



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF ANALYZING FACTORS AFFECTING EMPLOYEES'
JOBSATISFACTION AT GEOSYNTHETICS INDUSTRIAL WORKS**

**BY
TAYKA LISANU**

**JUNE, 2020
ADDIS ABABA, ETHIOPIA**

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DEDICATION

I dedicate this thesis to my father Lisanu Belay and the entire family members. It is difficult to imagine forget to resume the journey without your perseverance. Thank you for your love, encouragement, patience and unconditional support.

Table of Contents

ACKNOWLEDGMENTS.....	vi
ABSTRACT	x
CHAPTER ONE	- 1 -
INTRODUCTION.....	- 1 -
1.1 Background of the study.....	- 1 -
1.2 Statement of the Problem	- 2 -
1.3 Research questions	- 3 -
1.4 Research objectives	- 4 -
1.4.1 General objective	- 4 -
1.4.2 Specific objectives.....	- 4 -
1.5 Significances of the study.....	- 4 -
1.6 Scope.....	- 4 -
1.7 Organization of the paper	- 5 -
CHAPTER TWO	- 6 -
RELATED LITERATURE REVIEW.....	- 6 -
2.1 Definition of job satisfaction.....	- 6 -
2.2 Importance of Job satisfaction.....	- 7 -
1. Reducing Absenteeism.....	- 7 -
2. Lowering Turnover	- 7 -
3. Increasing productivity.....	- 8 -
4. Reducing negative conflict.....	- 8 -
5. Reducing the Level of Unionization	- 8 -
6. Reducing the level of accident.....	- 8 -
7. Creating better work environment.....	- 9 -
8. Increasing customer satisfaction	- 9 -
2.3 Related Theory of Job Satisfaction.....	- 9 -
2.3.1 Maslow’s Hierarchy of Needs	- 10 -
2.3.2 Herzberg’s Two Factor Theory	- 11 -
2.3.3 Affect Theory.....	- 12 -

2.3.4 Equity Theory	- 12 -
2.3.5 Vroom's Expectancy Theory.....	- 12 -
2.3.6 Job Characteristics	- 13 -
2.3.7 Job Design Theory	- 13 -
2.4 Determinants of employee job satisfaction.....	- 14 -
2.4.1 Working Environment	- 14 -
2.4.2 Career Development.....	- 14 -
2.4.3 Fair Policies and Practice.....	- 15 -
2.4.4 Pay.....	- 15 -
2.4.5 Promotion	- 15 -
2.4.6 Safety and Security	- 16 -
2.4.7 Relationship with management.....	- 16 -
2.4. 8 Compensation and Benefits.....	- 16 -
2.4.9 Feedback	- 16 -
2.4.10 Nature of Work	- 17 -
2.4.11 Appreciation.....	- 17 -
2.4.12 Feel of Belongingness	- 17 -
2.4.13 Job security	- 17 -
2.4.2 Personal variables	- 18 -
2.4.2.1 Age	- 18 -
2.4.2.2 Gender	- 18 -
2.4.2.3 Service year in the organization.....	- 18 -
2.4.2.4 Position in the organization	- 19 -
2.5 Measure of job satisfaction	- 19 -
2.5.1 The Minnesota Satisfaction Questionnaire (MSQ)	- 19 -
2.5.2 Job Descriptive Index (JDI).....	- 19 -
2.6 Effect of job satisfaction	- 20 -
2.6.1 Absenteeism.....	- 20 -
2.6.2 Turnover.....	- 20 -
2.6.3 Employee Loyalty	- 20 -
2.6.4 Employee productivity	- 21 -

2.6.5 Creativeness.....	- 21 -
2.7 Employees Dissatisfaction.....	- 21 -
2.8 Empirical studies on job satisfaction.....	- 22 -
2.9 Summery	- 24 -
2.10 Conceptual frame work of the research	- 25 -
CHAPTER THREE	- 26 -
RESEARCH METHODOLOGY	- 26 -
3.1 Research Design.....	- 26 -
3.2 Sources of Data	- 26 -
3.2.1 Primary data.....	- 26 -
3.2.2 Secondary data	- 26 -
3.3 Instruments of Data Collection	- 26 -
3.3.1 Questionnaire	- 27 -
3.3.2 Interview	- 27 -
3.4. Study population.....	- 27 -
3.5 Sample size and sampling technique	- 28 -
3.6 Validity and Reliability.....	- 29 -
3.6.1 Reliability.....	- 29 -
3.6.2 Validity.....	- 30 -
3.7 Methods of Data Analysis	- 30 -
3.8 Ethical consideration.....	- 30 -
CHAPTER FOUR	- 31 -
DATA ANALYSIS AND INTERPRETATION.....	- 31 -
4.1 Demographic Characteristics of the Respondents.....	- 31 -
4.1.1 Age Distribution of the Respondents.....	- 31 -
Table 4.1: Distribution of Respondent by age	- 31 -
4.1.2 Division of Respondents by Gender	- 32 -
4.1.3 Division of Respondents by Education Level	- 33 -
4.1.4 Distribution of Respondents by service year	- 33 -
4.1.5 Distribution of Respondents by salary	- 34 -
4.2 Descriptive Statistics	- 35 -

4.2.1 Career Development	- 35 -
4.2.2 Relationship with Management.....	- 38 -
4.2.3 Compensation and Benefits.....	- 42 -
4.2.4 Pay.....	- 43 -
4.2.5 Work environment.....	- 45 -
4.3 Regression Analysis.....	- 47 -
4.3.1 Multiple Linear Regression Analysis.....	- 47 -
CHAPTER FIVE	- 50 -
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	- 50 -
5.1 Summary of the Findings	- 50 -
5.2 Conclusions	- 51 -
5.3 Recommendations	- 51 -
REFERENCES.....	- 53 -
<i>APPENDICES</i>	- 55 -

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LIST OF ACRONYMS

GIW	Geosynthetics Industrial Works PLC
JSS	Job Satisfaction Survey
SPSS	Statistical Package for the Social Sciences
Std.	Standard Deviation

LIST OF FIGURES

FIGURE 2-1: Maslow's hierarchy of theory	11
FIGURE 2-2: Conceptual Framework of the Research.....	25

LIST OF TABLES

TABLE 3-1: Sample Taken	29
TABLE 4-1: Distribution of Respondent by Age	33
TABLE 4-2: Distribution of Respondents by Gender	34
TABLE 4-3: Distribution of Respondents by Education Level Attained	35
TABLE 4-4: Distribution of respondent by experience	35
TABLE 4-5: Distribution of respondent by salary.....	36
TABLE 4-6: Career Development and Employee Job Satisfaction	37
TABLE 4-7: Relationship with Management	40
TABLE 4-8: Compensation and Benefits	44
TABLE 4-9: Salary.....	45
TABLE 4-10: Work Environments	47
TABLE 4-11: Multiple Regression Model summery.....	48
TABLE 4-12: ANOVA	49
TABLE 4-13: Multiple regression coefficient.....	49

ABSTRACT

The purpose of this study was to assess factors affecting employees' job satisfaction at Geosynthetics Industrial Works PLC. This study was done based on data collected through questionnaire and interview. A sample of 146 employees drawn from different departments of the organization was taken to conduct this study and 132 employees filled in and returned the questionnaire. Finally, the study discovered that inadequate training, poor relationship with senior management and salary were the major challenges of employees' job satisfaction at GIW workers. The major findings of this study suggest that employee satisfaction level was high in working environment and relation with co-workers. It is recommended that the management should attach important training, improve relation with employees and revise salary based on market price.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Employees are valuable asset for an organization. In today's dynamic and continuously changing business world, it is the human assets that differentiate an organization from its competitors so that most profit-oriented organizations focus on understanding employees' needs (Guest, 2001).

The term job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Armstrong (2006) explained job satisfaction as the feeling employees towards their job. Good feelings show that employees are satisfied while unpleasant feelings demonstrate dissatisfaction of employees (Armstrong, 2006). Productivity of employee mostly depends on employees' happiness in work place. That is when employees are happy and satisfied by their work, their motivation to work increases. Increase in job productivity is a true reflection of an increase in job satisfaction (Owusu, 2014). This implies that in order to increase efficiency, effectiveness, productivity and job devotion of employees, a company needs to fulfill the needs of its workforce by providing good working conditions (Scree & Satyavathi, 2017).

Most organizations do not understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak. Therefore, they cannot bring in innovative products into the business to contend against their competitors (Aiken, Clarke, & Sloane 2002).

Understanding employee job satisfaction level in an organization is, therefore, an essential instrument to increase employee productivity (Indermun & Bayat, 2013 and Javed, Balouch & Hassan, 2014).

Since employees are so crucial to an organization, it is important to understand how the satisfaction of the employees can affect their job performance which is directly linked to organization performance (Yvonne, Rahuman & Sanglang, 2014 and Anjuk 2011).

Recently, in Geosynthetics Industrial works employees' absenteeism, employee turnover and late coming is a concern. This may affect productivity and performance of the organization. Employee turnover is one cause a company may be unproductive (Joshi & Ratnesh, 2013 in Reukauf 2018). Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Jain, 2013 in Lease, 1998). Job dissatisfaction adversely affects recruitment cost, selection and training, encouragement of employees and organizational growth (Padilla-Velez, 1993). Each of these reasons is sufficient to justify concern with job satisfaction phenomena. Therefore, the study is made to find out the reasons for the stated problems. This research aimed to identify the factors which affect employee job satisfaction at Geosynthetics Industrial Works.

1.2 Statement of the Problem

Geosynthetics Industry is one of the leading plastic industries which has grown considerably in recent years to represent an important pillar of the Ethiopian economy. The management of the organization has to work to maintain the stability of workers to achieve the established objectives of the organization. Satisfaction of employees finds close links to highly motivated employees. Motivated employees then develop commitment to the firm resulting to greater output and lower turnover rates (Jain, 2013 in Lease, 1998).

However, in recent times there has been continuous talented and motivated employees' turnover despite the salary increment made by the organization to stop employees from leaving the organization. According to the human resource report (July 2019) and the researcher's observation, employee turnover has reduced but not stopped. Besides, According to human report July 2019, the absenteeism estimation of the organization is less than 552 hrs per annum. However, the actual employees' absenteeism rate is 704 hrs which is beyond the estimation. In addition to this, following employees' unethical behavior at work place, the organization is frequently taking different disciplinary measures. This might indicate the existence of employee job dissatisfaction. Good and favorable behavior towards the job indicates job satisfaction whereas bad and unfavorable behavior towards the job shows job dissatisfaction (Armstrng 2006). Employee with high level of job satisfaction is helpful towards the job while a person

who is dissatisfied with his or her job holds negative attitude about the job Spector (1997) study as cited in (Mosammod and Nurul, 2011). Job satisfaction is linked with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Anithas and Sprandeewarnnin Ngo, 2009). As a result, it has therefore become vital that management in organizations must understand how to enhance job satisfaction within their borders of operation to improve performance level for organizational sustainability. It is on this score that it has become necessary to assess the factor affecting job satisfaction on employees' Geosynthetics Industrial.

Many studies have been undertaken by researchers to explain job satisfaction, which is among the most substantial factors contributing to worker motivation, effectiveness, retention and performance (Bashayreh, 2009, Mulegata2015, Tseday 2015, Shaju 2016, Saari&Judge, 2004 and Owusu, 2014). They recommend that it is a must to organization to understand employee need.

Factors influence job satisfaction and the level of job satisfaction is unclear in Geosynthetics Industrial. It is in the light of this that this study was conducted to find out factors affecting employee job satisfaction in Geosynthetics Industrial works. Even though different researchers studied this area in different sectors, the issue remains un researched in Geosynthetics. Therefore, this research was carried out to assess factors affecting employee job satisfaction at Geosynthetics.

1.3 Research questions

The study attempted to answer the following research questions.

- (a) What factors influence job satisfaction at Geosynthetics Industrial?
- (b) To what extent are employees satisfied on their job?
- (c) Is there a relationship between job satisfaction and independent variable (namely satisfaction with career development, relationship with management, benefit and compensation, pay, work environment, job security and nature of work?

1.4 Research objectives

1.4.1 General objective

The general objective of the study was to assess factors affecting employee job satisfaction at Geosynthetics Industrial works PLC.

1.4.2 Specific objectives

The following were the specific objectives of the study.

- (a) To identify the relative influence of facets of job satisfaction on overall job satisfaction.
- (b) To gauge the level of employee job satisfaction at Geosynthetics industrial works PLC.
- (c) To identify the relationship between employee job satisfaction and independent variables (namely satisfaction with career development, relationship with management, benefit and compensation, pay, work environment, job security and nature of work).

1.5 Significances of the study

This research will help the organization to understand factors affecting employee job satisfaction specifically; it will help the top management to understand the need of its employee. It will help to dig out which factors are highly influenced in employee productivity. It will help the organization to improving employee satisfaction level. It is helpful to the organization for identifying the area of dissatisfaction of job of the employees. It will prevent the organization from spending unnecessary cost. It will improve productivity, decrease absenteeism, and lower employee turnover.

1.6 Scope

This study assessed effect of job satisfaction at Geosynthetics Industrial Works PLC. Although there are many other factors which may affect employees' job satisfaction this study focused on working environment, salary, relation with management, promotion prospects, job security, compensation /pay and nature of work. The study considered two years data including both managerial and non-managerial employees to collect information. The study tries to get the necessary information by using questionnaire and to analyze the data collected the study used

descriptive statistics and regression. The study is limited to permanent employees who available at the workplace at the time of questionnaire distribution.

1.7 Organization of the paper

The paper has five chapters. Chapter one presents introduction, statement of the problem, the general and specific objectives, significance and scope of the study and organization of the paper. Chapter Two focuses on definition of job satisfaction, importance of job satisfaction, effects of job dissatisfaction, motivation theory, determinants of employee job satisfaction and empirical literature. Chapter Three discusses research design, methodology and justification of sample size the participants and samples of the study, sampling methods and procedures employed, data sources and data collection instruments used. Chapter Four presents the findings, discussion and analyses of data to show results which could answer the research questions. Finally, Chapter Five focuses on conclusions based on the findings, and making pertinent recommendations. Besides, questionnaires questions are attached as annexes.

CHAPTER TWO

RELATED LITERATURE REVIEW

This literature discusses the theoretical and empirical evidence. It presents findings related to the subject matter under different sub-sections. It deals with the importance of job satisfaction, related theory of job satisfaction, factors affecting job satisfaction, effects of job satisfaction, measurement of job satisfaction.

2.1 Definition of job satisfaction

Different researchers have different approaches to wards defining job satisfaction. According to Tanjeen (2013), job satisfaction is just how workers sense about their jobs. It is the degree to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It can also be an indication of good treatment and an indicator of emotional well-being. Job satisfaction is a set of feelings which employees have about their work (Owusu 2014 in Mankoe 2002).

Armstrong et al. (2014) defined Job satisfaction as “the attitudes and feelings people have about their work”. He stated that the indication whether a person is satisfied or dissatisfied depends on his attitude toward his job, a person who feels and think positively toward his job, then he’s satisfied and vice versa.

According to Owusu (2014), job satisfaction is defined as an extent to which people like or dislike their job which indicates whether employees are satisfied in fulfilling their desires and needs at work. Job satisfaction deals with orientations on the part of employees to find individuals toward work roles which they are occupying (Azirl 2011 in Vroom, 1964).

According to Robbins (2001:75-76), job satisfaction can be defined as a general attitude towards one’s job, the difference between the rewards received and what they actually believe should receive. As Sreeand Satyavathi (2017), state job satisfaction is the delightful emotional state resulting from the assessment of one’s job as achieving or facilitating the achievement of one’s job values and the degree to which people get satisfied or dissatisfied. In summary, as indicated the above job satisfaction is a collection of feeling of employees towards their job which

indicates employees are satisfied in fulfilling their needs at work and not satisfied when their needs are not fulfilled.

2.2 Importance of Job satisfaction

Employees are the most valuable asset of the organization. Thus in order to achieve the organization's goal, understanding employee job satisfaction is important. If employees are happy with their work, they become committed and responsible. This leads to the organization's achievement. On the contrary, if they are not happy with their work, they usually dislike the job; they do not take responsibility. Thus the growth of the organization success would fall. The subsequent sections discuss the various importance of job satisfaction.

1. Reducing Absenteeism

Absence from work is defined as non-attendance. The causes of absenteeism are multifaceted. When workers are happy with their job, they like to come to work place and they may be more likely to attend work. However, if they are not satisfied with their job, they will be more probable to call in sick even when they are well enough, to work, according Aziri (2011) stated. According to Aziri (2011), Employee satisfaction and absenteeism are inversely related which means when satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. Job satisfaction directly impacts the level of employees' commitment and absenteeism at the workplace (Owusu 2014 in Hardy et. al., 2003; Alamdar et al., 2012). Less satisfied employees are more likely to be absent from work even due to avoidable reasons. Job dissatisfaction indicates the primary cause of absenteeism (George & Jones 2002).

2. Lowering Turnover

When workers are unhappy with their work, they are more likely to be actively searching for another job or they have a strong need to resign the job. Medina (2012), argues that job satisfaction is inversely correlated with turnover intention. The more employees dissatisfied by the work the more they would be looking for a new job. Koh and Goh(1995) also affirm the same.

3. Increasing productivity

Ensuring employee satisfaction is a key to the success of an organization. Thus paying attention to employee satisfaction can boost employee productivity. Employees who account high job satisfaction tend to achieve higher productivity. When a worker is happy with his/her job, s/he focuses well and pays attention to his/her tasks. They appear responsible and accountable for achieving the organizational goal. That does make him/her happy. According to George and Jones (2008), happier workers are more productive.

4. Reducing negative conflict

In most cases, in any organization negative conflict occurs between workers, worker and supervisor. This may make the organization become unproductive. If employees are happy by their work, they understand each other better and they are committed to the discipline of the organization and their level of patience increase. Job satisfaction maintains the industry's peace. Usually, satisfied employees accept challenges with big smiles and deliver even in the worst of circumstances. Job satisfaction among employees may lessen negative conflicts. According to Anuradhaet. al (2012), employee satisfaction reduces work conflict.

5. Reducing the Level of Unionization

Mostly, satisfied employees are generally not attracted in unions and they do not recognize them as necessary as such. Job satisfaction has proven to be the major cause of unionization. Even with the general awareness that unions increase employee wages and benefits, researchers stated unionization reduces job satisfaction (Bryson, Cappellari &Lucifora, 2004; Hammer &Avgar, 2005).

6. Reducing the level of accident

Usually, accident occurs in organization particularly in manufacturing sector. Many organizations address the issues of safety. However, the reason of most accidents at work place is mostly lack of concentration and attention given when employees perform their job. In most cases, a satisfied worker will always be watchful and attentive towards his job, and the chances of accidents will be not as much. Employee satisfaction reduces occupational accidents (Gyekye 2006). Gyekye and Salmnen (2006) found that there is an association between job satisfaction

and causality attributions for the accident. They reported that dissatisfied employees tended to use external attributions in their causal analyses for accident occurrences.

7. Creating better work environment

Work environment is a place where employees perform the task. It includes things like machinery, office layout, temperature noise and space. Most of the time of the worker spends at this work place. According to Agbozo (2017), an attractive and supportive work environment is critical to job satisfaction. Sree and Satayvathi(2017), argue that an organization focuses to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization (in Chandrasekar, 2011). When employees enjoy a higher degree of job satisfaction they tend to be more helpful and sociable to their colleagues and supervisor at work. This helps to encourage teamwork where sharing of information and knowledge is improved. Spector (1997) observed that most businesses do not give attention the working environment within their organization resulting in an adverse effect on the performance of their employees.

8. Increasing customer satisfaction

Customer retention is highly dependent on how happy employees deal with customers. Satisfied employees are more likely to be friendly and responsive which customers appreciate. And because satisfied employees do less search for new work or do not resign often, customers are more likely to encounter familiar faces and receive experienced service. Job satisfaction is considered as the major factor that affects efficiency and effectiveness because job satisfaction has valuable effect on organization performance such as financial transaction(Saari&Judge, 2004).

According to Huggin(2017), satisfied workers are happy and customers want to buy from happier people. Employees that are satisfied with their job are more likely to be able to feel happy at work and this happiness onto the customer.

2.3 Related Theory of Job Satisfaction

Job satisfaction is a complex function of a number of variables and related theories. An employee may be satisfied with one or more aspects of job but at the same time may be unhappy

with other things related to the job. According to Hawthorne 1959 sought to find the effects of various conditions on workers' productivity. The studies reflected that novel changes in work circumstances temporarily increase productivity referred to as Hawthorne Effect.

2.3.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is one of the famous motivation theories that laid the base for job satisfaction theory. This theory states that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. In this theory, it explains that the lesser needs must be met before the others can be achieved (Robbins and Coulter, 2007). Maslow's hierarchy of needs shows that the basic human needs are psychological or survival needs; follows by safety needs; love, affection, and belongingness need; esteem needs; and self-actualization needs. As per Smoke (2005), water, air, food, and so on are physiological or basic needs. However, Kreitner (2006) pointed out that these days, most employees have little difficulty in satisfying basic needs. Since these needs are already satisfied, the employees will move on to other needs, which is safety needs. Safety needs are psychological in nature. Smoke (2005), explained that the protection of a home and family is main in order to get consistency and stability. Therefore, human beings need home and family so that they will feel safe and secure.

Love, affection and belongingness needs, can be fulfilled when a person is able to relate with the members of the same community in a meaningful way (Carducci, 2009). In addition, humans have the need to feel accepted and valued by others. Carducci (2009) describe that esteem needs as the desires to gain respects from others as well as the need to have self-respect. When workers are promoted by their company that means they achieve esteem needs (Madur, 2006). Finally, self-actualization needs are the highest level of need and it can be fulfilled when one's potential is realized (Pastrino et al., 2008). According to Kreitner (2006) self-actualized workers will be able to turn into more innovative and lead the organization to new direction. The following figure shows the hierarchies of human needs.

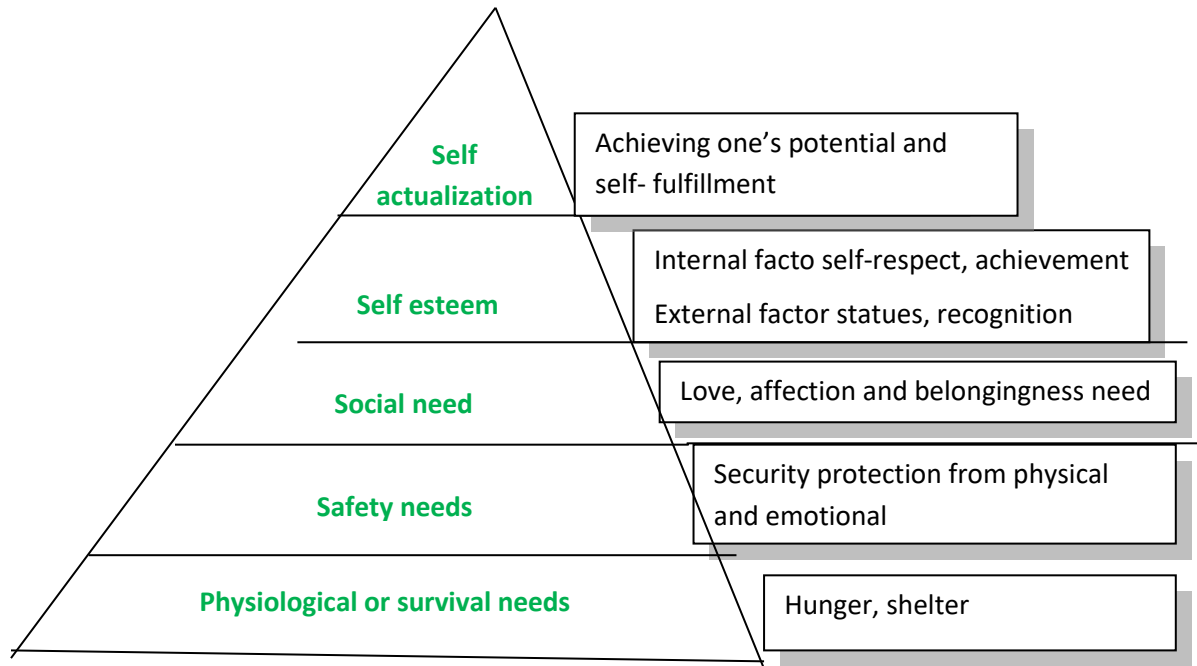


Figure I Maslow's, hierarchy of theory

Source: William and Claudia (2013)

2.3.2 Herzberg's Two Factor Theory

Herzberg's theory is the most practical model to study job satisfaction (Kim, 2004). Herzberg developed one of the earliest theories related to job satisfaction. The Two-Factor Theory, also known as Motivator-Hygiene Theory, focuses on factors at workplace (Hackman, Idham, 1976). The theory identifies four motivators. These are achievement, recognition, responsibility, and advancement. In this theory, five hygiene factors are identified. These include: monetary rewards, competent supervision, policy and administration, and working conditions and peer relationship.

Satisfaction and dissatisfaction are not opposite ends of the same level and that job satisfaction is not just lack of dissatisfaction (Robbins and Judge, 2007). Herzberg argues that it is necessary to have hygiene factors at an acceptable level simply to reach a neutral feeling about the job. Ygiene theory supports the manager should take effort on improving hygiene factor from the workplace and also highlight on motivation factor to develop the right people on the job. As per

Mukherjee (2009), factors recognized among satisfied employees are known as motivation factors where factors identified among dissatisfied workers are known as hygiene factors, or job context factor. According to Mottaz (1985), a strong predictor of job satisfaction takes place when intrinsic rewards get associated with extrinsic rewards.

2.3.3 Affect Theory

The Locke's Range Affect Theory was developed in 1976. The main idea of this theory is that satisfaction is determined by a discrepancy between employees' wants in a job and what employees have in a job. This theory also states that how much one values a given facet of work moderates the satisfaction one achieves when expectations are met. Conversely, dissatisfaction occurs when expectations are not met.

2.3.4 Equity Theory

Adam's theory is concerned on social comparison in which, people will measure the openness of their work outcomes as compared to others. Perceived inequity occurs when employees compare rewards received for their work contribution which may appear less than the rewards that other people are getting for their work. The theory states when inequity exists, people will be motivated to function not as much of their work to balance the sense of reward that they received. State of equity exists if employees understand that their ratio is equivalent to that of their colleagues (Owusu2014 in Robbins, 2005).

2.3.5 Vroom's Expectancy Theory

This theory examines motives through the perception of what a person believes will happen based on anticipated rewards and costs. Robbins (2005) posits that this theory is founded on three variables namely valance, expectancy and instrumentality. Valance refers to the strength of individuals' preference for a particular output. Expectancy considers the probability that a specific effort will produce a particular first-level outcome. Instrumentality, on the other hand, is the degree to which first-level outcome will cause desire for second-level outcome.

In short, the expectancy theory is perceived as value of a reward for accomplishing a goal. If the person expects high reward, then he/she would make maximum attempt. Similarly, if the expected reward is poor, then minimal effort would be shown. Thus, when the reward seems

undesirable, it may lead to job dissatisfaction. Satisfaction occurs as a consequence of three factors including how much reward is wanted (Valance), the estimate of probability that effort will lead to successful performance (expectancy) and the estimate that performance will result in getting reward (instrumentality) (Owusu 2014 in Newstrom 2007).

2.3.6 Job Characteristics

According to Jex(2002), the job characteristics approach assumes that the nature of individual's work is a predominant determinant of job satisfaction. Job characteristics model is the opposite of variance theory it is stated that the cause of job satisfaction is be found intheobjectivecharacteristicsofajob.Jobdesignstudiesexploredafield when behavioral scientists focused on identifying various job dimensions that would improve the efficiency of organization and job satisfaction of employees. As per Hackman and Oldham (1980), job characteristic is facet of a job that causes increase in the level of motivation, satisfaction and performance. They suggest five features of a job for which all jobs have in common including skill variety, task identity, task significance, autonomy and feedback. In addition, they define four personal work outcomes such as internal work motivation, growth satisfaction, general satisfaction and work effectiveness. Job characteristics on job satisfaction are that individuals evaluate job satisfaction by comparing benefits they are currently receiving from their jobs with what they expect. Thus, satisfaction will be achieved if individual's expectation from the job is fulfilled. On the other hand, dissatisfaction sets in if expectations are not fulfilled.

2.3.7 Job Design Theory

This theory suggests that the job aspects of an employee will show the level of his or her responsibility in the organization. According to Moynihan and Pandey (2007), job transparency causes greater job satisfaction. Job transparency generates employees who are more satisfied with the work, dedicated to the work and concerned with the work. The theory states five features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level.

2.4 Determinants of employee job satisfaction

Determinants of job satisfaction are broadly categorized into two personnel factors and organizational factors. These are working environment and career development.

2.4.1 Working Environment

Work environment is a place where workers spend most of the time to perform their tasks. It is essential to provide employees with a work environment that is encouraging to their overall development. Employees need an environment which is healthy and safe and which caters to both personal comforts and facilitates doing a good job. If the working conditions and relation to co-worker is good, the employees will find it easier to carry out their jobs. In other words, if the working conditions are poor, employees will find it more difficult to get things done.

Job satisfaction level of an employee is determined by employee relation with other co-workers (Jex 2002). Hence, organization should create good work environment and this leads to increased job satisfaction.

2.4.2 Career Development

Career development is the series of activities developing employee's career. It involves training on new skills, moving to higher job responsibilities, making a career change within the same. It helps both organization and employees. A career development system helps the organization in making better use of employee skill, reduce employee turnover. Since managers know employees' weakness and strength they put them where they will be able to produce maximum output. Career development raises employee productivity and motivation. Growth opportunities accessible by an employer have been related to higher job performance and lower turnover (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). According to Saks (1966), trained workers are more satisfied compared to untrained employees. Employees who take training courses and work-based development activity during work time reported higher job satisfaction and organizational commitment (Birdi, Allan, & Warr 1997).

2.4.3 Fair Policies and Practice

Persons who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs. Employees are demotivated and dissatisfied with their job because unfair policies and practices are present at their place of work. It is, therefore, important that an organization has a fair system regarding practices and policies so that there is no discrimination and frustration.

2.4.4 Pay

For a company perspective, pay is valuable issues. According to Carragher & Buckley (1996) wages and salaries are agreed to be important but cognitively difficult and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but it is also instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 2001). Fringe benefits are also important. Fringe benefit affects the level of satisfaction (Owusu 2014 in Bergmann et al. 1994). One reason undoubtedly is that most employees do not even know how much they are receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value. Employees often see pay as an indication of how management views. Pay has direct influence on satisfaction level of employee. According to Taylor and Vest (1992 in Owusu 2014) pay affects the level of satisfaction.

2.4.5 Promotion

(Grobler et al. 2002) define promotion as “going towards upward position in the organization”. Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take some different forms and have a variety of accompanying rewards. Organizations which are not giving promotion to their employees will be dissatisfied and their turnover rate will be high (Shields and ward, 2001). Promoted employees increase commitment and responsibility to the work. According to De souza (2002), when employees get promotion they will be more committed to their organization. Organizations should arrange training for their employees. Trained workers are more satisfied with their job as compared to untrained employees (Saks, 1996).

2.4.6 Safety and Security

Nowadays, companies are taking continuous measures in order to fulfill employees' different kind of facilities like health care, medical checkups and insurance. Consequently, this aspect of safety and security plays a major role. If an employee does not sense safe and secured at the organization that he or she works in, the level of job satisfaction is ultimately going to drop.

2.4.7 Relationship with management

Relationship with management is crucial to organizational development. Managers are responsible for motivating employees, planning, organizing and controlling within the organization. The relationship between employee and their supervisor should be smooth and open. The management encourages employees when looking good and his /her door always is open for them to discuss different issues. Mostly reasons employees think about quitting a company is that their supervisor does not care about them. Supervision affects the level of job satisfaction (Emmert and Taher 1992; McNeese-Smith 1996). A good environment created by the supervisor seems to have a considerable effect on workers' satisfaction than does participation in a specific decision. Wise managers know their employees need recognition and praise for their efforts and accomplishments. Employees need recognition for the job is good. As Barton (2002), explained that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Recognition is the part that is used to make the relationship stronger between organization and people (Romano 2003).

2.4.8 Compensation and Benefits

Derlin and Schneider (1994) pointed out that pay and fringe benefits are an important variable to be considered in the study of job satisfaction (in Waskiewicz, 1999). Money is the indicator of motivation. Pay and the work done should be equivalent. If pay and the work done not much is one of the factors for job dissatisfaction (Robbins, 2003). Pay has direct influence on satisfaction level of employee.

2.4.9 Feedback

Employees need positive feedback. Not receiving feedback is discouraging for most employees. Effective feedback will help the team members know where they are and how they can improve.

Authority also needs to know what kind of feedback the team members respond to best. Hence, giving valuable feedback increases job satisfaction.

2.4.10 Nature of Work

The nature of work can define the willingness to work. Most individuals have a liking for certain tasks and would prefer to handle these tasks. Organizations should make sure to assign employees where he/she gets to apply the skills, abilities, and knowledge to the fullest. If the nature of the work is not interesting and challenging the employ will be de motivated. According to DeSantis and Dust (1996), the nature of work affects the level of satisfaction. If the creative requirements of employees' jobs are met, then they tend to be satisfied.

2.4.11 Appreciation

Mostly, employees demand appreciation for their performance. Even for the smaller job that does, one seeks to have an appreciation, from colleagues, boss, and seniors. When employees get acknowledged in front of everyone, it gives up a boost to their morale. Thus it is good that the organization gives appreciation when employees' performance is good. This leads to encouragement and the ultimate result is reflected in the efficiency of work. Therefore, the level of job satisfaction is always higher wherever appreciation is higher.

2.4.12 Feel of Belongingness

Most of the organizations fail to understand this fundamental factor. Many have started acting towards it. If an employee feels that he is considered an important part of the organization, he belongs to the organization then there are higher chances of job satisfaction. Communicating employees at the crisis to even at the ground level, making special efforts during festive seasons, all these small little activities make an employee believe that they belong to the firm. This brings job satisfaction and loyalty together.

2.4.13 Job security

Job security is another very important factor that may affect employee job satisfaction. According to Mahamuda&Nurul (2011), employees most frequently feel more secure if they believe they will not get fired.

2.4.2 Personal variables

According to Koustelios(2001), gender, age, marital status, and working experience affect job satisfaction in different and complex ways.

2.4.2.1 Age

Age is one of the factors affecting job satisfaction. Age has a rounded relationship to job satisfaction (Herzberg et al. 1957).Hulin (1963), found that job satisfaction and age are positively correlated. He disagreed with Herzberg in that he found the relationship between age and job satisfaction to be linear rather than curvilinear. That is older employees tend to report higher satisfaction, and younger employees say the lowest job satisfaction rates. Brush, Mock, and Pooyan (1987), dispute that increase in employee age are likely to be associated with enhanced positions of organizational authority. Others believe that older employees are more likely than younger employees to have established a better person-environment fit, resulting in higher job satisfaction.

2.4.2.2 Gender

Gender is another common demographic variable frequently used to study job satisfaction. However, there are no simple conclusions about the differences between males and females and their job satisfaction levels. Males are more satisfied with their jobs (Herzberg et al. 1957).The same finding is also reported by Smith, Kendall, and Hulin (1969) and Castillo et al (2004). While studies by Clark (1997), indicated that female are more satisfied than male in their jobs. More up-to-date research is consistent in reporting no effect of gender on overall job satisfaction (Ellickson, 2002; Scott et al., 2005).

2.4.2.3 Service year in the organization

Employees who are happy with the organization stay long in the organization compared the ones that are not happy. Employees with more job experience are more satisfied with their jobs when compared to those who are less experienced (Venkatachalam and Reddy, 1996; Malni, 2001).

2.4.2.4 Position in the organization

Research studies also found out that job level in an organization has a significant relationship to job satisfaction. Job level is positively associated with job satisfaction (Cranny, Smith, and Stone, 1992.). Higher level positions are usually associated with higher pay, autonomy, responsibility, promotion prospects, and better overall working conditions. The higher is one's position in an organization, the greater is the level of job satisfaction (Saiyandain, 1977; Kumar et al 1981, Panda.2001). Position or responsibility is a reliable predictor of job satisfaction with employees at higher rank being generally more satisfied with their jobs compared with employees at lower rank structures.

2.5 Measure of job satisfaction

According to (AZiri B2011), usually job satisfaction is calculated by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include Minnesota satisfaction questionnaire and Job description index.

2.5.1 The Minnesota Satisfaction Questionnaire (MSQ)

This questionnaire can be implemented both individually and in group, but it does not take place differences into consideration. The 1977 version of the Minnesota Satisfaction Questionnaire uses the following response categories: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied and Very dissatisfied. The 1977 version of this questionnaire is more balanced compared to the 1967 version. According to Vocational Psychology Research (2002), Minnesota Satisfaction Questionnaire has extensively been used in investigating client vocational needs in counseling follow-up studies and creating information regarding reinforcers in jobs.

2.5.2 Job Descriptive Index (JDI).

Recently Job Descriptive Index is the most extensively used tool in measuring job satisfaction. According to Vroom's (1964), the Job Descriptive Index (JDI) is mostly carefully constructed measure of job satisfaction in existence nowadays. In connection with this, O'Reilly and Robert (1973), confirm that Job Descriptive Index (JDI) is a research instrument and diagnostic measure. It is widely used in business its validity is also valid (Smith et al., 1969). Job

Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers.

2.6 Effect of job satisfaction

Job satisfaction causes a series of influences on various aspects of company. Some of them are the influence of job satisfaction on employee productivity, turnover, loyalty and absenteeism.

2.6.1 Absenteeism

Absenteeism is a cost for an organization thus organizations should assess cause of absenteeism and arrange a mechanism avoided. Research conducted by V and erberg and Lance (1992), showed a strong relations between job satisfaction and employee loyalty. Similarly Aziri.B(2011) conclude that absenteeism is directly related with satisfaction that. When satisfaction is high, absenteeism tends to be less. When satisfaction is low, absenteeism tends to be high. Thus organizations check ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through an increase in the level of employee satisfaction.

2.6.2 Turnover

The process of turnover is a series of decisions that begins with the evaluation of an employee's current job and ends with a subsequent determination of satisfaction or dissatisfaction. This decision often leads to the intent to turnover or actual turnover. According to Mcshane and Glinow cited in Maniram (2007), the main cause of turnover is lack of happiness at work place. According to Joshi and Rathesh (2013), the cost of turnover may result in the failure of an organization. Organization may be oblivious to the cause behind turnover. According to Reukauf (2018), if business leaders can get the reason, why employees are considering leaving the organization before they actually leave, there is an opportunity to change the consequence.

2.6.3 Employee Loyalty

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level. Research conducted by Vanderberg and Lance (1992), showed a strong relations between job satisfaction

and employee loyalty. Their research proved that Job satisfaction has positively correlated with level of employee loyalty.

2.6.4 Employee productivity

Workers who feel undervalued and not happy decrease the overall efficiency and effectiveness of an organization in contrast, workers who are satisfied has impact the encouraging outcomes of all stakeholders (Jo'connor, 2018). In contrast to Joconnor "a happy worker is a productive worker", is not really true. It's actually the converse that productivity is more likely to lead to satisfaction, (Arnold and Feldman, 1996). As per Kornhanuser and Sharp (1976), description job satisfaction positively affects performance. Similarly Lawler and Porter (1967), suggest that satisfaction affects effort of employees. They explain increased satisfaction from performance possibility helps to increase potential of performance leading to reward. Satisfaction and productivity have serious links to affect each other. In contrast most research into this issue assures that a satisfied worker is not a productive worker because of two reasons, (Arnold and Feldman 1996). Firstly, there exists a relationship between job satisfaction and job performance. Empirical research results have showed that these two variables are not directly related to each other. As per Arnold and Feldman (1996), the condition of the work tools, ability of worker and others condition have a greater impact on how much one can produce than his or her job satisfaction does.

2.6.5 Creativeness

Creativity is commonly defined as the development of new and useful ideas, products or services. According to Woodman (1993), organizational creativity is one of the components of the broader sphere of innovation. Creativity related to job satisfaction when employee happy by their work their creativity increased. According to Zhou and George (2001), description under which job satisfaction will lead to creativity.

2.7 Employees Dissatisfaction

Dissatisfaction is unhappy or negative feeling to the work. Job dissatisfaction is transmittable it may spreads to other employees quickly. The consequences of job dissatisfaction affect both employee and employer. Workers who are dissatisfied may harm its business need and interest.

The tendency dissatisfied employees are more expected to miss work, however the correlation is moderate (Langton & Robbins 2006). According to Robbins (2005), states employees' dissatisfaction by displaying four types of behavior result. The first behavior is to exit. Exit is looking for a new position or resigning this is cost for the organization. The second behavior is voice. Voice is a behavior, which includes discussing problems with superiors, and some forms of union activity (Langton & Robbins (2006).Loyalty is another part of change in behavior that employees can demonstrate. According to Robbins (2005), employees will passively but positively wait for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing. Last but not least, neglect which is the worst case it includes absenteeism or lateness, reduced effort.

2.8 Empirical studies on job satisfaction

Study which was conducted by Mulugeta at Management Science for Health (2015) found out that the major cause of turnover and dissatisfaction of MSH-E employee is because of no job security to employee, no paid training and tuition reimbursement programs and organization benefit is less when compared with other similar organization.

A study which was conducted by Alromaihi, Alshomally& George (2017) a telecommunication sector and universities in the city of Hyderabad result showed that work environment has appositive impact on the job satisfaction of employees. Bad work conditions restrict employee stop their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment.

A study on telecommunication industries in Bangladesh2013 stated that top level management should provide some sorts of autonomy and decision making power to their employees, Company should provide all the necessary resources (information, tools, equipment etc.) to the employees to perform their duties efficiently and effectively, Promotion structure should be rearranged. Manager should give more priorities on performance and efforts rather than on their personal characteristics, Manger should recognize the efforts of employees and appreciate their valuable performance towards organization.

A study in Texas Public School Districts 2018 stated that Workers who feel undervalued and dissatisfied decrease the overall productivity and effectiveness of an organization. In contrast, superintendents who are satisfied believe in their ability to impact the positive outcomes of all stakeholders. Thus productivity and satisfaction is a direct relationship.

The study was conducted by Nadia and Wonder 2018 in Ghana stated workplace environment showed a positive relationship and a significant impact on job satisfaction. The working atmosphere gives pleasure to employees to do their best to maximize performance, also employers need to improve working environment. The study further concluded that in the financial sector, reward/ recognition as well as employee participation both had a significant relationship with job satisfaction whilst in the mining sector; employee empowerment contributed more and had impact on job satisfaction.

The study was conducted by Sedaunutmalin (2014), stated that the general job satisfaction level of employees is mediocre. In terms of main factors, mean values of them shows that employees are dissatisfied with “Self-Improvement”, “Opportunities”, and “Working Conditions”.

The study was conducted by Seday 2015 in the case of Ethiopian commercial bank of Ethiopia stated that the highest level of satisfaction in job security and in relation with co-workers and the lowest in working environment. Generally the researcher conclude that employee job satisfaction can improve service quality and increase employee satisfaction

The study was conducted in Malaysia in (2013) salary, work environment, promotion are obviously affect level of job satisfaction among employees. Based on the studies that have been executed, the researcher selected four factors which might be affect the employees’ level of job satisfaction which were work environment, pay and salary, fairness and promotion criteria. The result showed that there was a significant relationship between salary, work environment, promotion and level of job satisfaction. However, there was no significant relationship between fairness and level of job satisfaction.

A study which was conducted by Singh and Jain (2013) stated that Job satisfaction represents one of the most complex areas facing today’s managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and

good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

A study which was conducted by Moges, keyyalew, Shewayirgas and Yimer 2016 in Ethiopia Madawalabu University stated that Dissatisfaction with general job satisfaction, payment, promotion, supervision and working condition were some of the problems identified in this study. A possible explanation of this finding might be poor quality of supervision and promotion, lack of skill of stress management, lack of transparency of immediate boss.

A study which was conducted by Ganesan, Mun and Ling in Malaysia manufacturing sector 2017 stated that employee job satisfaction is important for organization to sustain high performance.

2.9 Summery

In summary, the preceding contents discuss issues relating to job satisfaction is key variable which should be of concern to managers in organizations as it has the potential to influence employee behaviors and subsequent productivity in their organizations. The discussion puts job factors which stimulate job satisfaction. It can be ascertained that employees will extend effort to increase performance. They usually come to the work place with strong need. They don't spent time by searching new jobs if they are satisfied. Understanding employee job satisfaction is an essential tool for identifying employees 'problems, effecting changes and correcting with least resistance. Employee job satisfaction is affected by both the organization and personal needs. Most researchers found out that the organization factors like promotion, salary, environment, work itself and work security. They explained that if the organization not fair in promotion, salary and not good regarding delivery of safety equipment employee job satisfaction decreased. The success of the organization is not up to snuff. Some effects of job dissatisfaction are turnover, less productivity, high number of absenteeism. Most researchers indicated that there is a relationship between employee job satisfaction and organization performance as they stated that when employees are satisfied by the work their productivity increase and their absenteeism rate turn into less. Employee job satisfaction can be measured by two measurements either by The Minnesota Satisfaction Questionnaire or Job Descriptive Index (JDI).

2.10 Conceptual frame work of the research

This conceptual frame work developed from the theoretical literature review and the empirical review and this help to fulfill the research object and research questions.

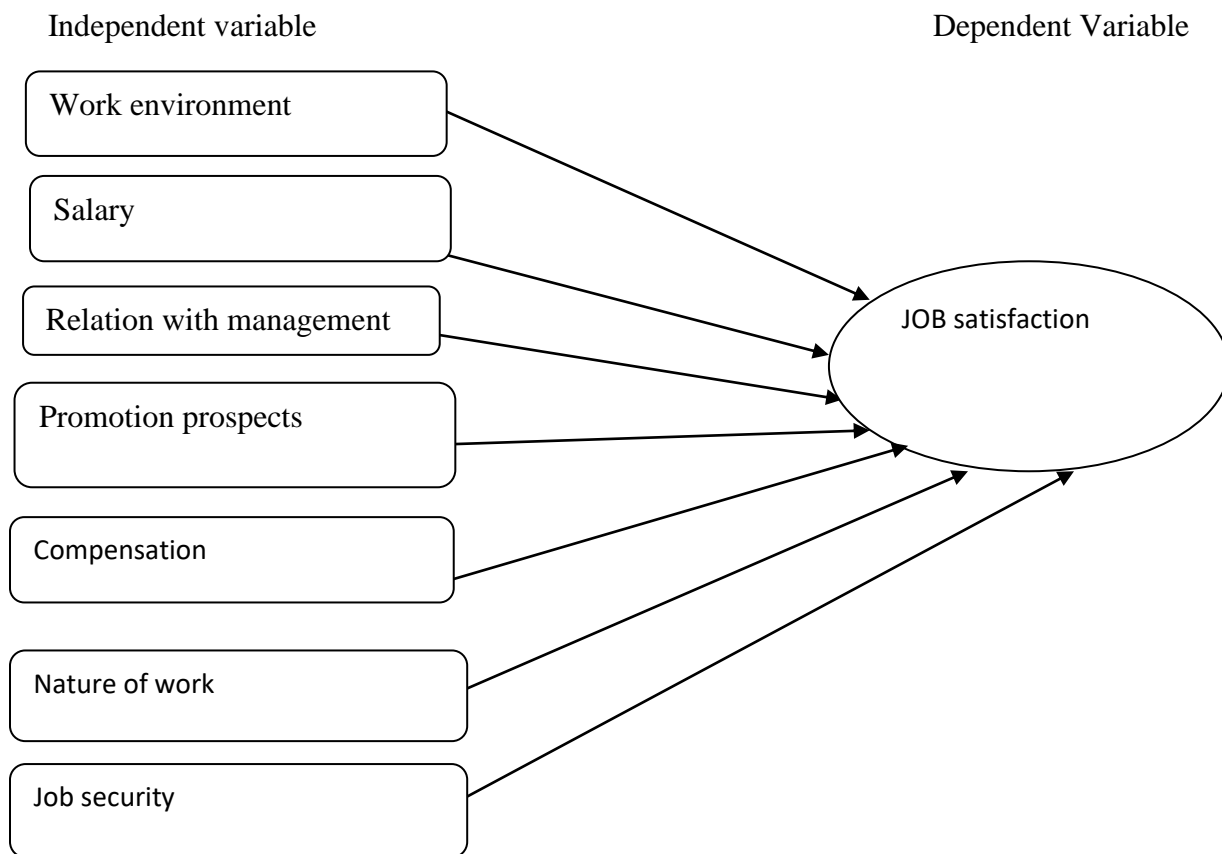


Figure .2: Conceptual frame work based on literature

The figure above shows the relationship between the factors that affect job satisfaction and the job satisfaction. Since the reason of this study was to look into how much each of the independent factors affects the job satisfaction of employees of GIW. The stated seven factors were selected investigated, and analyzed the satisfaction level in relation to each employee factors. By assessing the outcome of each factor, it can be well understood which factors have more impact on the level of job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter of the research report consists of research design, data source and collection methods, study population, sample size and technique, data processing and analysis techniques.

3.1 Research Design

Research design is the wider ranging map of how various research questions would be answered in a study. According to Islamia (2016), research design can be considered as the structure of research. It is the “bond” that holds all of the elements in a research project together. In short, it is a drawing of the proposed research work. The study used descriptive research design. This is because descriptive study was helpful to look into the phenomena and the process in the natural contexts in order to get the overall picture instead of taking one or some of its aspects and manipulating it in an artificial setting. In order to attend the desired objective both qualitative and quantitative approaches were used.

3.2 Sources of Data

The data sources of the study were both primary and secondary.

3.2.1 Primary data

The primary data were collected directly from respondents through a questionnaire which was distributed to management and non-management employees of Geosynthetics industrial works PLC.

3.2.2 Secondary data

Secondary data were collected from performance management and incentive scheme incentive manuals and reports drawn from each department included in the study.

3.3 Instruments of Data Collection

Two data collection instruments used to gather relevant data for the purpose of the study. These were questionnaire as the major tool and structured interview with officials as supportive

instrument to triangulate the data obtained through questionnaire. The following paragraphs explain the details about these instruments.

3.3.1 Questionnaire

A questionnaire is a data collection instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. According to Yount (2006), the uniform wording and structured questions of the questionnaire grant a higher reliability in the data than is practically able to be obtained by interview and is completed at the subjects' convenience. Data is more valid under these conditions than when answers are given "on the spot" in an interview. Questionnaire has an advantage over some other types of surveys in that this is inexpensive, does not need as much effort from the respondent and often has consistent answers that make it simple to compile data (Yount, 2006). The questionnaire was prepared in the form of Likert five scales to measure employee job satisfaction. The Likert scale included five scales ranging from **1** which represents "very dissatisfied" to **5** which represents "very satisfied". **2** refer to "dissatisfied", **3** "neither" and **4** represents "satisfied". The questionnaire was directly given to the respondents. In the questionnaire, both open-ended and close-ended questions incorporated in order to get the desired information.

3.3.2 Interview

There are countless reasons to use interview. Gray (2004), specified interview answers highly personalized information. When there is a need to collect in-depth information on people's opinions, thoughts, experiences, and feelings. Interview is a good technique. In this research, middle level managers of GIW were interviewed through structured interview. When the interviews were held, explanation was given to respondents about the objective in simple and understandable way.

3.4. Study population

According to Omari (2011), population refers to units which have one or additional exclusivity in common. The targeted total population of this research was 230 employees working at Geosynthetics Industrial works. These employees were classified in to the following nine departments. The number of employee were Production(126), Human resource(46), Technical

(15), Marketing (14), Quality(8), Planning (2), Information communication (3), finance (7) and Procurement (8). The rationale for selecting these departments was that most of the company's activities are dependent upon the performance of these departments, and also the researcher believed that relevant data could be gained from employees in these departments.

3.5 Sample size and sampling technique

For sample size determination, the following formula was used with the assumption of 95% confidence level and $P=.5$.

$$n = \frac{N^2 \cdot e^2}{1 + N(e)^2} = \frac{230^2 \cdot (.05)^2}{1 + 230(.05)^2}$$

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

When this formula was applied to the above population, the sample turned out to be 146. Therefore, data were collected from 146 respondents. From the total respondents, 82 were from production the rest 64 from seven department's human resource, Technical, Marketing, Quality, Finance, Information and procurement departments. Table 3.1 below indicates the sample size considered from each department.

While the population of production department is large population Probability sampling technique was used for production department and non-probability sampling techniques other than production departments. To select a sample from this population stratified sampling technique was used. After arranging the strata, respondents from each stratum were considered by using simple random sampling and convenience sampling technique. Simple random sampling was used to select a sample from the production department and convenient sampling was used to select the sample from the other departments.

To be more specific, from the production department, 82 employees were identified. The sample size is determined based on the rationale that since the population of production department is a homogeneous population, the sample selected represents the total population. Plus, it was assumed that this is manageable sample size within the available resources. For the other departments, 64 employees, the sample size is determined from each department proportionally

and this sample size is enough for the research because of homogeneity characteristics of the data that gathered from the respondents. The sample was selected using convenient sampling technique from each department. The following table indicates the specific number of respondents taken from each department.

Table 3.1 Samples taken from departments

Departments	Sample of employee
Production	82
Human resource	30
Technical	10
Marketing	9
Quality	4
Finance	4
Information	2
Procurement	5
Total	146

Source: Researcher's compilation

Even though the survey questionnaires were distributed to 146 sample respondents, only 132 respondents completed and returned. Hence, the final data collected and analyzed were from 132 sample respondents.

3.6 Validity and Reliability

3.6.1 Reliability

Reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable. A value of Cronbach's Alpha Coefficient higher than 0.70 is regarded as okay (Saunders, Lewis & Thornhill, 2009, in Tseday 2015). For this research, the researcher adopted the questionnaire from the research entitled assessment of factors affecting

employee job satisfaction in management science for health Ethiopia by Mulugeta2015. The value of Cronbach's alpha coefficient was .876 which is above 0.70.

3.6.2 Validity

Validity was alarmed with the degree to which the designed questionnaire items comparatively and perfectly represented the main variables. For this research the questionnaire was adopted from Mulugata(2015) who confirmed the validity of the instrument.

3.7 Methods of Data Analysis

Before the analysis, first the data were collected using the above techniques. The data were made ready for analysis by editing, cleaning and coding. Second, the data which were coded were fed in to a computer system to make it more appropriate for analysis. In this case, the researcher used Statistical Package for the Social Sciences (SPSS) Version 20. Once the raw data had been cleaned, coded and entered in to the computer system; both quantitative and qualitative methods of data analysis were used. Quantitative data that are collected through questionnaire were analyzed using descriptive statistics – mean, SD, Variance and percentages. To make data presentation attractive and easy to understand the data, visual aids such as frequency tables was used. Data obtained from open-ended questions and interview was qualitatively analyzed through narration to triangulate the validity and reliability of data gathered via the survey questionnaire.

3.8 Ethical consideration

In conducting this study, all ethical considerations were observed. Respect all the respondents was a very significant concern. Among the cares taken to keep confidentiality of the information, respondents were not required to their names of the respondents on the questionnaires. It was made clear during data collection that all respondents had the right to privacy, to safety, to know the true purpose of the research, to obtain research results and to withdraw from answering questions (Aaker et al, 1995). The language used for data collection was both English and Amharic for better understanding.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter discusses the information obtained from the data collected via the aforementioned methods. The study obtained these data from respondents through survey questionnaire and interview. The responses have been analyzed and the results are presented in the form of table. It has three sections. The first section is about demographic characteristics of the respondents and the second part presents data analysis and interpretation using descriptive statistical testing and the last one regression analysis parts.

4.1 Demographic Characteristics of the Respondents

This section presents the demographic characteristics of respondents such as age, gender, educational level, salary and years of service.

4.1.1 Age Distribution of the Respondents

Table 4.1: Distribution of Respondent by age

Age category	Frequency	Percent
Below 20	1	.8
20-30	31	23.5
31-40	70	53
41-50	24	18.2
Above 51	6	4.5
Total	132	100

Source: Own Survey Data, 2020

Respondents were categorized into five age groups. First category was below 20. Out of the total respondents 1 of them belonged to that category and that represents 0.8% of the respondents. The second category was 20-30 age range. There were 31 employees in that category and they represented 23.5% of total sample. Third category was 31-41 age range. In this category, 70

respondents (53%) of total sample were found. The fourth category was 41-50 age range and in this category 24 respondents were found and represent 18.2% of total sample. The last category is age group which starts from 51 and goes onwards. Six respondents were found who account for 4.5 % of the sample. Based on the data on Table 4.1, the highest portion of the respondents falls under the age category (31-40). However, the fourth category (age 50 and above) and the first category (below 20) found having the least number of respondents. According to the age group data, majority of GIW employees were in the 31-40 years. This indicates that majority of the GIW employees are young. Having young employee for any organization is beneficial, since young employees are innovative and easy to accept new changes. On the other hand, as many studies stated younger people tend to be more dissatisfied with their jobs rather than older people. Their dissatisfaction with their work may result from discovering that many companies are resistant to change.

4.1.2 Division of Respondents by Gender

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	96	72.7
Female	36	27.3
Total	132	100

Source: Own Survey Data, 2020

Table 4.2 shows, 96 employees were male and they represented 72.7% of the sample. The rest 36 employees were female and they represented 27.3% of the total sample. As indicated in Table 4.2, the numbers of male respondents were greater than female. This indicates that most of the organization's work is covered by male workers. This study is also conducted based on respondents which is largely made out of males.

4.1.3 Division of Respondents by Education Level

Table 4.3: Distribution of Respondents by Education Level

Education Level	Frequency	Percent
Below level IV	46	34.8
Level IV	36	27.3
Bachelor degree	46	34.8
Masters	4	3
Above Masters	-	
Total	132	100

Source: Own Survey Data, 2020

Educational level was categorized into five. Employees who have below diploma are 46 employees, which represented 34.8% of the total sample. Secondly, employees who have level IV were 36 which represented 27.3%. Thirdly employees who have BA/BSC degree were 46 which represented 34.8% of the total sample. Fourthly, MA/MSC respondents were 4 of employees and represented 3 % of the total sample. Finally, no employee has above Master's. As indicated on Table 4.3, of the total 46 respondents 34.8% have degree. This data shows that less than half of the respondents have first degree and only 3% employees have Master's degree. This indicates organization's encouragement regarding learning was feeble and this leads employee to search higher salary and benefit.

4.1.4 Distribution of Respondents by service year

Table 4.4: Distribution of Respondents by service year

Service in the organization	Frequency	Percent
Less than 2 years	6	4.5
2-5 years	33	25
6-10 years	45	34.1
More than 10 years	48	36.4
Total	132	100

Source: Own Survey Data, 2020

According to Table 4.4, 6 employees have worked less than two years and they represented 4.5% of the sample. The employees, who have experience between 2 and 5 years were 33 of the sample and represented 25%, the employees with 6-10 experience were 45 of the sample and represented 34.1 % of the total sample. Employees with more than 10 years represented 36.4% of the sample. As indicated in Table 4.4, majority of the respondents were having service year more than 10 years. Professionals know what to do plus employees with good experience may share their knowledge and skills with their friends, which will lead to higher referrals, faster time to fill, and so on. Hence, having experienced employees to any organization is helpful. However, this is not the sign of job satisfaction.

4.1.5 Distribution of Respondents by salary

Table 4.5: Distribution of Respondents by salary

Salary	Frequency	Percent
Less than 2000	4	3
2001-5000	29	22
5001-10000	60	45.5
Above 10000	39	29.5
Total	132	100

Source: Own Survey Data, 2020

According to the data in Table 4.5, 4 employees salary was less than 2000 which accounts for 3% of the sample. 29 employees' salaries were between 2001-5,000. This represents 22 % of the total sample. And 60 employees' salaries were between 5001-10,000. They represent 45.5 % of the sample. 39 (29.5 %) employees get above 10000 salary. As per Table 4.5 the majority of employee's salary was between 5,001 and 10,000. Those from salary group 18 employee have work experience were more than 10 years, 25 employee were experience 6-10, 15 employee were experience 2-5 and 2 employee were in the experience group less than 2 years. This indicates that the more experience employee were the more paid. This may lead employees having less experience to be alert on looking at higher salary.

4.2 Descriptive Statistics

This aspect was divided into five topic areas: - career development, relationship with management, compensation and benefits, pay and work environment. The survey explored 29 aspects of employee job satisfaction factors. According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated by Comparison bases of mean of score of five point Likert scale instrument.: The analyses are presented below.

4.2.1 Career Development

Table 4.6: Career Development

Statement	Level	NO	Percentage	Mean	Std.Deviation
Career promotion?	Very dissatisfied	11	8.3	2.84	1.04
	Dissatisfied	48	36.4		
	Neither	27	20.5		
	Satisfied	43	32.6		
	Very satisfied	3	2.3		
Career development opportunities of your organization for learning and professional growth	Very dissatisfied	15	11.4	2.62	1.04
	Dissatisfied	58	43.9		
	Neither	24	18.2		
	Satisfied	32	24.2		
	Very satisfied	3	2.3		
Training provided on your current job?	Very dissatisfied	10	7.6	2.56	.97
	Dissatisfied	69	52.3		
	Neither	25	18.9		
	Satisfied	24	18.2		
	Very satisfied	4	3		
Chance of doing something that makes use of your abilities/skills?	Very dissatisfied	4	3	3.09	1.01
	Dissatisfied	44	33.3		
	Neither	26	19.7		
	Satisfied	52	39.4		
	Very satisfied	6	4.5		
Organization's commitment to professional development?	Very dissatisfied	18	13.6	2.68	1.09
	Dissatisfied	46	34.8		
	Neither	33	25		
	Satisfied	29	22		
	Very satisfied	6	4.5		

Opportunity made available to you for growth and learning	Very dissatisfied	22	16.7	2.60	1.14
	Dissatisfied	49	37.1		
	Neither	27	20.5		
	Satisfied	27	20.5		
	Very satisfied	7	5.3		
Aggregate mean				2.73	

Source: Own Survey Data, 2020

Career promotion

According to the collected data shown in Table 4.6, of the total respondents 32.6 % of GIW employees were satisfied and 2.3% of them were very satisfied. Dissatisfied employees were 36.4% which is 48 employees. 8.3 employees claimed to be very dissatisfied. The mean value and the standard deviation of career promotion were 2.84 and 1.04, respectively. As per cross tabulation result indicated that those from dissatisfied employees 15 employees were in the age group 20-30, 25 employees in the age group 31-40 and 7 employees were in the age group 41-50. This data implies that some young and adult employees were dissatisfied by the organization's career promotion and this may lead employees to focus on searching new jobs.

Career Development Opportunities for Learning and Professional Growth

Table 4.6 shows 32 employees indicated that they were satisfied with career development when assessing job satisfaction and 24 employees of the respondents were neither satisfied nor dissatisfied on their career development opportunities for learning and professional growth whereas 58 employees were dissatisfied. According to cross tab result from those of 58 dissatisfied employees 16 employees were in the age group 20-30, 27 employees in the age group 31-40 and 11 were above 51 age group. According to Table 4.6, about 26.5 % of the total respondents were satisfied and very satisfied. This indicates that the organization majority young employee dissatisfied by career development opportunities for learning and professional growth. Since Attention to career development helps to retain valued employees may the organization filed to retain productive and employees.

Training provided current job

According to summarized data on Table 4.6, 18.2% of employees indicated satisfaction while 52.3% of the employees were dissatisfied. There were 10 employees who were very dissatisfied. Only 4 employees were very satisfied with the training provided on their current job. Respondents who were very dissatisfied and very satisfied represent 7.6% and 3%, respectively. Based on Table 4.6, of the total respondents 60% were dissatisfied and very dissatisfied. According to cross tabulation result those from dissatisfied employees, 23 employees were in below level 4 educational group, 22 employees in educational level group level 4. 23 employees were educational level in first degree and one employee has Master's degree. These data show employees from all educational background need training on current job they need to learn new skills or enhance their current skills through training on current job. This may imply that the organization was weak in providing organized training.

Opportunities to Use Skills and Abilities at Work

Table 4.6 examines how employees viewed opportunities for employees to use their skills and abilities in their work. Employees amounting to 39.4% were satisfied with the opportunity to use skills or abilities. The result was shows that 43.9% of the respondents were satisfied and very satisfied. This shows most of GIW employees use their skill and ability without intervention.

Organization's Commitment to Professional Development

Table 4.6 shows 22% of employees indicated that an organization's commitment to professional development was satisfied. 34.8% of the respondents were dissatisfied and 13.6% were very dissatisfied. The mean score was 2.68. According to cross tabulation result from 46 dissatisfied employees, 14 employees were in the age group 20-30, 22 employees in the age group 31-40 and 8 in the age group 41-50. The rest 2 employees were below 20 and above 51 age groups. According this data, majority of organization's young employees were dissatisfied by organization commitment to professional development. In general, from data analysis the organization could not often encourage growth and career development to employee. This may be the cause of employee turnover and absenteeism.

Opportunity available for growth and learning

Table 4.6 shows 27 of employees claimed to have been satisfied with opportunity for growth and learning. This represents 16.7 %. 49 employees were dissatisfied by the opportunity for growth and learning and 5.3-% very satisfied. According to the data, most employees of GIW were not happy by availability for opportunity for growth and learning. As many research indicated that Employees often leave the organization if there is no opportunity of growth.

4.2.2 Relationship with Management

Table 4.7: Relationship with Management

Statement	Level	NO	Percent	Mean	Std.Deviation
Communication between employees and senior management?	Very dissatisfied	27	20.5	2.54	1.15
	Dissatisfied	46	34.8		
	Neither	23	17.4		
	Satisfied	32	24.2		
	Very satisfied	4	3		
The Autonomy independence of your position to make decisions?	Very dissatisfied	27	20.5	2.54	1.15
	Dissatisfied	46	34.8		
	Neither	23	17.4		
	Satisfied	32	24.2		
	Very satisfied	4	3		
Feeling about management on providing recognition for tasks well done	Very dissatisfied	23	17.4	2.65	1.15
	Dissatisfied	45	34.1		
	Neither	24	18.2		
	Satisfied	35	26.5		
	Very satisfied	5	3.8		
The praise you get for doing a good job?	Very dissatisfied	13	9.8	2.75	1.02
	Dissatisfied	48	36.4		
	Neither	33	25		
	Satisfied	35	26.5		

	Very Satisfied	3	2.3		
Help you get from your manager to improve Yourself?	Very dissatisfied	10	7.6	3.066	1.05
	Dissatisfied	32	24.2		
	Neither	37	28		
	Satisfied	46	34.8		
	Very Satisfied	7	5.3		
The Competency of your supervisor in making decision?	Very dissatisfied	6	4.5	3.25	1.05
	Dissatisfied	34	25.8		
	Neither	21	15.9		
	Satisfied	63	47.7		
	Very Satisfied	8	6.1		
The relationship with immediate supervisor?	Very dissatisfied	4	3	3.49	1.066
	Dissatisfied	28	21.2		
	Neither	17	12.9		
	Satisfied	65	49.2		
	Very satisfied	18	13.6		
Relationships with co-workers?	Very dissatisfied	1	.8	2.93	.971
	Dissatisfied	4	3		
	Neither	14	10.6		
	Satisfied	83	62.9		
	Very satisfied	30	22.7		
Aggregate mean				2.9	

Source: Own Survey Data, 2020

Communication between Employees and Senior Management

Table 4.7 shows 20.4% of employees reported that they were satisfied with the communication between employees and senior management. 34.8% of employees were dissatisfied with the communication between employees and senior management and 24.2% satisfied by communication with senior management. From those very dissatisfied 4 employees belonged to the age group 20-30, 13 employees in the age group 31-40, 7 employees in the age group 41-50

and 3 employees in the group above 51. Those from dissatisfied 46 employees 12 were in the age group 20-30, 22 employees were in age group 31-40 and 8 employees were in age group 41-50 and 3 and 1 employees was in age group above 51 and below 20, respectively. Since kind communication in the workplace provides clear instructions, workers know exactly what is expected from each of them. The result has shown that majority of adult age employees were dissatisfied and more than half of the respondents were not happy by the communication with senior management. This is not good for employees' productivity and it makes hard to accomplish organization's goal.

Autonomy and Independence

As shown in Table 4.7, of the total number of respondents, 20.5% of indicated that autonomy and independence were very dissatisfying for the employees while 31.8% of employees were satisfied with their level of autonomy and independence in their current position. 17.4% was neither satisfied nor dissatisfied. 24.2% employees satisfied and 3% employees were very satisfied. The result indicates that 55.3 % were dissatisfied and very dissatisfied. This shows employee's independence to make decision was not good in the organization. High performing employees do not typically need this level of supervision. Instead, they thrive in environments where there is a high level of trust and autonomy.

Management's Recognition for task well done and the praise for doing a good job

Table 4.7 shows 26.5% of employees reported that management's recognition for tasks well done contributed to their job satisfaction. The mean score was 2.65 with standard deviation of 1.15. 18.2% employees were neither satisfied nor satisfied. 23 employees were very dissatisfied and 45 employees were dissatisfied. From the total number of respondents, 34.1% were dissatisfied with management's recognition of their performance. As per the table 4.7 48 employees and 13 employees were dissatisfied and very dissatisfied, respectively, by the praise for doing a good job. Employee recognition is one of the inputs that motivate employees in the workplace. However, GIW management did not give recognition to tasks well done. This might lead employees to hate the work place and as a result look for organizations with better provisions.

The competency of supervisor in making decision

Table 4.7 shows 47.7 % of employees reported that competency of supervisor in making decision was good. The mean score was 3.25 with standard deviation of 1.05. 21 employees were neither satisfied nor dissatisfied. 6 employees were very dissatisfied and 34 employees were dissatisfied. From the total respondents, 63 of them were satisfied by competency of supervisor. This indicates that most of GIW employees were happy by capability of their supervisors.

Relationship with Immediate Supervisor

According to Table 4-7, 49.2% of employees indicated that they are satisfied with the relation with their immediate supervisor. Whereas, 13.6% of the employees were very satisfied with relationship they had with their immediate supervisors, 21.2 % of the respondents were found dissatisfied. According to the data shown in Table 4.7, 65 employees have good relationship with their immediate supervisors. Those from satisfied employees, 13 employees were in the age group 20-30, 40 employees were in the age group 31-40, 11 employees in the age group 41-50 and 1 employee was in the age group above 51. These data indicate that majority of adult age group had good relation with their immediate supervisors. In general, around 62% employees were happy by relation with immediate supervisor. This implies that the relationship between immediate supervisors and employees are smooth.

Relationship with co workers

As indicated in the above table, 22.7% and 62.9 % of employees was very satisfied and satisfied to employee job satisfaction, respectively. The mean score for relation with co-workers was 4.03 which were the highest of the factors of job satisfaction. Only 3% of respondents were dissatisfied. Employees' relationships with co-workers are important to their achievement at work. This indicates employees were happy with their co-workers. Forming positive relationships at work may make the workplace and work more pleasing and increase job satisfaction. People enjoy their work if they are having good interpersonal relationships with those people whom they are working with. The result shows that almost all GIW of employees expressed satisfaction with their relationships with co-workers. When people know one another well, they are much more

likely to work well together. A happy and well-adjusted workforce is a productive one. Workers naturally want to try harder to help keep the company going and to help it grow.

4.2.3 Compensation and Benefits

Table 4.8: Compensation and Benefits

Statement	Level	NO	Percent	Mean	Std.Deviation
Benefits such as medical, personal accident, life insurance?	Very dissatisfied	4	3	3.43	1.02
	Dissatisfied	28	21.2		
	Neither	19	14.4		
	Satisfied	69	52.3		
	Very satisfied	12	9.1		
Organization's benefit compared to others in the industry	Very dissatisfied	6	4.5	3.03	.97
	Dissatisfied	40	30.3		
	Neither	32	24.2		
	Satisfied	52	39.4		
	Very Satisfied	2	1.5		
The recreational activities provided by the company	Very Dissatisfied	15	11.4	2.48	.936
	Dissatisfied	62	47		
	Neither	33	25		
	Satisfied	20	15.2		
	Very satisfied	2	1.5		
Aggregate mean				2.98	

Source: Own Survey Data, 2020

Benefits

Table 4.8 illustrates 9.1 % percent of employees rated benefits as very satisfying and it contributes to their job satisfaction. Satisfied employees were 52.3% with their benefits package and 14.4% were neither satisfied nor dissatisfied. More than half of the respondents 61.4% were satisfied and very satisfied in the organization benefits. The above analysis implies majority of the employees were happy by the benefits given by the company.

Organizational Benefit Compared to Others

According to the collected data summarized in Table 4.8, 39.4 % of employees were satisfied with GIW benefit packages compared to others. 30.3% was dissatisfied with organization benefit compared to others. The mean for organizational benefit compared to others was 3.03. 24.2% of

the employees were neither dissatisfied nor satisfied with the factor organizational benefit compared to others. This data analysis indicates that the organization provides good benefits compared to similar organization.

Recreational activities provided by the company

According to the collected data summarized in Table 4.8, 15.2% of employees were satisfied with the recreational activities.47% was dissatisfied recreational activities provided by the company. The mean value of recreational activities was 2.48.Recreation was perceived as a form of intrinsic reward that provides a means of pleasure and enjoyment. Work place recreation initiatives can make an important contribution to reducing absenteeism and raising productivity (Cohen, 1999). As per the analysis of the respondents, majority of GIW employees were dissatisfied by recreational activities provided by the company.

4.2.4 Pay

Table 4.9: salary

Statement	Level	NQ	Percent	Mean	Std.Deviation
Pay compared to the amount of work you do?	Very dissatisfied	17	12.9	2.59	1.06
	Dissatisfied	57	43.2		
	Neither	24	18.2		
	Satisfied	30	22.7		
	Very Satisfied	4	3		
	Dissatisfied	62	47		
	Neither	29	22		
	Satisfied	28	21.2		
	Very Satisfied	2	1.5		
Company's policy helps to Attract and retain high performing employees?	Very dissatisfied	18	13.6	2.56	.998
	Dissatisfied	51	38.6		
	Neither	36	27.3		
	Satisfied	25	18.9		
	Very Satisfied	2	1.5		
Policies related to salaries, raises and bonuses	Very dissatisfied	19	14.4	2.51	1.00
	Dissatisfied	56	42.4		
	Neither	28	21.2		
	Satisfied	28	21.2		
	Very Satisfied	1	.8		
Aggregate mean				2.55	

Source: Own Survey Data, 2020

Pay compared to the amount of work and pay feeling

According to the collected data summarized in Table 4.9, 22.7% of employees were satisfied with the pay compared to the amount of work done. 43.2% was dissatisfied with the pay compared to the amount of work they do. Those from dissatisfied employees, 16 employees were in the salary range 2001-5,000. 28 employees were in the salary range 5001-10,000. 13 employees were in the salary range above 10,000. This shows majority of employees saying that the pay was not proportion to the work load. Particularly majority of the employees in salary range 5001 to 10,000 and employees in salary group 2001-5000 were dissatisfied. Besides, employees' feeling about the pay indicated that 47% of employees were dissatisfied with the pay. Around 21% was satisfied with pay. This indicates majority of employees' feeling to the pay was not good. The feeling of not being paid fairly in relation to workload has a negative impact on motivation. This all may mean that the organization does not provide enough facilities and appraisals to the employees. This makes employees look new jobs and this may raise employee turnover.

Policy related to salary raises and bonus

According to the collected data summarized in Table 4.9, 21.2% of employees were satisfied with company policy related to salary raise and bonus. 42.4% was dissatisfied with company policy related to salary raise and bonus. 21% were neither satisfied nor dissatisfied. Around 14.4% respondents were very dissatisfied with salary raises and bonus. This analysis indicated that majority of employees were not satisfied with policy related with salary and bonus. This may cause employee turnover. A planned payment policy can be used as a means for attracting, motivating, and retaining employees within an organization (Carrel et al., 1992; Terera & Ngirande, 2014).

Company policy to retain high performing employees

According to Table 4.9, 38.6% of employees were dissatisfied with company policy to retain high performing employees. 13.6% was very dissatisfied and 18.9% were satisfied with company policy to retain high performing employees. This analysis shows that the company policy is feeble to retain high performing employees.

4.2.5 Work environment

Table 4.10: work environment

Statement	Level	NO	Percent	Mean	Std. Deviation
The present working conditions and environment?	Very dissatisfied	3	2.3	3.18	.947
	Dissatisfied	34	25.8		
	Neither	37	28		
	Satisfied	52	39.4		
	Very Satisfied	6	4.5		
The way Organizational policies are put into practice?	Very dissatisfied	6	4.5	2.93	.971
	Dissatisfied	45	34.1		
	Neither	35	26.5		
	Satisfied	43	32.6		
	Very Satisfied	3	2.3		
The job security of your work place?	Very dissatisfied	11	8.3	3.09	1.13
	Dissatisfied	36	27.3		
	Neither	23	17.4		
	Satisfied	53	40.2		
	Very satisfied	9	6.8		
The work itself,	Very dissatisfied	8	6.1	3.05	1.05
	Dissatisfied	40	30.3		
	Neither	26	19.7		
	Satisfied	53	40.2		
	Very satisfied	5	3.8		
The availability of working materials?	Very Dissatisfied	9	6.8	2.73	.963
	Dissatisfied	55	41.7		
	Neither	31	23.5		
	satisfied	36	27.3		
	Very satisfied	1	.8		
Aggregate mean				3.0	

Source: Own Survey Data, 2020

Working condition and environment

Table 4.10 indicates 4.5% of employees were very satisfied with working condition and 39.4 % respondents were satisfied in present working environment. 25.8% were dissatisfied, 28% of

respondents were neither dissatisfied nor satisfied. As per cross tabulation result from those who were satisfied, 14 employees were in the age group 20-30. 29 employees were in the age group 31-40 and 9 employees were in the age group 41-50. These indicate that majority of young employees like the physical working environment such as the design of workstations, suitable furniture, ventilation, appropriate lighting, less noise. This is likely to increase productivity of employees.

Organizational Policy

According to collected data, 32.6% of employees were satisfied with organizational policies put into practice while 34.1% were dissatisfied. 26.5% were neither satisfied nor dissatisfied. The mean value was 2.93 and standard deviation was .971. Upon reading the workplace policies and procedures, employees should clearly understand how to approach their jobs. Because policies communicate the connection between the organization's vision and values and its day-to-day operations, it should be practical. However, this analysis explained that the organization's policy practice was poor.

Job security

Table 4-10 presents that 40.2% of employees were satisfied with job security while 27.3 % was dissatisfied on Job security. Mean score for job security was 3.09 and standard deviation 1.13. 17.45 % neither satisfied nor dissatisfied by job security. This analysis indicates that the employees were free from the risk of becoming unemployed. Organizations have high job security. Employees who settle down in a long-term position have a better chance of achieving company goals than those who are in constant fear of losing the job.

Work itself

According to table 4.10, 40.2% of the respondents were satisfied and 3.8 % were very satisfied with the work itself. Around 30.3 % of the respondents were dissatisfied with the work itself. This indicates that majority of the employees were happy with the work itself, which is positive to productivity and efficiency.

Availability of working materials

Table 4-9 indicates that 41.7% of employees were dissatisfied with availability of working materials. 7 % of them were very dissatisfied. 27.3 % were satisfied. Only one respondent was very satisfied with the availability of working material. The implication is that availability of working material of the organization is not good. This may decrease employee productivity and increase employees 'turnover.

4.3 Regression Analysis

4.3.1 Multiple Linear Regression Analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. Specifically this multiple regression was conducted in order to investigate the effect overall bundle of selected determinant factors on employees' job satisfaction.

Table 4.11 Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.339 ^a	.115	.065	.030 ^b

a. Predictors: (Constant), career development ,relation with management ,benefit and compensation, pay ,work environment job security and nature of work

Source: Own Survey Data, 2020

As shown in the above table 4.11 the overall bundle of determinant factors of the five independent variables such carrer development, relation with managment, benefit, pay, job security, nature of work and working environment explains 33% ($R^2 = 0.115$) of the dependent variable (employees' job satisfaction). This suggests that 33 % of employees' job satisfaction level in the GIW clearly depends on the independent variables while the remaining 67 % is determined by other unaccounted factors in this study. Since as we show table 4.12 the result $F=15.901$ which is greater than 1 and $P<0.01$ we can conclude that the combination of determinant

factor have positive effect on employees' job satisfaction which is statistically significant and confident at 99%.

Table 4.12 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.770	7	1.824	2.307	.030 ^b
Residual	98.040	124	.791		
Total	110.811	131			

a. Predictors: (Constant), career development ,relation with management ,benefit and compensation, pay ,work environment job security and nature of work

Source: Own Survey Data, 2020

Table 4.13 Multiple Regression Coefficient

Model	Un standardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	4.390	.461		9.532	.000
Career development	.082	.025	-.139	3.310	.001
Relation with management	-.035	.021	-.219	-1.647	.102
Compensation	-.020	.045	-.062	-.440	.660
Pay	-.038	.035	-.139	-1.098	.274
Work environment	-.071	.043	-.190	-1.658	.100
Job security	.127	.085	.156	1.493	.138
Nature of work	.107	.095	.123	1.130	.261

a. Dependent Variable: Employees Job satisfaction

Source: Own Survey Data, 2020

From the above table 4.13, we can easily compare the relative contribution of each of the different variables by taking the beta value under the un standardized coefficients. The higher the beta value, the strongest its contribution becomes. Accordingly, job security (Beta=.127) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in "job security " would lead to a 0.127 unit increase the level of employees' job satisfaction and followed by work itself (B=.107), career development (B=.082, then environment(B=-.071) On the other hand, pay, relation and benefit are contributors to explaining the dependent variable with beta values of -.038,-.035and -.020 respectively.

When we see the statistical significance of each variable from the above coefficients table 4.13,carer (Sig. = .001), have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable while pay (Sig. = .274), relationship (Sig. = .102), ,benefit (Sig. = .660) ,environment(Sig. = .100),job security (Sig. = .138)and work itself (Sig. = .261 which refer that statistically less effect to make any significant prediction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusions and recommendations based on the information derived from the findings of this study. The first section is summary of the findings. The second part presents conclusions for practice based on those findings. The final section presents recommendations.

5.1 Summary of the Findings

The data analyzed using descriptive statistics and regression major findings were presented below in a summarized. From the arithmetic mean values generated by the descriptive statistics, it shows that career development (mean=2.73), pay (mean=2.5) are below the average cut-off point of 3. While working environment (mean=3.0) relationship (mean=2.9), benefit mean=2.9) closer to average mean respectively.

From this we can understand that employees of GIW are moderately agreed or satisfied with the internal factors practice. Still these practices need improvements. Especially the career development and pay which have the lowest mean values, are in need of greater attention specifically under career development the training provide by the organization is inadequate. Under relationship communication between employees and senior management were not good . Beside employees did not feel good about the pay they get respectively .

The values generated in regression analysis shows career development practice has a regression result (Beta=0.082) with (Sig. = 0.001) in which we can conclude that career development has positive and significant relationship and high contribution to explaining the dependent variable of employees' job satisfaction. Additionally, relationship and pay have the Beta=.035) with (Sig. = 0.102) and Beta=-.038) with (Sig. = 0.274) respectively. This implies the presence of moderate relationship between relationship and pay with employees' job satisfaction in GIW. Even though, the regression result (Beta with Sig) of low level of contribution in which statistically insignificant but from descriptive mean score in which we can conclude that a employees need improvement regarding the pay and relation with management.

5.2 Conclusions

Job satisfaction within the organization should be targeted as key priority when trying to improve productivity and decrease turnover of professional employees. This study has identified areas which the management of GIW should work on to ensure employees' satisfaction and reduce turnover. Findings of this study shows that the major cause of dissatisfaction were poor support in career development opportunities for learning, unfair promotion, less salary, inadequate training, and poor relation between employee and senior management.

Workers who feel undervalued and dissatisfied decrease the overall productivity and effectiveness of an organization. In contrast, employees who are satisfied believe in their ability to impact the positive outcomes of all stakeholders. Therefore the major cause of employee absenteeism and turnover in Geosynthetics Industrial is because of poor relation between employee and senior management, inadequate training, less payment and no reimbursement program.

5.3 Recommendations

Based on the conclusions, the following important recommendations are made.

► Training

Since training was found to be a positive predictor of employees' job satisfaction , the Geosynthetics Industrial management should engage in increasing the qualities and quantities of the training program so as to increase their employee's job satisfaction which helps the company to make best use of its human resources in favor of gaining competitive advantage It is recommendable that the management provides periodic and regular training to help workers update themselves on developments on their job. This can be achieved by giving training to GIW employees at home and from different training centers.

► Professional development

It is advisable that the management gives focus on opportunities for professional development for employees. This could be covering tuition for students learning in higher education institutions as long as the program of study is found relevant to the organization.

► Salary

The management of the organization needs to investigate on studying and developing update organizational salary based on market prices for similar skills and professions. Employees' salaries need to be adequate and satisfactory in order to avoid the possibility of employees switching to different organizations for better financial benefits. Besides, managers should recognize the efforts of employees and appreciate their valuable performance towards the organization's success.

► Communication between employee and senior management

The management should take initiative to conduct meeting and create team spirit. The management should ensure working environment to make smooth communication happen between employee and management. This would create employee accountability as doing so would increase employee motivation to fulfill organizational objective.

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APPENDICES

ST. MARY'S UNIVERSITY
QUESTIONNAIRE
MASTER OF BUSINESS ADMINISTRATION IN GENERAL MANAGEMENT

TO BE FILLED BY EMPLOYEES OF GEOSYNTHETICS INDUSTRIAL PLC

This is a research work on factors affecting job satisfaction of employees on Geosynthetics Industrial PLC. Your genuine information is very important for this research. Thus, I politely request you to spare some time to fill up this questionnaire genuinely. I would like to thank you in advance for your cooperation.

The information you will provide for the study will be confidential. The findings of the study will be general for the study community and will not reflect anything particular of individual person.

Section I– Background information

Please indicate your choice by putting a tick mark (√).

1. Age

Below 20 20-30 31-40 41-50 above 51

2. Sex: male female

3. How many years of experience do you have in the current organization?

Less than 2 years 2-5 6-10 More than 10 years

4. What is your educational qualification?

Below Level IV Level IV Master's degree
Bachelor degree Above Master's degree

5 Monthly salary level (in birr)

Less than 2000 2001-5000 5001-10000 above 10,000

Section II

Instruction:

1. If you feel that your job gives you **more than what you expected**, circle under “**Very Satisfied**” (No. 5)
2. If you feel that your job gives you **what you expected**, circle under “**Satisfied**” (4)
3. If you cannot make up your mind whether or not the job gives you what you expect circle under “**Neither Satisfied nor Dissatisfied**” (No. 3);
4. If you feel that your job gives you **less than what you expected**, circle under “**Dissatisfied**” (No.2);
5. If you feel that your job gives you **much less than what you expected**, circle under “**Very Dissatisfied**” (No. 1).

Put a tick (√) on the item that suits you as best alternative.

Career Development						
No	Questions	Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
1	How satisfied are you over the existing career promotion?					
2	How satisfied are you on career development opportunities of your organization for learning and professional growth?					
3	How satisfied are you on training provided on your current job?					
4	How satisfied are you on the chance of doing something that makes use of your abilities/skills?					
5	How satisfied are you on the Organization’s commitment to professional development?					
6	How satisfied are you with the opportunity made available to you for growth and learning?					
Relationship With Management		Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
7	How do you find communication between employees and senior management?					

8	How satisfied are you on the Autonomy /independence of your position to make decisions?					
9	How do you feel about management on providing recognition for tasks well done?					
8	How do you find the relationship with your immediate supervisor?					
10	How satisfied are you about the availability of your manager when you need advice?					
11	How satisfied are you with the help you get from your manager to improve yourself?					
12	How satisfied are you with the competency of your supervisor in making decision?					
Compensation and Benefits		Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
13	How satisfied are you on benefits such as medical, personal accident, life insurance?					
14	How do you find your organization's benefit compared to others in the industry?					
15	How satisfied are you on the praise you get for doing a good job?					
16	How satisfied are you the recreational activities provided by the company?					
Salary		Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
17	How satisfied are you with your pay compared to the amount of work you do?					
18	How satisfied are you with the company's policy helps to attract and retain high performing employees?					
19	What do you feel about the pay you get?					
20	The companies clear policies related to salaries, raises and bonuses					

Work Environment		Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
21	How satisfied are you with the present working conditions and environment?					
22	How satisfied are you on the way organizational policies are put into practice?					
23	How satisfied are you on relationships with co-workers?					
24	How satisfied are you with the competence of your supervisor in making decision?					
25	How do you feel about the job security of your work place?					
26	How satisfied are you with the work itself, is it interesting?					
27	How satisfied are you with the availability of working materials?					
	Job satisfaction	Very dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied
28	How satisfied are you with the job					

Thank you

DECLARATION

I, the undersigned, declare that this thesis is my original work prepared under the guidance of DrMisganawSolomon . All sources of material used for the thesis have been duly acknowledged.

Name

Signature

ENDORSEMENT

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

Dr MisganawSolomon _____

Advisor

Signature