



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION

**DETERMINATES OF EMPLOYEE'S JOB SATISFACTION THE CASE OF BEKER
GENERAL BUSINESS P.L.C**

BY

ADDISU WUBNEH

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES, FOR THE PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
MASTERS OF BUSINESS ADMINISTRATION (MBA)**

JULY, 2021

ADDIS ABABA, ETHIOPIA

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**ADVISOR
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DECLARATION

I, the undersigned, declare that this thesis is my genuine and original work; prepared under the guidance of Dr. Taye Amogne all sources of materials used for this thesis have been duly acknowledged. I further confirm has not been submitted either in part or in full to any other higher learning institution for any academic purposes.

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ENDORSEMENT

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

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Advisor

St. Mary's University, Addis Ababa

Signature

July, 2021

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ACRONYMS

USD	united states dollar
PLC	private limited company
ERG	Existence, elatedness and Growth
ETB	Ethiopian birr
CBE	Commercial bank of Ethiopia
SB	Salary and Benefit
PD	Promotion and Development
WE	Working Environment
RM	Relation with Management
ES	Employees Satisfaction

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ABSTRACT

The purpose of this study is to determine level of employees' job satisfaction and to identify factors affecting employees' job satisfaction. Factors that have an impact on job satisfaction include salary and benefits, promotion and development, work environment, and relationship with management and staff. A Quantitative research approach using structured self-administered likert scale questionnaire was employed. A census sampling was used. A total of 135 questionnaires were distributed, and out of this, 129 sheets of paper were collected and analyzed using via SPSS version 20 and different statistical tools such as mean, correlation, and regression analysis are used. The result of the study showed 34.1%, 30.2% and 27.1%% of the respondents are dissatisfied, Neutral or satisfied respectively. The findings of this study indicated that the four independent variables (Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management) have a statistically significant positive relation to the overall employees' satisfaction. The regression analysis showed that 54.5%. % of the variation on employees' satisfaction can be explained by the independent variables. The results also showed that salary and benefits play the most important predictor role in determining the level of employees' satisfaction followed by promotion and development, relationship with management, and work environment respectively. The research concluded that there are a significant portion of unsatisfied employees' in beker general business p.l.c. Therefore, to increase the level of employee's job satisfaction, possible recommendation of the research, are providing competitive benefits, giving rewards and recognitions, developing employee's skills, creating positive work environment, engaging employees and tracing job satisfaction.

Key Words: *Employee's satisfaction, Beker General Business PLC, Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management*

CHAPTER 1 INTRODUCTION

1.1. Background of the Study

In the present modern business era, job satisfaction is very powerful concept. Generally, Job satisfaction has been one of the most important factors, frequently researched in the field of management. Employees, who are more productive and are able to stay longer on job, were able to highlight higher job satisfaction ratings. Since most of the working hours are spent at work, it is imperative to find out the various factors that determine job happiness (Velnampy,T., &Sivesan,S. 2012).

There are a variety of factors that can influence an employee's level of job satisfaction. Some of these factors include the pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, discrimination, relaxation etc. In order to increase employee job satisfaction, organization should set the objectives such that they should meet the company expectation as well as employee expectation such as good relationship between management and employees, good pay, better working conditions, training and education opportunities, career growth (Poonam S. Kadapure and SachinDasar, 2008).

There are several empirical studies discussed on the issues of employee job satisfaction challenges, cause as well as consequences, nationally and internationally in different sectorial organization. Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall outcome. Elton Mayo found that interaction within the group is the biggest satisfier. Safety, relation to work and success are followed by intergroup relations. Mosadeghrad et al., 2008 gave Job satisfaction dimensions like nature of the management and supervision, co-workers, and recognition and promotion had more effect on employees' organizational commitment in organizational set up. Penn et al. (1988) found that opportunity for professional development is the biggest determinant to differentiate satisfied and non-satisfied employees. An employee will be satisfied if he has reached the ideals in his profession; he will develop positive feelings towards his profession.

Beker General Business P.L.C is a private limited company based in Addis Ababa, Ethiopia. It established in 1997 as import and distributes pharmaceuticals, medical supplies, agricultures and industrial chemicals throughout Ethiopia. The company quickly grew and now became one of the leading pharmaceutical importers with an annual sales turnover exceeding 600 million ETB (27 Million USD). Beker has a registered capital of 235 Million ETB for the year 2012E.C.

Beker General Business PLC derives its name from its founder and chairman Abubeker A. Ture. At the time of establishment, Beker General Business PLC launched with just 3 employees. Today, that number has grown to be over 135 employees.

This organization case study report mainly focused on Beker General Business PLC as an Organization. I tried to assess the organizational behavior based on the relevant data collected from questioners.

1.2. Statement of the Problem

In evaluating organizational efficiency, employee satisfaction plays an important role Fisher and Locke (1992). In his Hierarchy of needs, scholars such as Abraham Maslow (1954) proposed that meeting human needs affects employee satisfaction and consequently their efficiency. However, concerns have been made about the unfavorable environment, aggression, bureaucracy, inflexibility, lack of motivation, inefficiency and ineffectiveness of organizations Sikowo, C et al (2016).

Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization (Yasir Kamal & Muhammed Fawd, 2018). Schultz, Bagraim, Potgieter, Viedge and Werner (2003) also suggest that job satisfaction is a collection of attitudes of an employee to various aspects related to their job, such as work nature, work place interaction and relationships, rewards and incentive schemes and personal characteristics.

Some research has shown that satisfied employees are thought to be more productive. A factor that helps increase employee motivation is their ability to learn new ideas and most importantly ways to use new technologies which helps to develop new skills Benson S. &Dundis S. (2003).

Additionally things like appraisal, non-monetary incentives, recognition of good work, appreciation of senior staff and other rewards have a positive impact on the workers Haq Z, Hafeez A. (2009).

On the other hand, if workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. The pressure of work at a workplace can also negatively influence workers. Long hours, job stress, poor moral and short deadlines tend to create dissatisfaction among workers because it offsets the work life balance and creates problems for workers. This in term creates a push factor that forces workers to look elsewhere as observed by Rahman (2012).

My interested to conduct this study because there is no any research (to the knowledge of the researcher) that is conducted to measure the level of job satisfaction and factors affecting employees' job satisfaction at Beker general business plc. Furthermore, the general job satisfaction feedback will help human resource in identifying the level of employee satisfaction and the significant factors affecting job satisfaction

1.3. Research Questions

The research tries to seek answer to the following basic questions:

- Does work environment influence job satisfaction?
- Does salary and benefits affect job satisfaction?
- Does promotion and development affects job satisfaction?
- Does the relation among staffs and managers affect job satisfaction?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to investigate the determinants of employee job satisfaction and to identify problem area in Beker General Business PLC.

1.4.2. Specific Objective

The specific objectives of the study is

1. To explore the effect of work environment on employees job satisfaction.
2. To identify the influence of salary and benefits on employee's satisfaction
3. To examine if promotion and development influence job satisfaction.
4. To identify the relation among staffs and managers affect job satisfaction

1.5. Hypotheses

The purpose of this study is to assess employees' job satisfaction in Beker general business plc. The empirical studies made showed the factors affecting job satisfaction of employees. Thus, the researcher is developed the following hypothesis to estimate the significant relationship between job satisfaction and factors that determine job satisfaction in beker.

H1: Does salary and benefit highly affects job satisfaction of employees

H2: Is there a strong relationship between working environment and job satisfaction

H3: Is there strong correlation between relationships with Supervisors and staffs and job satisfaction

H4: Does the existence of promotion and development significantly affect job satisfaction.

1.6. Definition of Terms

Job satisfaction: as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Aziri, B. 2011).

Salary: A salary was defined as a fixed annual amount, paid monthly (Sule, Amuni, Obasan and Banjo (2015)).

Relationship with supervisors: Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002).

Working condition: Factors that affect employees' work environment or office: amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, it means that having all necessary materials to operate employees' job activities, Gyekye (2005).

Promotion: The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities, Soeters(2006).

1.7. Significance of the Study

As a whole, the findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee satisfaction at beker. To the management of Beker the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the company formulate appropriate retention policies and strategies to enhance employee satisfaction and company performance and productivity.

To other researchers, the result of the study will serve as literature to throw more light on the factors that may affect employee satisfaction. The outcome will further serve as secondary data for future research on the topic.

1.8. Scope of the Study

This study is limited to employees who work in beker general business plc in Addis Ababa and the paper will cover an insight to the determinants that affect employee's job satisfaction. The conceptual boundary is limited to the variables working environment, salary and benefits, promotion and development and relation with supervisor.

1.9. Limitation of the Study

The limitation of the research, as the concept job satisfaction in organizations is broad and takes different forms, it is difficult to assess all factors of job satisfaction within short period of time, so this research only focuses on only four factors of job satisfaction in the selected organization.

1.10. Organization of the Research Paper

The first chapter presents an overview of the study .It consists of background of the study, statement of the problem, objective of the study ,research question .hypothesis of the study, definition of terms ,significance of the study ,scope of the study and organization of the study.

Chapter two presents literature review, concepts, definitions and conceptual framework. Chapter three provides an in depth discussion of the research methodology will used to investigate the research problem. The design for the sample selection and size, research instruments used, and the statistical techniques used to analyze the data is highlighted.

CHAPTER 2 LITERATURE REVIEW

2.1. Concept of job satisfaction

Job satisfaction refers to an individual's dynamic attitude towards his job. It is a fun emotional state that arises from the evaluation of one's work as achieving as encouraging the achievement of the worth of one's job. The word 'employment' refers to the immediate job and job position of employees in a specific work organization (Thiagaraj & Thangaswamy, 2017).

Job satisfaction reflects a mixture of positive or negative feelings about their jobs that employees have. In the meantime, when a worker in a business company is hired, he carries with him the needs, interests and experiences that decide the expectations he has dismissed. The degree to which goals are and complement the actual awards reflects job satisfaction. Work satisfaction is very closely linked to (Aziri, B. 2011).

Concept of job satisfaction Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could be, for example, associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

2.2. Job Satisfaction and performance

The relationship between satisfaction and performance has been for many decades the object of in-depth and disparate studies in Human Resource Management (Quedraogo and Leclerc, 2013). The potential linkage between employee attitudes and performance was considered in earnest in the 1930s, coinciding with (and as a result of) the Hawthorne studies and the ensuing human relations movement. Although the Hawthorne studies are commonly credited with emphasizing a

linkage between employee attitudes and performance, it is clear that the human relations movement stimulated interest in the relationship (Judge, Thoresen, Bono, and Patton 2001).

Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization (Inuwa M, 2016)

2.3. Theories on job satisfaction

The various theories of job satisfaction are sum under two categories namely content theories and process theories. The former category emphasizes the specific factors which motivate the individual towards job, while the latter category deals with dynamics of this motivational process. Even-though criticisms were raised against these theories they represent foundation for the development of later theories. So any discussion of job satisfaction will be incomplete and inadequate if a glance at the contributions of the important theorists is not made. So a very brief evaluation of the important-theories is attempted in the following section (Thiagaraj & Thangaswamy, 2017).

2.3.1. Content Theory

2.3.1.1. Maslow's Theory of Motivation/Satisfaction

Maslow's hierarchy of needs includes five levels of needs and argues that individuals will act only to meet their higher needs when their lower needs are met. Abraham Maslow's hierarchy of needs theory is seen as the basis of many later developed theories. People have biological, psychological and social aspects and therefore have various needs. These needs, which can vary from person to person, follow a hierarchical order that progresses from basic physiological needs towards social and psychological needs at a higher level (Uysal et al., 2017).

The levels of Maslow's need hierarchy from lowest to highest include; First Physiological or Basic Needs include needs to satisfy hunger, thirst, sex, shelter, and other bodily needs. Physiological needs are the most basic and their fulfillment is essential for survival. Secondly Safety Needs include security and protection from physical and emotional harm. They are needs for freedom from threat, danger, or deprivation, and involve self-preservation. Thirdly

Belongingness and Love Needs include the desire for affection, belongingness, acceptance, and friendship. These are concerned with an individual's ability to exist in harmony with other people. Fourthly Esteem Needs include needs for self- respect, achievement, competence, autonomy self- confidence, status, recognition, attention, dignity and appreciation, when these needs are satisfied, a sense of adequacy results, but when they are not satisfied, it produces feelings of helplessness and inferiority and fifthly Self-Actualization Needs means to become more and more what of one to become everything that one is capable of becoming (Adiele and Abraham 2013).

2.3.1.2. Clayton Alderfers Erg Theory (1969)

Alderfer reformulated Maslow's need hierarchy into three basic human needs simplifying it to make it more in tune with data obtained from empirical research. He kept Maslow's hierarchical structure but reduced the levels to three on the basis that a certain overlap existed in the middle layers and call them Existence, Relatedness and Growth, in short ERG (Thiagaraj & Thangaswamy, 2017).

Existence needs include all of the various physiological and material desires; for example, the classic drives of hunger and thirst as well as other material needs like work-related pay, fringe benefits, and physical safety (Schneider and Alderfer, 1973). Relatedness needs involve interaction with other people and the satisfaction they can bring in the form of emotional support, respect, recognition and sense of belonging. These needs can be satisfied on the job through coworkers and off the job through friends and family (Thiagaraj&Thangaswamy, 2017). Growth needs include desires of a person to have creative and productive effects upon himself and upon his environment. Satisfaction of growth needs occurs when a person engages problems which call upon him to utilize his capacities fully and to develop new capabilities. The psychological sense a person has from fulfilling his growth needs is that of a greater wholeness or fullness as a human being (Schneider and Alderfer, 1973).

2.3.1.3. Herzberg's Two-Factor Theory

Motivation-hygiene theory; which is also known as Herzberg's two-factor theory of job attitude or satisfier-dissatisfied (motivators-hygiene) theory. Frederick Herzberg developed this

motivation-hygiene theory in 1950 used the theory to explain how the factors of job satisfaction and the factors of job dissatisfaction influence employee turnover intentions (Bebe, I. A. (2016).

Two-Factor Theory is closely related to Maslow's hierarchy of needs but it introduced more factors to measure how individuals are motivated in the workplace. This theory argued that meeting the lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. In order to motivate employees, higher-level needs (intrinsic or motivation factors) must be supplied. The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors will only prevent employees from becoming actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Yusoff, Kian, & Idris, 2013).

2.3.1.4. Douglas McGregor Theory X and Theory Y

McGregor (1960) famously argued that there are two types of managers: Theory X and Theory Y. Theory X managers assume that workers are lazy, will avoid responsibility, and prefer to just get by. Theory X assumptions believe that workers must be controlled and threatened with punishment. Conversely, McGregor saw Theory Y managers as those that hold assumptions that workers care about the organization, will seek responsibility, and exercise self-control. The population has the ability to be innovative and creative. This finding supports the argument that Theory Y assumptions contribute positively toward more participative decision-making, ultimately benefitting the organization (Arslan and Staub 2013).

2.3.1.5. David McClelland's Needs Theory

McClelland needs theory contends that individuals are motivated by three basic drivers: achievement, affiliation, and power. These needs not only motivate individuals, but also include many of the most important human goals and concerns (Royle & Hall, 2012). The results at the workplace depend upon a proper matching of job requirements and putting in a person with high achievement needs in a slot ideal for a person with high affiliation needs is going to result in a mismatch and possible underperformance. People with high affiliation needs, for example, will be ideally suited in cooperative and people environments and tend to do very well in customer service and public relations (Thiagaraj & Thangaswamy, 2017).

2.3.2. Process Theories

2.3.2.1. Vroom's Valence Expectancy Theory

Expectancy theory is based on the postulation that individuals have choices, and they make decision based on which choices they perceive will lead to the best personal outcome. This supposition is composed of three premises which lead to the best personal outcome. This supposition is composed of three premises which vroom's uses to construct his theory by expectancy, instrumentality and valence. According to vroom, the motivational force that drives behavior is a product of these variables and can be represented by this equation (Lloyd & Mertens, 2018).

$$\text{Motivation} = \text{Expectancy} * \text{Instrumentality} * \text{Valence} (\text{Lloyd \& Mertens, 2018}).$$

2.3.3. Equity Theory

Equity theory focuses on two sides: the input and the outcome. An employee compares his or her job's inputs with an outcomes ratio. If the employee perceives inequality, he or she he will act to correct the inequity. The employee may lower productivity or reduce the quality of their job. Many times inequities can lead to an increase in absenteeism and even resignation of an organization Al-Zawahreh and Al-Madi (2012).

2.4. Organizational factors influencing job satisfaction

2.4.1. Salary and Benefit

Pay is the primary and most significant aspect of satisfaction in public, private, small, medium and large organizations for almost every form of employee and the fair pay structure is linked to job satisfaction. (Bajpai and Srivastava, 2004).

The value of money in employee job satisfaction should not be misjudged, because everyone needs money and all workers work so that they can make money. The central drive is nothing but cash after all of this. Therefore, cash and benefits play a major role in the work satisfaction of the workers. For them, if workers are given decent wages, which are a great motivator, as well as employee job satisfaction, the quality of service, organizational efficiency and job satisfaction will all be improved (Saeed et al., (2013). As a result, the following hypothesis will use:

H1: Salary and Benefit has significant effect in determining employee job satisfaction.

2.4.2. Working environment

An environment is anything that helps and encourages workers to be or to implement in a definite way. It is one of the significant guides of deciding their working comfort and their happiness. Subsequently, the fact that workers spend much of their time in a company is very necessary for companies to familiarize themselves with and maintain acceptable working conditions. An organization should deliver its employee's with all the required resources and make it probable for the employee to do a job. This will allow workers to successfully execute tasks and definitely lead to work satisfaction. (Kawada T, Otsuka T, 2011).

Working conditions have recognized to be a strong effect on the job satisfaction of employees. In addition, physical design often affects the job satisfaction of employees to some degree and that work depends significantly on the relationship between employees and the environment; hence, they consider a part of the working conditions that affect job satisfaction. A safe working environment and partnerships inspire workers to do well for them, thereby increasing the level of their success (Saeed et al., 2013). As a result, the following hypothesis will use:

H2: Working environment has significant effect in determining employee job satisfaction

2.4.3. Relationship with Supervisors and staff

Supervisors are the first level of management where they are given major duties and responsibilities to form and lead work groups in organizations. They play an important role as an intermediary between management and operational employees (Azman et al., 2009).

Employees want to understand and demonstrate fairness to managers who have a relationship with them and who trust them. The worker is left with no option but to be unhappy with their job if the boss is abusive. Supervisors play such an important role in employment that saying that workers quit their supervisors, not their jobs, will not be incorrect. The boss also gets a chance to discuss the success of workers outside of the structured appraisal process. Cooperative and cooperative relationships with peers are very significant and lead to higher levels of work satisfaction for employees (Ellickson, 2002). As a result, the following hypothesis will use:

H3: there is strong and significant correlation between relationships with Supervisors and job satisfaction.

2.4.4. Promotion and development and job satisfaction

Promotion refers to “the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted” (Heery and Noon, 2001). Job satisfaction and the promotion positive relationship rely on supposed fairness by employees Kreitner and Kinicki (2004). A lot of people will experience satisfaction when they think that they have good future opportunities as supposed by Drafke and Kossen (2002).

This can be interpreted as prospects for change and growth in their current employment or better opportunities for alternative jobs to be searched for. It is believed that if people think that they have less career development opportunities, the degree of job satisfaction would go down. McCormick (2008) mentioned that job satisfaction with promotional opportunities among employees will depend on the equity of promotions. As a result, the following hypothesis will use:

H4: Promotion and development has significant effect in determining employee job satisfaction.

2.5. Empirical literature review

Jex (2002) states that some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational work environment. It is more related to internal (mental) state of employees. Job satisfaction is a widely studied topic by different. Those researches found different results.

The study was conducted by Khan, Musarrat, Aleem, and Hamed, 2012 to find out determinants of job satisfaction and impact of job satisfaction on the employee performance in the autonomous medical institutions of health department of Pakistan. It can be concluded from the study that facets of job satisfaction such as pay, promotion, working conditions and relationship with supervisor, and nature of the work significantly affect the level of job satisfaction among autonomous medical institutions of Pakistan.

A research done by Parvin, M.M. & NurulKabir, M.M. (2011), which was done on pharmacists' shows that more than 60 percent of the respondents were dissatisfied on their job. In addition to this 62 percent of them were dissatisfied with work environment, 60.4 percent of them were dissatisfied with salary and benefit, more than 65 percent of them were also dissatisfied with relation among supervisors and 55 percent of them were dissatisfied with promotion. All the above factors were also positive and significant correlation with job satisfaction.

The other research were done on banks by Sowmya, K.R., Panchanatham, N. (2011) shows that, all the factors salary and benefit, work environment, promotion and relation with manager supervisors) have a correlation coefficient of greater than 0.85 which mean that there was strong and positive relation between those factors and job satisfaction.

2.6. Conceptual frame work of the study

According to Adom, D.; Hussein, E. and Agyem, J. conceptual framework is the path of a research and grounds it firmly in theoretical constructs. The overall aim of the two frameworks is to make research findings more meaningful, acceptable to the theoretical constructs in the research field and ensures generalizability. So the researcher tries to see the relationship between Independent variables (salary and benefit, work environment, promotion and relation among management (supervisors)) and Dependent variable (Job Satisfaction). The researcher chose these variables due to the fact that previous researchers identified that these variables are the ones affecting employees' job satisfaction more and since the researcher believes that these variables are the ones that suits the study.

The conceptual framework presented in figure below shows the diagrammatical representation of the interrelationship among variables of factors influencing Beker general business plc workers job satisfaction. The framework shows that job satisfaction in Beker general business plc is affected by several perceived job related factors which include working environment, salary and benefits, promotion and development and relation with supervisor. These are the independent variables which, when manipulated would have an impact on workers job satisfaction. According to Faye et al., (2013) factors of job satisfaction is Job-related characteristics. Job-related characteristics are working environment, salary and benefits, promotion and development and

relation with supervisor. As I discussed on limitation of these study it is difficult to assess all factors of job satisfaction within short period of time, so only four is selected for these study.

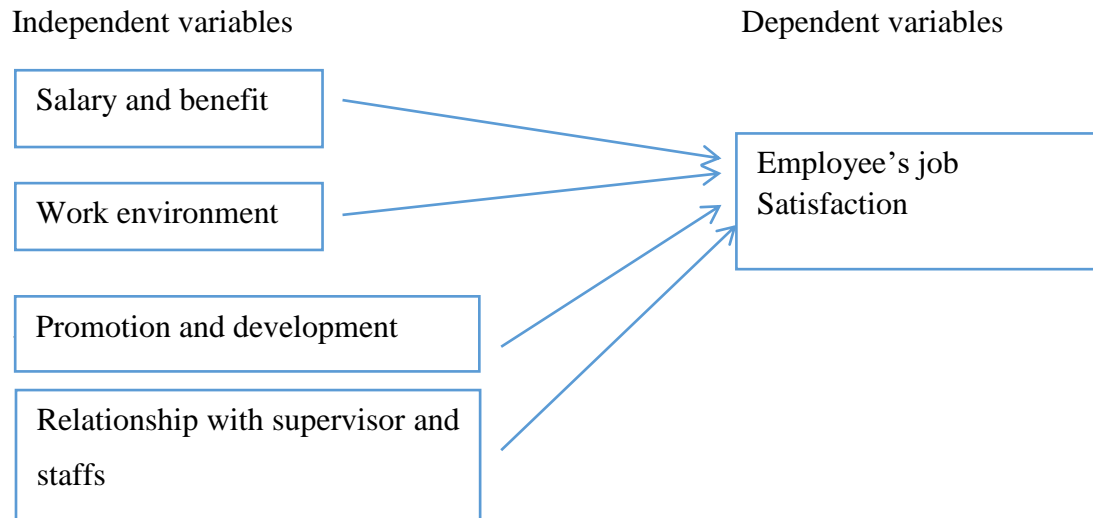


Figure 1 Conceptual framework

Source: Saeed (2013)

CHAPTER 3 RESEARCH METHODOLOGY

This chapter presents the research approach, research design, data types and sources, population, and sample size, data collection procedures, data analysis techniques, ethical considerations, reliability and validity.

3.1. Research Approach

As stated by John, (2014) Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The selection of a research approach is also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study. There are three basic approaches to research (a) qualitative (b) quantitative (c) mixed methods. According to Christensen, (1985) noted that quantitative survey is the most appropriate one to use if the purpose of an investigation is to describe the degree of relationship which exists between the variables. In general, quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and relationships (Bhattacharjee, 2012). The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. It usually starts a general statement proposing a general relationship between variables. Quantitative researchers favor methods such as surveys and experiments, and will attempt to test hypotheses or statements with a view to infer from the particular to the general (Bhattacharjee, 2012).

Quantitative research approach was employed to assess the effect of salary and benefits, promotion and development, work environment, and relationship with management on employees' satisfaction in the case of Beker General Business PLC. Quantitative research approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion.

3.2. Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact

research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection; measurement and analysis of data (Kothari, 2004).

Singh (2006), stated that research design is essentially a statement of the object of the inquiry and the strategies for collecting the evidence, analyzing the evidences and reporting the findings. There are different types of scientific research namely exploratory research, Descriptive research and Explanatory research (Bhattacharjee, 2012).

Accordingly, this research was conducted using both descriptive and explanatory research design and also different inferential statistics tools were used to understand the relationship between salary and benefits, promotion and development, work environment, and relationship with management and employees' satisfaction.

3.3. Data Types and Source

There are two kinds of sources for data collection and these are primary and secondary sources of data. Primary data are those which are collected afresh and for the first time and thus happen to be original in the character; from the field by the researcher which is subject to the topic under study (Kothari, 2004). Both primary and secondary data were being collected from various sources using data gathering instruments to make the study complete and achieve its predetermined objectives.

In this study both primary and secondary sources were used in gathering information for the study. The researcher used a structured questionnaire as source of primary data. The researcher obtained secondary data from various source of information from journal, books and internet that contains relevant information for the study. These are sources containing data, which are collected and computed for other purpose but also they helped the researcher in this study.

3.3.1. Population and sample of the study

The target populations of this study are the employees working at Beker General Business plc. The total number of employees working at Beker General Business plc is 135 which are composed on five teams which are General Manager, Managing Director, Finance Manager, Operation Manager and Sales and Marketing Director. In this study all employees that available

at the work place were considered as respondents for the present study. The strategy that the researcher was used to determine the number of respondents was the census method.

3.4. Data Collection Procedure

Data collection was conducted by a self-administered questionnaire. The questionnaires were carefully adopted in a way that used to measure the effect of the proposed independent variables on the dependent variable. This self-administered questionnaire was developed with a five point Likert scale. Close ended questions included in the questionnaire. The type of questions, form, wording and sequences also considered carefully.

The general advantage of the questionnaire method is that, it allows collection of large amount of data from suitable population in a highly economical way. Questionnaire method has the following advantages: time and money saving; good for respondents who cannot offer audience to the researcher; it is free from the bias of the interviewee; answers are in respondents words; respondents have adequate time to give well thought out answers and respondents who are not easily approachable can also be reached conveniently (Kothari, 2004). On other hand this method has the following disadvantages; it doesn't work if respondents do not know how to read and write; low rate of return of the duly filled in questionnaires; no supplementary information was collected and some respondents do not respond a situation which may affect the quality of the study and this method is likely to be the slowest of all (Kothari, 2004).

The primary data for this study was collected through self-administered structured with Five point Likert scale. The questioners were distributed to each employee available during distribution. After the questioners are returned back, the researcher checked for the completeness.

3.5. Data analysis Techniques

After the collection of the required data, the researcher coded and entered data for electronic processing using the software Statistical Package for Social Sciences software (SPSS Version 20). Several quantitative statistical techniques were used to analyze the data.

The data analysis includes both descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, means and standard deviations will be used to summarize and present the data. In addition, correlation analysis using Pearson correlation coefficient was used to show

and assess the relationship between independent variables (Salary and benefit, Work environment, Promotion and development, and Relationship with supervisor) and dependent variables (employee job satisfaction) of the study.

In addition to the descriptive statistics, this study also used linear regression analysis to examine the influence of the independent variables on the dependent variable. Multiple regression analysis is adopted when there is one dependent variable which is presumed to be a function of two or more independent variables with the objective of making a prediction about the dependent variable based on its covariance with all the concerned independent variables (Kothari, 2004). Multiple linear regression analysis was used to assess the extent of effect of the independent study variables on dependent variables. The multiple regression equation was used to describe the relationship between independent variables (Salary and benefit, Work environment, Promotion and development, and Relationship with supervisor) and dependent variables (employee job satisfaction).

Mathematically, $ES = \beta_0 + \beta_1(SB) + \beta_2(WE) + \beta_3(PD) + \beta_4(RM) + \epsilon_0$

ES is Employee's job Satisfaction β_0 is the constant term β_1 is correlation coefficient of salary and benefit β_2 is correlation coefficient of work environment β_3 is correlation of Promotion and development β_4 is correlation coefficient of relation among supervisors (managers)

ϵ_0 is margin of error this coefficient shows that units in the independent variables make a variation in dependent variables by units of coefficients.

Where

ES is the dependent variable (Employee's job Satisfaction)

SB, WE, PD, and RM are independent variables which denoted Salary and Benefit, Work Environment, Promotion and Development, and Relation among Supervisors (Managers) respectively.

3.5.1. Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use this scale to measure the same construct multiple times do we get pretty much

the same result every time, assuming the underlying phenomenon is not changing. According to (Bhattacharjee, 2012), internal consistency reliability is a measure of consistency between different items of the same construct (Bhattacharjee, 2012).

The Cronbach Alpha (α) coefficient was statistically calculated to determine the reliability of the data about all the dimensions for employee's job satisfaction. Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability (Bryman & Bell, 2014). An acceptable level of reliability is usually implied by a result of 0.8 and above, although most researchers accept an alpha coefficient of 0.7 as acceptably (Bryman & Bell, 2014). The minimum Alpha coefficient for this research was thus set at $\alpha \geq 0.80$.

3.5.2. Validity

Validity often called construct validity refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Bhattacharjee, 2012). Validity is concerned with how well the concept is defined by the measure. According to Bhattacharjee (2012) there are two assessments of validity theoretical or translational validity and empirical or criterion-related validity which includes Content validity, Predictive Validity, Convergent validity and Concurrent validity. Content validity is an assessment of how well a set of scale items matches with the relevant content domain of the construct that it is trying to measure. Convergent validity refers to the closeness with which a measure relates to (or converges on) the construct that it is purported to measure, Predictive validity is the degree to which a measure successfully predicts a future outcome that it is theoretically expected to predict. Concurrent validity examines how well one measure relates to other concrete criterion that is presumed to occur simultaneously. The study applied content validity because it assess how well a set of scale items matches with the relevant content domain of the construct that it is trying to assess.

3.6. Ethical Considerations

Ethics are the moral distinction between right and wrong, and what is unethical may not necessarily be illegal (Bhattacharjee (2012). In order to be ethical a researcher should consider voluntary participation and harmlessness. Subjects in a research project made aware that their participation in the study is voluntary, that they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their

participation or non-participation in the project. Name of the respondents was not asked to write in order to increase the confidentiality of the information they give. And also the questionnaire explains that the purpose of research was for academic purpose and finally the respondents were included based on their willingness. Furthermore, the researcher avoided misleading or deceptive statements in the questionnaire. Lastly, the questionnaire was distributed only to voluntary participants.

CHAPTER 4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents the data presentation, analysis and interpretation of the research findings. The data analysis was made with SPSS v. 20. The data obtained from the main data collection was subjected to descriptive statistics analysis, comparing mean analysis and other analyses (i.e. correlation analysis and linear regressions).

In order to make the collected data suitable for the analysis, all questionnaires were screened for completeness. All returned incomplete questionnaires were considered as errors and removed from the survey data. Out of the 135 distributed questionnaires, 129 were returned. During data editing, the collected questionnaires were checked for errors and were found to be valid and used for the final analysis, which represent 95.5 % valid response rate.

4.2. Characteristics of the Respondents and Wholesalers

Before starting the analysis of the data, background information such as demographic data, is useful in order to make the analysis more meaningful for the readers. The samples of this study have been classified according to several background information collected during questionnaire survey. The purpose of the demographic analysis in this research is to describe the characteristics of the sample with respect to proportion of males and females in the sample, range of age, educational background, how long did work at company and marital status. The frequency distribution of demographic variables is presented below on Table 1.

Table 1: Demographic Characteristics of the respondents

Items		Frequency	Percent
Sex	Male	108	83.7
	Female	21	16.3
Age (Year)	20-35	53	29.9
	36-50	81	45.8
	Above 50	36	20.3
Marital status	Married	48	37.2

	Widowed	-	-
	Single	80	62.0
	Divorced	1	0.8
Educational background	Masters	29	22.5
	Bachelor's Degree	80	62.0
	Diploma	13	10.1
	other qualification	7	5.4
How many years do you work at Beker?	1-5Years	91	70.5
	6-10 Years	27	20.9
	11-15 Years	4	3.1
	16-20 years	5	3.9
	above 20	2	1.6

Source: *Survey Result (May, 2021)*

As depicted on Table 1, out of 129 respondents, the male respondents constituted the highest percentage 108 (83.7%) while their female counterparts only constituted 21 (16.3%) of the total respondents. This implies that the majority of employee's are male. This indicated the research will be subject to disparity which could arise as a result of gender imbalance.

Regarding to age, 53(29.9%) of the respondents were in the age group of 20-35 years old, 81 (45.8%) were in the age group of 36-50 years old and 36(20.3%) were in the age group of above 50 years. This implies that most of the respondents were young and adults. It indicates that the greatest number of responders was very young and it is a valuable asset for the beker since this age group will serve for a long period of time.

Regarding to marital status, 48(37.2%) of the respondents are married, 80 (62.0%) are single and 1 (0.8%) were divorced. This shows majority of the respondents are single.

According to the finding of the study, majority 80(62.0%) of the respondents have a bachelor's degree, while 29(22.5%) completed Masters, 13(10.1%) completed Diploma and the rest 7(5.4) of the respondents have other qualification. This shows that, since, majority of the respondents were young, the current minimum requirement of the company is degree holders.

Majority of the respondents 91(70.5%) of the respondents has 1-5 Years of experience, 27 (20.9%) has 6-10 years' experience, 4(3.1%) has 11-15 years' experience, 5(3.9%) has 16-20 years' experience, and 2(1.6%) has above 20 years' experience. This shows that the company has employees with less experience but eager to adopt the new technologies and since most of them are juniors, it is easy to shape based on the company culture.

4.3. Descriptive analysis of independent dependent variables

Descriptive statistic of means and standard deviations were obtained from the independent and dependent variables. The descriptive analysis is used to look at the data collected and describe that information. Mean value provides the idea about the central tendency of the values of a variable. On the other hand, Standard deviation gives the idea about the dispersion of the values of a variable from its mean value. Mean scores is interpreted as follows; mean scores 4.51-5.00 is excellent or very good, 3.51-4.50 is good, 2.51-3.50 is average or moderate, 1.51-2.50 is fair, and 1.00-1.50 is poor.

A. Salary and Benefits

As the below table 2 shows, the mean score ranges from 3.12-3.20 which is in a moderate condition. This implies that respondents have an average level of agreement towards the salary and benefit has an effect on employee satisfaction. The finding of the study is similar with the findings of Hayget (2017), Hailemariam (2018) and Marco (2016). But the result is contrary with findings of the previous studies by Netsanet (2017).

Table 2 Description statistics of Salary and Benefit

	Mean	Std. Deviation
Currently the amount of money paid for my work is enough	3.12	1.231

The bonus which is paid to the employees is satisfactory and fair	3.13	.971
The benefits that are offered by Beker like medical, insurance and Other benefits is better as compared to other companies in the industry	3.16	.843
Other allowances that are offered by Beker are also satisfactory.	3.20	.764
Salary and Benefits	3.0678	.95225

Source: Survey Result (May, 2021)

B. Promotion and Development

The following table 3 also shows, the mean score values are between the range of 4.02-4.19 which is in a good range. As result respondents have good level of agreement towards level of promotion and development has an effect on employee satisfaction. The finding of the study is contrary with the findings of Hayget (2017) and Hailemariam (2018) and Marco (2016).

Table 3 Description statistics of Promotion and Development

There is high Opportunity to use new technologies and to upgrading oneself	4.15	.867
There is also high opportunity for promotion and transfer	4.19	.858
The way of employee's promotion is fair and according to the policies and regulations	4.14	.808
Beker is committed to professional development	4.02	.834
Promotion and Development	4.125	.84175

Source: Survey Result (May, 2021)

C. Work Environment

The following table 4 also shows, the mean score values are between the range of 2.90-4.02 which is in a good range. As result respondents have good level of agreement towards work environment has an effect on employee satisfaction. The finding of the study is contrary with the findings of Netsanet (2017) and Marco (2016).

Table 4 Description statistics of Work Environment

Beker is committed to professional development	4.02	.834
The working hour is comfortable	3.12	.997
Beker has safe working environment	2.90	1.298
I am certain on strong Job security of the beker.	3.00	1.358
I am satisfied with this good working condition and environment	3.60	1.162
Work Environment	3.328	1.1298

Source: Survey Result (May, 2021)

D. Relationship with management and staff

Table 4 also depicted that, the mean score values are between 3.19-3.49 which is in a moderate range. As result respondents have average level of relationship with management and staff has an effect on employee satisfaction. The finding of the study is the result is contrary with findings of the previous studies by Marco (2016).

Table 5 Description statistics of Relationship with management and staff

I have good relationship with my immediate supervisor	3.43	1.088
I am independent to make decisions up to limit of authority.	3.23	.956
I have recognition for tasks well done.	3.49	1.105

My supervisor gives me feedback that helps me to improve my performance	3.39	1.120
It is clear for me that what my supervisor expects from me regarding my job performance.	3.29	1.011
I have strong and smooth relationship among staffs	3.19	1.006
Relationship with management and staff	3.3367	1.0477

Source: Survey Result (May, 2021)

E. Overall Employee's level of Satisfaction

As the below table 5 shows, the mean score ranges from 3.10-4.02 which is in an average condition. This implies that respondents have moderate level of agreement towards the salary and benefit has an effect on employee satisfaction. The finding of the study is similar with the findings of Hailemariam (2018) and Marco (2016).

Table 6 Descriptive Statistics of Overall Employee's level of Satisfaction

	Mean	Std. Deviation
I have a good Relationship with management and staff.	4.02	.800
My organization tried to use its maximum potential to satisfy employee.	3.10	.975
I am happy with performance appraisal system, my welfare and benefits offered by the company.	3.53	1.039
I am satisfied with Work Environment offered by the company.	3.18	.852
Overall Employee's level of Satisfaction	3.4575	.9165

Source: Survey Result (May, 2021)

Overall Employees' level of Satisfaction

The study also assesses respondents' towards my organization tried to use its maximum potential to satisfy employee.

Table 7: Overall Employees' level of Satisfaction

	Frequency	Percent
Strongly Disagree	-	-
Disagree	44	34.1
Neutral	39	30.2
Agree	35	27.1
Strongly agree	11	8.5

Source: *Survey Result (May, 2021)*

According to results of the study showed on Table 3, 35(27.1%) of the respondents are Satisfied (agree), 39(30.2%) are Neutral, 44(34.1%) are dissatisfied (disagree), and 11(8.5%) as strongly satisfied (strongly agree). This implies there is a large portion of the employee' are not satisfied. The result from a study by Yenewub (2017) on Commercial bank of Ethiopia showed that approximately, 59.8% of the respondents were still dissatisfied.

4.4. Reliability and Validity Analysis

Reliabilities of the scales were checked after coding and entry of data into SPSS version 20.0. Cronbach's alpha coefficients were computed for each scale to determine the internal consistency reliability of the instruments used in the study. According to Malhotra & Birks (2007), the value of 0.60 is considered as in the lower limit of acceptability for Cronbach's alpha.

Table 8: Summary of Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Salary and Benefits (SB)	.814	.851	4
Promotion and Development (PD)	.876	.878	4
Work Environment (WE)	.819	.816	5
Relationship with management and staff (RM)	.771	.770	6

Source: *Survey Result (Maye, 2021)*

As shown on Table 5, all variables have Cronbach’s alpha value above 0.70 which shows the highly acceptability of the measurement scales used.

4.5. Pearson Correlation Analysis

Table 9: Correlations between Independent with dependent variables.

		Correlations				
		Salary and Benefits	Promotion and Development	Work Environment	Relationship with management and staff	Employee’s Satisfaction
Salary and Benefits	Pearson Correlation	1	.203*	.252**	.363**	.555**
	Sig. (2-tailed)		.021	.004	.000	.000
	N	129	129	129	129	129
Promotion and Development	Pearson Correlation	.203*	1	.261**	.329**	.479**
	Sig. (2-tailed)	.021		.003	.000	.000
	N	129	129	129	129	129
Work Environment	Pearson Correlation	.252**	.261**	1	.290**	.459**
	Sig. (2-tailed)	.004	.003		.001	.000
	N	129	129	129	129	129

Relationship with management and staff	Pearson Correlation	.363**	.329**	.290**	1	.528**
	Sig. (2-tailed)	.000	.000	.001		.000
	N	129	129	129	129	129
Employee's Satisfaction	Pearson Correlation	.555**	.479**	.459**	.528**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	129	129	129	129	129

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: *Survey Result (May, 2021)*

The above Table 6 shows that the independent variables with (salary and benefits ($r=0.555$, $p<.001$), promotion and development ($r=0.479$, $p<.001$), work environment, ($r=0.459$, $p<.001$), and relationship with management and staff ($r=0.528$, $p<.001$) are significantly and positively correlated with dependent variable. From the results presented in Table 6, salary and benefits is highly correlated to employees' satisfaction (0.555) followed by relationship with management and staff (0.528), promotion and development (0.479), and work environment (0.459). This implies that any improvements to any of independent variables contribute to satisfaction of employees'.

4.6. Regression Analysis

In this section the researcher discusses the relationships among variables using a statistical process namely regression analysis. It allows us to find the relationship between a dependent variable and one or more independent variables. Additionally, it allows predicting the value of the dependent variable when a chosen independent variable is varied while the rest are held constant. For the regression analysis, salary and benefits, promotion and development, work environment, and relationship with management and staff are the independent variables; whereas, employees' satisfaction is the dependent variable.

4.6.1. Assumptions of Regression Analysis

Meeting the assumptions of regression analysis is necessary to confirm that the obtained data from the sample will truly represent the population and the researcher has obtained the best

results (Hair, et al, 1998). Multi-collinearity, Linearity and Normality assumption tests were checked before regression analysis was undertaken.

Multi-Collinearity

According to Ho (2006), the two most important conditions to be fulfilled before conducting regression analysis are the adequacy of the sample size and non-existence of correlation among the independent variables. The size of the sample has a direct effect on the statistical power of the significance testing in multiple regressions, which refers to the probability of detecting statistically significant R-square or a regression coefficient at a specified significance level. Ho (2006) also suggested that the sample size should be at least 20 times more than the number of independent variables, as a rule of thumb, in order to get the desired level of statistical power. Given this rule of thumb, the number of respondents used for this study 129 is over the required criteria.

The other important condition for regression analysis is that there should not be interrelationship among independent variables. The situation in which the independent/predictor variables are highly correlated is known as Multi-collinearity. When independent variables are multi-collinear, there is “overlap” or sharing of predictive power, which may lead to a situation where the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable (Ho, 2006).

According to HO (2006), the existence of multi- collinearity can be checked using the “Tolerance” and “Variance Inflation Factor (VIF)” values for each predictor. The tolerance value is an indication of the percentage of variance in one predictor that cannot be accounted for by the other predictors. The value of tolerance should be above 0.10 and any value lower than this indicates the existence of multi-collinearity. On the other hand, VIF is computed as “1/tolerance,” VIFs start at 1 and have no upper limit. According to Saunders, et al, (2009), a value of 1 indicates that there is no correlation between this independent variable and any others. VIFs between 1 and 5 suggest that there is a moderate correlation, but it is not severe enough to warrant corrective measures. VIFs greater than 5 represent critical levels of multi-collinearity where the coefficients are poorly estimated, and the p-values are questionable.

Table 10: Multi-collinearity test of VIF and tolerance

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salary and benefits	.841	1.190
	Promotion and development	.858	1.166
	Work environment	.865	1.156
	relationship with management	.778	1.286

a. Dependent Variable: Overall employees' satisfaction

Source: *Survey Result (May, 2021)*

For this particular study, as it can be seen from Table 11, both the values of tolerance and VIF calculated for each independent variable on both regression analyses fulfills the criteria discussed above, which indicate the non-existence of multi-collinearity. Value of tolerance for each independent variable is above 0.10 this indicates the nonexistence of multi-collinearity. VIF of each independent variable it almost closes to 1 that indicates that there is no correlation between this independent variable and any others.

Linearity

According to Hair, et al. (1998), the linearity of the relationship between the dependent and independent variable represent the degree to which the change in the dependent variable is associated with the independent variable. In a simple sense, linear models predict values falling in a straight line by having a constant unit change (*slope) of the dependent variable for a constant unit change of the independent variable. Conventional regression analysis will underestimate the relationship when nonlinear relationships are present, i.e., R^2 underestimates the variance explained overall and the betas underestimate the importance of the variables

involved in the non- linear relationship (Malhotra and Birks, 2007). The scatter plot of standardized residuals versus the fitted values for the regression models is as follows.

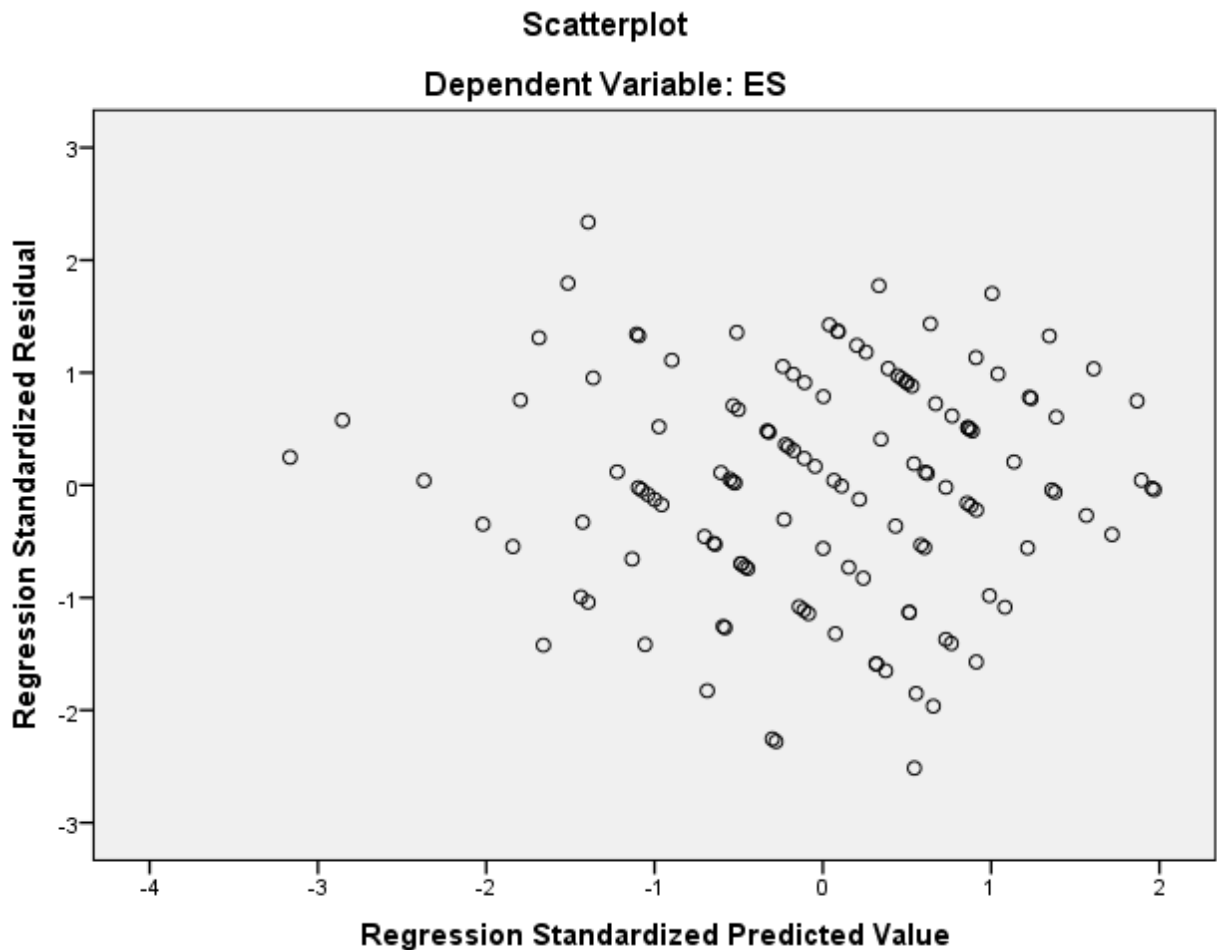


Figure 2 Scatterplot

Where ES, Employee's job Satisfaction

Figure 2 show that, the residuals that the trend is centered around zero but also that the variances around zero is scattered uniformly and randomly. Based on this the researcher concludes that the linearity assumption is satisfied and the heteroskedasticity assumption is satisfied if we run the fully specified predictive model.

Normality of the Error Term Distribution

As Field (2009), noted, the assumption of normality is important in research while using regression and helpful to generalize the results of the analysis beyond the sample collected.

Accordingly, among several ways to check for the normality assumptions for linear regression analysis, it is advisable to inspect to see if a distribution is normal through a P-P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality for the residuals with bivariate through P-P plot as follows (Field, 2009). In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal. If a distribution is normal, the residual line will closely follow the diagonal (Hair, et al., 1998).

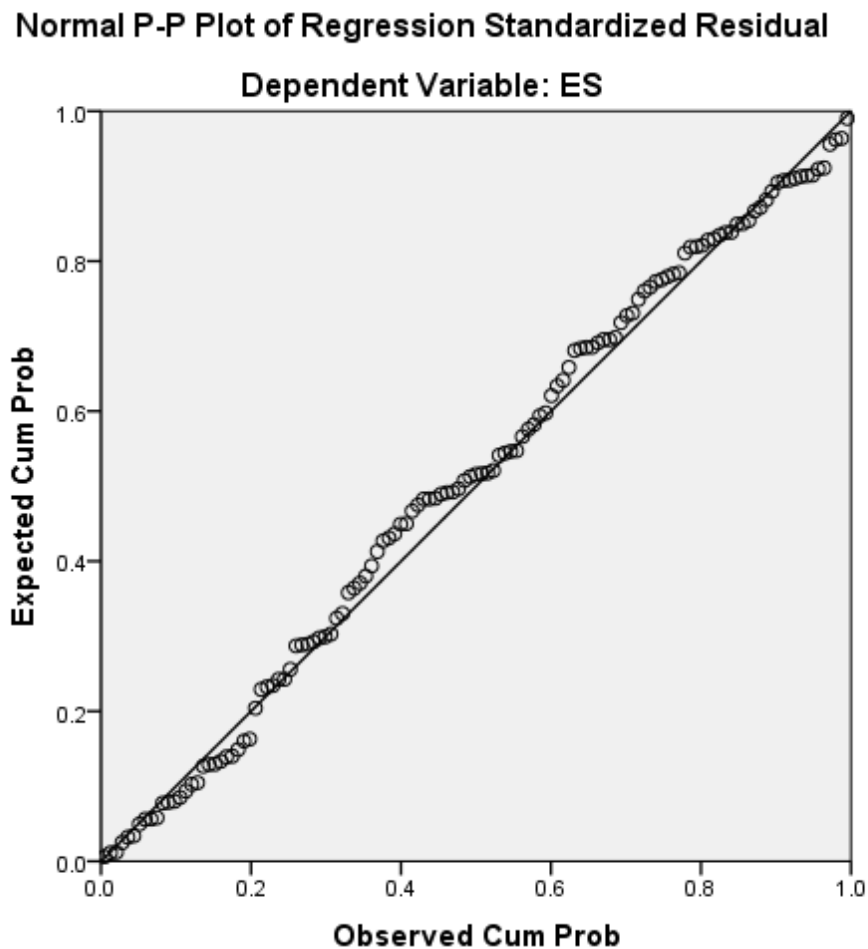


Figure 3 Normal P-P Plot of Regression Standardized Residual

Where ES is Employee's job Satisfaction

As shown on Figure 3, the P-P plots follows a straight line which justifies the residuals was deemed to have a reasonably normal distribution, as suggested by Hair, et al. (1998).

4.6.2. Multiple Regression Analysis

According to Marczyk, et al (2005), linear regression is a method of estimating or predicting a value on some dependent variables given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction.

Multiple R is a correlation between the observed values of y, the values of y predicted by multiple regression models. Therefore, large values of the multiple R represent a large correlation between the predicted and observed values of the outcome. Adjusted R square was used to measure the percentage of variance in the dependent variable explained by the independent variables. From the multiple regression equation, the standard regression coefficient (beta weight) was determined to compare the effect of each independent variable had on the variability of the overall purchase decision.

Table 11: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.748 ^a	.559	.545	.370	.559	39.348	4	124	.000

a. Predictors: (Constant), Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management

b. Dependent Variable: Overall Employees' Satisfaction

Source: *Survey Result (May, 2021)*

The model summary table shows the strength of relationship between the independent and the dependent variable. Based on Table 9 model summary results, when employee's satisfaction was regressed on overall the five independent variables, the independent variables contribute to statistically significant relationship ($p < 0.01$) between the dependent variable.

The coefficient of determination R^2 is a measure of how good a prediction of the criterion variable we can make by knowing the predictor variables. Accordingly, 55.9% for satisfaction of employees' of the variation accounted for the dependent variable is due to the combined effect of

the mentioned independent variables (Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management). But, sometimes R^2 tends to somewhat over-estimate the success of the model when applied to real world. Therefore, to see the success of our model in the real world, adjusted R^2 is more preferable than R^2 . Therefore; the variation explained by the regression of all the predictor variables on employee's satisfaction is 54.5%. This means 54.5 percent of the variation in job satisfaction of employees' is explained by the independent variables whereas the remaining 45.5 percent of the variation is explained by other factors which are not included in this study. The result from a study by Yenewub (2017) on CBE, one of the largest banks in Ethiopia also showed that 75.3 % of the variation on the employee's satisfaction can be explained by the variability of the five dimensions of service quality.

The ANOVA table shows that the combination of variables significantly predicts the dependent variable. ANOVA tests whether the model is significantly better at predicting the outcome than using the mean as a best guess; specifically, the F-ratio represents the ratio of the improvements in prediction that results from fitting the model, relative to the inaccuracy that still exists in the model.

Table 12: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.543	4	5.386	39.348	.000b
	Residual	16.972	124	.137		
	Total	38.516	128			

a. Dependent Variable: Overall Employees' Satisfaction

b. Predictors: (Constant), Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management

Source: *Survey Result (May, 2021)*

According to the ANOVA result shown on Table 10, F values is 39.348, which is significant at $p < 0.001$. This result implies that there is less than a 0.1% chance that an F-ratio is larger would happen by chance alone. Therefore, the regression model results in significantly better prediction of Employees' satisfaction with independent variables (Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management).

Table 13: Coefficients of employees' satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.769	.227		3.386	.001
	Salary and Benefits	.250	.046	.354	5.449	.000
	Promotion and Development	.204	.049	.267	4.148	.000
	Work Environment	.134	.038	.229	3.572	.001
	Relationship with Management	.188	.052	.245	3.628	.000

a. Dependent Variable: Overall Employees' Satisfaction

Source: *Survey Result (May, 2021)*

Table 11 depicted that, the B-values tell us about the relationship of employees' satisfaction and each predictor. When the value is positive we can tell that there is positive relationship between predictor and the outcome, whereas a negative coefficient represents negative relationship. The beta values found for the predictors in this study have a significant p value which is less than .01. This indicates that there is a strong positive and significant relationship between the independent variables and dependent variable. According to the findings of the current study, the effect of

salary and benefits is greater than that of promotion and development, relationship with management, and work environment respectively. Different studies showed the strong positive and significant relationship between all independent variables and employee's satisfaction. But the order of the magnitude of effect of each dimensions in not similar.

According to the overall regression analysis, the standardize beta value for salary and benefits is 0.354 which shows salary and benefits has relatively strong degree of importance for employee's satisfaction than other predictors. The finding of the study is similar with the findings of Murad (2018), worku (2017), and Jemal (2018).

According to the result of this study, Promotion and development is the second most important dimension affecting Employee's satisfaction. The regression analysis shows that Promotion and Development has a statistically significant (Sig 0.000) positive effect on employees' satisfaction with beta value of 0.267. The result is supported by the findings of murad (2018).

Relationship with management, third most important predictor dimension for this study, has a statistically significant (Sig 0.000) positive effect on Employee's satisfaction with beta value of 0.245. The finding is consistent with the findings by tarekegn (2016) worku (2017), and Jemal (2018).

The regression analysis of the study showed that work environment has a positive significant effect on Employee's satisfaction with beta value of 0.229 with Sig 0.001. The result is consistent to the findings of tarekegn (2016) worku (2017), and Jemal and Jemal (2018).

The objective of the regression in this study is to find a mathematical equation that could be used to find the impact of predictors on dependent variable. The specified regression equation takes the following form:

Mathematically, $ES = \beta_0 + \beta_1(SB) + \beta_2(WE) + \beta_3(PD) + \beta_4(RM) + \epsilon_0$

$$ES = 0.769 + 0.354(SB) + 0.229(WE) + 0.267(PD) + 0.245(RM) + \epsilon_0$$

$$ES = 0.769 + 0.354SB + 0.229WE + 0.267PD + 0.245RM$$

$$ES = 0.354SB + 0.229WE + 0.267PD + 0.245RM + 0.769$$

Where

ES is the dependent variable (employees' satisfaction)

SB, WE, PD, and RM are independent variables which denoted Salary and Benefits, Work Environment, Promotion and Development, and Relationship with Management respectively.

Table 14: Summary of the overall outcome of the research hypothesis

Hypothesis	Result	Reason
H1: Does salary and benefit (SB) highly affects job satisfaction of employees.	Confirmed	$\beta=0.354$, $p<0.01$
H2: Is there a strong relationship between working environment (WE) and job satisfaction.	Confirmed	$\beta=0.229$, $p<0.01$
H3: Is there strong correlation between relationships with Supervisors (RM) and job satisfaction	Confirmed	$\beta=0.245$, $p<0.01$
H4: Does the existence of promotion and development (PD) significantly affect job satisfaction.	Confirmed	$\beta=0.267$, $p<0.01$

Source: *Survey Result (May, 2021)*

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary of the major findings of the study, the conclusions made out of the findings and the recommendations forwarded.

5.1. Summary

The aim of the study was to Determine of Employee's Job Satisfaction the Case of Beker General Business P.L.C. The theoretical, conceptual and empirical related literature review showed that the five Service quality dimensions have a significant impact on employee's satisfaction.

The required data is obtained through self-administered structured questionnaires and the validity and reliability of the adopted instruments was tested. The strategy that the researcher was used to determine the number of respondents was census method.

Determinates of employee's job satisfaction was measured using the four independent variables (Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management) and the satisfaction level of respondents was measured using a five point Likert scale. A total of 129 questionnaires from the sample returned and analyzed using SPSS V20. In the analysis descriptive statistics, correlation analysis and linear regression analysis was performed.

The result of the background information of the respondents indicated that the majority of the respondents were male (83.7%). With regards to age category, 29.9% and 45.8% of the respondents were between 20-35 and 36-50 years respectively. Moreover, the majority were bachelor's degree holders (62.0%).

According to the findings of this study, all four independent variables have above average mean score from the Likert scale 1 to 5. Promotion and Development has the highest mean score (4.125), followed by Relationship with management (3.3367), Work Environment (3.328), and Salary and Benefits (3.0678). Regarding employees' satisfaction level, 34.1% of the respondents are dissatisfied (disagree), 30.2% are neutral that means neither dissatisfied nor satisfied, and 27.1% are satisfied.

The correlation analysis result using Pearson correlation reveals there is a positive and significant relationship between independent variables and employees' satisfaction. Salary and benefits has the highest correlation (0.555) with employees' satisfaction followed by relationship with management staff (0.528), promotion and development (0.479), and work environment (0.4590).

The regression analysis indicated that all independent variables are important predictor of employees' satisfaction. The study showed that 54.5% variation on the employees' satisfaction was explained by the four independent variables. The standardize beta value have a significant p value of all independent variables which is less than .01. Salary and Benefits has the highest beta value (0.354) followed by Promotion and Development (0.267), Relationship with Management (0.245), and Work Environment (0.229).

5.2. Conclusion

Job satisfaction is just one among many important attitudes that influence human behavior in the workplace (Kinicki, & Kreitner 2003). Regarding job satisfaction and determinant factors this study showed that there is a link between job satisfaction and nature of the job, career advancement, pay and benefit and interpersonal relationship. This finding also support that nature of the job, career advancement, pay and benefit and interpersonal relationship enhance the job satisfaction if motivational activities performed regard to these factors. These factors affect employee job satisfaction and influence their decision to either stay in or leave their job. Again, the job satisfaction factors are examined using several analytical methodologies i.e. correlation and regression analysis to identify the most influential factors for satisfaction from the identified factors. The findings of the study also showed that there is a positive and significant relationship between all of the four independent variables and employees' satisfaction which means improvement in each independent variable will lead to a higher employees' satisfaction. The employees' satisfaction is explained by the variation of the independent variables especially Salary and Benefits, relationship with management staff, and promotion and development having the highest predictor value respectively.

5.3. Recommendations

The findings of the study showed that Salary and Benefits, Promotion and Development, Work Environment, and Relationship with Management and staffs showed a significant relationship with employees' job satisfaction in Beker General Business PLC. Hence, focusing and taking the necessary action on these indicators could reduce the level of job dissatisfaction.

Based on the findings of the study the following possible recommendations are forwarded:

- **To provide competitive Salary and Benefits:** Fair wages are important, but competitive benefits are also critical to keep employees satisfied. So making benefits package less would make employees look for other opportunities with organizations that are more appealing. Beyond overtime pay, benefits such as insurance, flex time, paid holidays and other allowances are important factors to employee's satisfaction. Beker should redesign its salary scale and payment structure based on the inflation rate and market condition and hence the highest influential factor for job satisfaction will be controlled.
- **To create positive work environment:** Among the other major findings of the study, one is that there is a strong relationship between job environment and employee's satisfaction. Based on this the top management of the beker recommended to improve the working environment. This will make them equally satisfied with those who work under normal working environment and in return overall performance will increase. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. In general; Positive workplace is a necessity. If the works environment isn't positive, companies can't expect the workers to be positive.
- **To promotion and development:** In order to sustain and increase the job satisfaction of employees of beker need to shape and improve the promotion and development system. Managers should work with its human resource policies and provide promotion and development in a fair manner to all levels of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization. In addition, give employees training opportunities,

mentoring, online courses or external training and encourage staff to always improve their skills!

- **Relationship with management and staffs:** The manger and human resource must focusing on transparency and communicate with their employees. This type of environment leaves employees feeling valued. They are encouraged to be creative and share their input. Transparency and communication fosters a type of comfort that allows employees to communicate effectively and thus progress. In general; if there is a positive relationship with management and staffs in the office it encourages productivity and collaboration among teams. When there's a mutual level of respect between a manager and staffs, there's more willingness on both ends to offer support and perform well.

5.4. Limitation and Suggestion for Future Research

- The findings of this study shows majority of employees are more concerned with financial rewards. Thus the company should continually review and adjust the financial rewards given to its employees.
- Managers have to pay attention that relationship with management staff, and promotion and development and work environment and job satisfaction of employees are strongly and positively correlated; furthermore, job satisfaction is very much influenced by the work environment and its elements. When perceived working environment is good, job satisfaction would also be good.
- Future research studies can be conducted on investigating other variables like job security, organizational culture and leadership style and their effect on employees' job satisfaction.

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ANNEX - RESEARCH QUESTIONNAIRE



ST. MARY UNIVERSITY

DEPARTMENT OF GRADUATE STUDIES

DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION

A QUESTIONNAIRE TO BE FILLED BY EMPLOYEES BEKER GENERAL BUSINESS
P.L.C

Researcher: AddisuWubneh (Contact Address: 09-12-71-18-48)

Research Topic: - Determinates of Employees' Job Satisfaction the case of Beker General Business p.l.c.

Dear Respondents,

I am a postgraduate student of the above mentioned institution. I am currently undertaking a research project on Determinates of Employees Job Satisfaction the case of Beker General Business p.l.c. You are selected as a possible participant because you are an employee of this organization. Your participation in the study is completely voluntary.

The research work is for academic purpose only. Any information obtained in connection with this study will remain strictly confidential and not to be shared to any of your organization's administrators, supervisors, employees, etc.

The questionnaire will take approximately 15-20 minutes of your time. Your honest and true opinion will be valuable for this research. Thank you in advance for your assistance.

Addisu Wubneh+251912711848

Email: adisuwub@gmail.com

Directions for filling the questionnaire

Do not write your name

Put “√ or ×” mark in the box provided for choice questions

Your response will be utilized only for the purpose of this survey.

Your honest and unbiased response will greatly contribute for the research to achieve its objective.

Part I: Demographic Characteristics

1. Age 1.20-35 2.36-50 3. above 50

2. Sex 1. Male 2. female

3. Marital status 1. Married 2. widowed 3. Single 4. divorced

4. Educational Background 1. Masters 2. Bachelor’s Degree 3. Diploma 4. other qualification

5. How many years do you work at Beker?

1.1-5Years 2.6-10 Years 3.11-15 Years 4.16-20 years 5. above 20

Part two Determinants of job satisfaction

Instruction: Please indicate the extent to which you either **agree** or **disagree** with the following statements

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

Your opinion on salary and benefits of the Beker

no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Currently the amount of money paid for my work is enough.	1	2	3	4	5
2	The bonus which is paid to the employees is satisfactory and fair.	1	2	3	4	5
3	The benefits that are offered by Beker like medical, insurance and Other benefits is better as compared to other companies in the industry	1	2	3	4	5
4	Other allowances that are offered by Beker are also satisfactory.	1	2	3	4	5

What do you feel on Promotion and development of employees in Beker

no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is high Opportunity to use new technologies and to upgrading oneself.	1	2	3	4	5
2	There is also high opportunity for promotion and transfer.	1	2	3	4	5
3	The way of employee's promotion is fair and according to the policies and regulations	1	2	3	4	5
4	Beker is committed to professional development	1	2	3	4	5

Your opinion on Work Environment of the Beker

no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The working hour is comfortable	1	2	3	4	5

2	Beker has safe working environment	1	2	3	4	5
3	I am certain on strong Job security of the beker.	1	2	3	4	5
4	I am satisfied with this good working condition and environment	1	2	3	4	5
5	I am interested by Work itself, it is interesting and challenging	1	2	3	4	5

Your opinion about Relationship with management and staff of the Beker

no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have good relationship with my immediate supervisor.	1	2	3	4	5
2	I am independent to make decisions up to limit of authority.	1	2	3	4	5
3	I have recognition for tasks	1	2	3	4	5

	well done.					
4	My supervisor gives me feedback that helps me to improve my performance.	1	2	3	4	5
5	It is clear for me that what my supervisor expects from me regarding my job performance.	1	2	3	4	5
6	I have strong and smooth relationship among staffs	1	2	3	4	5

Overall Employee's level of Satisfaction

no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have a good Relationship with management and staff	1	2	3	4	5
2	My organization tried to use its maximum potential to satisfy employee	1	2	3	4	5
3	I am happy with performance appraisal system, my welfare and benefits offered by the company	1	2	3	4	5

4	I am satisfied with Work Environment offered by the company	1	2	3	4	5
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