with my qualification.					
5	I am happy to go work early in the morning because of the work environment.					

### 4. Responsibility

In your opinion, considering your company overall job Responsibility to what extent do you agree or disagree to the following statements.

Using a scale of 1-5 where 1- strongly Disagree, 2-Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	My supervisor give me the chance to work on my job without a close supervision					
2	I have the freedom to use my own judgment					
3	My supervisor gives me a chance to lead my team					
4	My supervisor make us dependent of his /her decisions for simple issues					
5	The responsibility of my job disturbs my life					

## 5. Recognition

In your opinion, considering your company overall job Recognition to what extent do you agree or disagree to the following statements.

Using a scale of 1-5 where 1- strongly Disagree, 2-Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	My supervisor always recognizes my work					
2	My supervisor never acknowledges my work					
3	The respect I get from my supervisor for the work I do makes me happy					
4	I get a good salary because my supervisor acknowledges my work					
5	My supervisor recognizes my ability, therefore I get a chance to assist experts who come from abroad					

## 6. Engagement

In your opinion, considering your company overall job Engagement to what extent do you agree or disagree to the following statements. Using a scale of 1-5 where 1- strongly Disagree, 2- Disagree 3- Neutral, 4- Agree 5- Strongly Agree

No.	Statement	Rating Scale				
		1	2	3	4	5
1	I feel good because my supervisor pay attention to me when I tell him about the work related issue					
2	I feel bad because my supervisor doesn't give me a fast response to my job related problems					
3	My supervisor leads me towards the goal of the organization					
4	I get a true and honest response from my supervisor about the job I have done					
5	My supervisor encourages me to always improve my work and be productive					

## 7. Productivity

In your opinion, considering your company overall productivity to what extent do you agree or disagree to the following statements. Using a scale of 1-5 where 1- strongly Disagree, 2- Disagree 3- Neutral, 4- Agree 5- Strongly Agree

		Rating Scale				
No.	Statement	1	2	3	4	5
1	I feel good because my production is increasing every day					
2	I feel bad because whenever I increase my production my supervisor never encourage me					
3	Because of my effort Ramsay Shoe factory meet its dead line					
4	Because I am using row material wisely I produce more					
5	I believe Ramsey shoe factory riches every year its production goal					



## ቅድስት ማርያም ድዕረ ምረቃ ኤም.ቢ.ኤ ትምህርት መርሃ ግብር

ውድ መላሾቼ

ይህ መጠይቅ የተዘጋጀው ለጀነራል ማናጅመንት ማስተርስ ለመጨረስ ና ለማዘጋጀት ጥናታዊ ስራዎችን ለማሟላት ታስቦ ነው። የዚህ መረጃ መሰብሰቢያ ወረቀት ዓላማ እናንተ የምትሰጡኝ እውነተኛ መረጃ ላይ በመመስረት የሰራተኞችን የሥራ እርካታን በማምረት ላይ የሚያመጣውን ተጽእኖ ለማጥናት ብቻ የሚውል ነው። የምትሰጡኝ መረጃ በሙሉ በሚስጥር የሚጠበቅ መሆኑን እየገለጽኩ ስማችሁን ና ዲፓርትመንታችሁን መገለጽ አያስፈልግም።

ለምትሰጡኝ መረጃ በሙሉ በቅድሚያ አመሰግናለሁ።

Appendix-2

ክፍል 1 :- የግል መረጃ

እባክዎቹን በሳጥን ውስጥ የእርማት ምልክት ያስቀምጡ

ፆታ            ወንድ             ሴት

እድሜ

18-24  25-30  41-50  51-60  60 በላይ

የጋብቻ ሁኔታ ያላገባ  ያገባ

የልጆች ብዛት

ምንም  አንድ  ሁለት ሦስት  ከአራት በላይ

የትምህርት ደረጃ

የመጀመሪያ ደረጃ  ሁለተኛ ደረጃ  ዲፕሎማ  ዲግሪ  ማስትረስ እና ከዚያ በላይ

የሥራ-ልምድ በአጠቃላይ

0-1  1-5  6-10  11-15  16-20  21-25  25-30

የሥራ ልምድ በራምሴ ፋብሪካ ውስጥ

1-5  6-10  11-15  16-20  21-25  25-30

በዚህ የምርት መስምር ላይ ምን ያህል የሥራ ልምድ አለህ

0-1  1-5  6-10  11-15  16-20  21-25  25-30

ክፍል 2. በሰራተኞች የሥራ እርካታ በምረታማነት ላይ ያለውን ተጽእኖ ሃሳብ መግለጫ

1. እድገት

የመስሪያቤቱን ጠቅላላ ልምድ የሰራተኞችን እውቀትን ልምድ ማሳደግ ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሃሳቦች በመስማማት ወይም በመስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት በሳጥን ውስጥ ምልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1- በጣም አልስማማም 2- አልስማማም 3- ምንም አይመስለኝም 4- እስማማለሁ 5- በጣም እስማማለሁ።

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	የተለያዩ የየጫማ ሞዴሎችን ስለምስ ራጥል ቅእውቀት አለኝ					
2	የቅርብ አለቃዮ በስራዮችግር ሲገጠሙኝ ያግዘኛል					
3	አዲስቴ ክኖሎጂ በመስሪያቤታችን ስለመጣ እውቀቴ ጨምሯል					
4	በኔ ዩስራ ዘርፍ ላይ ምንም አይነት እድገት የለም					
5	የቅርብ አለቃዮ ከስራዬ ጋር ሚሄድ የሥራ ስልጠና ይሰጠኛል					

2. ስኬት

የመስሪያ ቤቱን ጠቅላላ የሰራተኞች ስኬት ልምድን ከግንዛቤ ውስጥ በመካተት ከታችላሉት ሀሳቦች በመስማማት ወይም በመስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት በሳጥን ውስጥ ምልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1- በጣም አልስማማም 2- አልስማማም 3- ምንም አይመስለኝም 4- እስማማለሁ 5- በጣም እስማማለሁ።

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	የቅርብ አለቃዬ እውነተኛ አስተያየት በስራዬ ላይ ይሰጠኛል					
2	የቅርብ አለቃዬ ችሎታዮን እንዳወጣ አዳዲስ ስራዎችን ይሰጠኛል					
3	በስራዬ ላይ በጣም የተሻለሰው ለመሆን ችያለው					

4	የቅርብ አለቃዬ ለስራዬ እውቅና ስለሚሰጠኝ በስራዬ ላይከሌሎች ጓደኞቼ የተሻለኩ እንደሆን አድርጓኛል					
5	በስራዬ ስኬታማ ስለ ሆንኩ እርካታ ስለማገኝ ደስተኛነኝ					

3. የስራ ሁኔታ

የመስሪያ ቤቱን ጠቅላላ ስራተኞችን የስራ ሁኔታን ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሀሳቦች በመስማማት ወይም ባለ መስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት በሳጥን ውስጥ ምልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1-በጣም አልስማማም 2. አልስማማም 3. ምንም አይመስልኝም 4. እስማማለሁ 5. በጣም እስማማለሁ

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	ሁል ጊዜ አንድ አይነት ስራ ስለምሰራ በጣም ደብሮኛል					
2	በደንብ መሰራት የምችለውን ስራ ስለምሰራ ደስተኛ አይደክሁም					
3	በፋብሪካው ውስጥ ያከው የስራ ሁኔታ ለመስራት ስለሚስማማኝ ደስተኛነኝ ለምሳሌ :- በቁሙቀት ፣ ብርሃን፣ ድምጽ፣ ነፋሻማነት					
4	የምሰራው ስራ ከትምህርቴ ጋር ስለሚሄድ ደስተኛ ነኝ					
5	መስሪያ ቤቱ የስራ ሁኔታ ስለሚያስሰደስተኝ በጠዋት ወደ ስራ መሄድ ያሳስ ደስተኛል።					

4 .ሃላፊነት

የመስሪያቤቱን ጠቅላላ የስራተኞችን የሃላፊነት ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሀሳቦች በመስማማት ወይም ባለ መስማማት በተቀመጡት የመመዘኛ ጥሮች መሰረት በሳጥን ውስጥ ልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1-በጣም አልስማማም 2.አልስማማም 3. ምንም አይመስልኝም 4. እስማማለሁ 5. በጣም እስማማለሁ

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	የቅርብ አለቃዬ ስራዬን የለቅርብ ክትትል እንደሰራ እድልንዬ ሰጠኛል					
2	በስራዬ ላይ የራሴን ውሳኔ እንደሰ ጥመብት አለኝ					
3	የቅርብ አለቃዬ ይግሩፕ መሪ እንደሆን እድል ይስጠኛል					
4	የቅርብ አለቃዬ ለትንሹም ስራ ተልቁም ውሳኔ ከሱ ወይም ከእርዎ እንድጠብቅ ያደርገኛል/ታደርገኛለች					
5	በስራዬ ላይ ያለኝን ሃላፊነትህ ይወቴን ይረብሽኛል					

5. እውቅና

የመስሪያ ቤቱን ጠቅላላ እውቅና አሰጣጥ ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሃሳቦች በመስማማት ወይም ባለ መስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት በሳጥን ውስጥ ምልክት ያድርጉ።  
 ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1- በጣም አልስማማም 2- አልስማማም 3- ምንም አይመስለኝም 4- እስማማለሁ 5- በጣም እስማማለሁ

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	የቅርብ አለቃዬ ሥራዬን ያውቀዋል					
2	የቅርብ አለቃዬ ለስራዬ በፍጹም ጥሩ አስተያየት የለውም					
3	በስራዬ ምክንያት አለቃዬ ከበሬታ ይሰጠኛል					
4	የቅርብ አለቃዬ ስራዬን ስለሚያደንቀው ጥሩ ደምወዝ አገኛለሁ					
5	የቅርብ አለቃዬ ስራዬን ስለሚወደው ከውጪ ኤክስፐርቶች ሲመጡ እንዳግዛቸው እድል ይሰጠኛል					

6. ከስራው ጋር ትስስር መፍጠር

የመስሪያ ቤቱን ጠቅላላ የሰራተኞች ከስራው ጋር ያላቸውን ትስስር ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሀሳቦች በመስማማት ወይም ባለመስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት በሳጥን ውስጥ ምልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1- በጣም አልስማማም 2- አልስማማም 3- ምንም አይመስለኝም 4- እስማማለሁ 5- በጣም እስማማለሁ

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	የቅርብ አለቃዬ የሥራ ጉዳይነ ክነገሮችን ስነግረው ስለሚሰማኝ ደስተኛነኝ።					
2	የቅርብ አለቃዬ በስራዬ ላለው ችግር ፈጣን ምላሽ ስለማይሰጠኝ ከፈቶኛል					
3	የቅርብ አለቃዬ የመስሪያ ቤቱን ግብ እንድመታ ያበረታታኛል					
4	የቅርብ አለቃዬ እውነተኛ ና ትክክለኛ ምላሽ ለስራዬ ይሰጠኛል					

5	የቅረብ አለቃዮ ሁል ጊዜ ስራዬን እንዳሻሻል እና ምርታ ማእንድሆን ያበረታታኛል።						
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**7. ምርታማነት**

የመስሪያ ቤቱን ጠቅላላ ምርታማነት ከግንዛቤ ውስጥ በመክተት ከታች ላሉት ሀሳቦች በመስማማት ወይም ባለመስማማት በተቀመጡት የመመዘኛ ቁጥሮች መሰረት ሳጥን ውስጥ ምልክት ያድርጉ። ከ1-5 ያሉትን መመዘኛዎች በመጠቀም 1-በጣም አልስማማም 2.አልስማማም 3.ምንም አይመስልኝም 4.እስማማለሁ 5.በጣም እስማማለሁ

ተ.ቁ	ጥያቄ	ምዘና				
		1	2	3	4	5
1	ምርታማነቴ ስለጨመረሁ ሰተኛነኝ					
2	ምርታማነቴን መቼ ብጨምር መስሪያቤቴ ያበረታታኝም					
3	ቶሎ ቶሎ ስለምሰራ መስሪያ ቤቴ በቀጠሮጊዜ ምርቶችን ያደርሳል					
4	ጥሬ ዕቃዎችን ሳላባክን ከተወሰነው ምርት በላይ አመረታለሁ					
5	በመስሪያቤቴ ውስጥ ምርታማነት በየዓመቱ ይጨምራል					



























































































































































