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

**AN ASSESSMENT OF HUMAN RESOURCE PRACTICES AND EMPLOYEES' JOB
SATISFACTION: AN EMPIRICAL STUDY OF BURAYU TOWN
ADMINISTRATION**

**By
FIKIRU GEDA**

**JUNE, 2017
ADDIS ABABA, ETHIOPIA,**

**AN ASSESMENT OF HUMAN RESOURCE PRACTICES AND
EMPLOYEES' JOB SATISFACTION:
AN EMPIRICAL STUDY OF BURAYU TOWN ADMNISTRATION**

By

FIKIRU GEDA

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ADDIS ABABA, ETHIOPIA

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DECLARATION

I, the under signed, declare that this thesis is my original work and all sources of materials used for this thesis have been duly acknowledged. The paper has never been presented in this or any other university for the award of any academic degree, diploma or certificate.

Name: FikiruGeda

Signature_____

Date_____

Addis Ababa, Ethiopia

ENDORSEMENT

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

Advisor

Signature

St. Mary's university, Addis Ababa

June, 2017

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List of Abbreviations

BA/BSC	Bachelors of Art/Science
DBE	Development Bank of Ethiopia
JS	Job Satisfaction
HR	Human Resource
LSH	Leadership
OCVS	Organizational Climate Variables
PA	Performance Appraisal
SBP	Salary, Benefits and Packages
SPSS	Statistical package for social science
TD	Training and Development

Abstract

Today, in the world of competition, human capital is a crucial for the organization's success directly as well as indirectly. Considering this, the main aim of this study was to explore the relationship between human resource practicing and employees' job satisfaction in Burayu town Administration, identify factors poorly perceived by the employees and draw necessary recommendation thereof. For this study a total sample of 241 was used to collect data from respondents prior to their perception towards Human Resource practices and job satisfaction. Both primary and secondary sources of data were used. To analyze this data descriptive and inferential analysis was used. The study depicted among the Human Resource Practices examined, salary, benefit and Packages & performance Appraisal are poorly practiced in the captioned organization. Moreover, the study showed as there is significant relationship between human resource practicing and employee job satisfaction. Finally, the study concluded as almost all the human resource variables selected and tasted are experienced scantily and lastly draw recommendations as the administration should examine the existing Human resource practice in their organization and strictly adapt it as well as develop realistic ways of performance appraisal, training and development.

Key words: - Human resource (HR) and Job satisfaction

CHAPTER ONE

INTRODUCTION

This part deals with the background of the research; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the Study

There has been a long-standing interest in the study of human resource practicing among organizational researchers. Its importance is partly due to its hypothesized relationship to other organizational phenomena including job satisfaction, job performance, leadership behavior and the quality of work group interaction (Schnake, 1983). Recent research on job satisfaction has focused on the job itself or the work climate as the primary means of increasing satisfaction. The main argument is that, if jobs or work climate are developed to provide a more desirable work environment, an increase in job satisfaction will result (Afolabi, 2005).

Research on the contribution of people management to Organizational performance outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace (West, Patterson and Dawson, 1999) and considerable evidence indicates that there are relationships between climate factors and measures of job satisfaction too (Downey, 1992).

Human Capital, which gives competitive edge due to its uniqueness, is one of the resources that work as a pillar for an organization (Holland, Sheehan and de Cieri, 2007). The focus has therefore shifted to “people”, the employees of the organizations (Cohen, 2005). Employees play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and commitment that the organization can become competitive (Sempene, 2002).

1.2. . Statement of the Problem

Competent employees are necessary for organization's productivity, efficiency and effectiveness, therefore there is need to find out the relationship between human resource practicing and crucial element for an organization (employee) job satisfaction. The study of organizational human resource practicing and job satisfaction has been accounted many years by different researchers. Most of these studies have been conducted to know the relationship between organizational climate, Leadership style and different organizational variables such as Job satisfaction, Job commitment, Employee motivation, organizational performance, employee's turn over and Intention to leave (Ahmed, 2013).

Numerous attributes of organizational culture have significant positive influence over the performance of organization. Different cultural aspects of organizations showed the vital relationship between culture and performance and how employees' beliefs, norms, gestures and all relevant aspects of organizational culture impacted on firm's performance. Both positive and negative mannerism of culture had significant consequences on employees as well as firms performance. Organizational culture is an open system approach which has interdependent and interactive Association with organizations performance (Mohammad, 2013).

Farokhi (2003) indicated that practicing of human resource accounted for a large percentage of variance in individuals' job satisfaction. Similarly Patterson (2004) stated that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. They also stated that manager's perceptions of climate would be positive and linked to company productivity than non managers.

Hence creating a conducive human resource practicing for an employee in current organization (high competition) is crucial to ensure substantial merit based on excellence under the intense of global competition at a whole.

Therefore, there is a need for the organizations to ensure and create optimal climate which enable them to effectively and efficiently serve their organization specifically and society in general (Yair, 2011).

However, it is very difficult to easily understand the climate employee favor because; it ultimately varies from place to place, situation to situation, position to position. This infers that, the contemporary organization must be dynamic, flexible and understand their employee's needs as much as possible.

To date the factors which hinders as the employees not satisfied with their job and consequently deliver their services to respective customer is not clearly shown though some studies attempt to depict by ignoring other supportive employees. Hence To come up with this and its severity on the organization and stakeholders, the current study provide information about the human resource practices variables and try to include the whole employee's perceptions toward those variables and its impacts on their job satisfactions in Burayu town administration.

1.3. Research Questions

- ✚ What is the relationship between HR practices and employees' job satisfaction in Burayu town administration?
- ✚ Would there be any difference in the way expert, management and supportive staff perceives HR practices and job satisfaction?
- ✚ Is there any statistically significant difference in perception of HR practices and employees' job satisfaction that varies by tenure?
- ✚ Which HR practices dimensions are poorly perceived by the employees of Burayu town administration?

1.4. Objectives of the study

1.4.1. General Objectives

The general Objective of the study is to assess the Human Resource practices and employee job satisfaction in Burayu town Administration.

1.4.2. Specific Objectives

The specific objectives of this study are;

- ✚ To identify the employees perception about HR practices and job satisfaction in relation to demographic variables.
- ✚ To assess the relationship between HR practices and employee job satisfaction in Burayu town.
- ✚ To evaluate the practices of selected HR variables in the area understudy (Burayu town).
- ✚ To Examine the effect of HR practices on Employees Job satisfaction
- ✚ To classify the state of the administration's regarding practicing of human resource practices and recommend remedial measures.

1.5. Research Hypothesis

Based on the objectives of study, the study used the following hypothesis.

Hypothesis 1:- Human Resource practices significantly affect the employees' job satisfaction

Hypothesis 2:- There is significant difference in job satisfaction that varies by demographic variables.

Hypothesis 3:-There is significant difference on perception of the employees on Human Resource practices that varies by the position (job level) and Tenure

1.6. Significance of the study

The study helps for the area under consideration (Burayu town administration) as to improve for those Human Resource practices poorly perceived and continuing those which are perceived sound. Further, this study adds some concepts to the existing reality and theories. Moreover, the study recommended different mitigation systems for poorly perceived Human Resource practices which help the organization as to smoothly operating (working) with their servants. Lastly, it may used as a cellar for those researchers who want to do further research on the same arena.

1.7. Scope/Delimitation of the study

This research was delimited to Oromia Regional State Finfine special Vicinity Burayu town Administration (Burayu) specifically employees of Finance and Economic Development, Civil Service, Land Development administration, Trade and Market Development, Communication, Youth and sport, Education, Water and Irrigation Bureaus .The variables studied in this research were those related with salary, Benefits & packages, interpersonal relationship, communication, training & development, Performance appraisals, Administrations and Job satisfaction.

1.8. Limitations of the Study

As clearly stated under Delimitation of the study, this research was conducted on Burayu town administration which may/not be represent others same government organization. The other limitation of the study was the variables studied were those explained under delimitation of the study which did not covers the whole aspects of Human Resource practices variables.

1.9. Operational definition of the Key terms

HRM- is a strategic, coherent and comprehensive approach to the management and development of the organization's human resources in which every aspect of that process is wholly integrated within the overall management, Armstrong (2006) as cited in Sola Fajina, 2011.

Job satisfaction- is the collection of feeling and beliefs that people have about their current jobs. It is a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

1.10. Organization of the Research

This research is organized into five chapters. The first chapter focused on the background of the study. The second chapter reviews related theoretical and empirical studies. The third chapter focused on the methodology used for the collection and Analysis of the data. The next chapter (chapter4) deals with the data, analysis and interpretation followed by the last Chapter (chapter5) which focused on summery, conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the theoretical concepts; Empirical studies and lastly draws the conceptual frame works of the study conducted on relationship between Human Resource practices and employee job satisfaction.

2.1.1 Theoretical Concepts

Literature reviewed stated/shows as there is controversy amongst researchers regarding the distinction between organizational culture and Human Resource practices. Some researchers use the terms interchangeable, while others (Bouditchand et al Buono, 1902) supported the differences between these terms. Organizational culture defines as a set of expected behavior of the employees. Organizational climate on the other hand is the measure of weather the employee's expectations about working in the organization are being met (Schein, 1984).

2.1.2 Human resource management

Organizational success is largely dependent on the quality and effort of the people that work for the organization. Flexible, productive and knowledgeable people within an organization are a source of (sustainable) competitive advantage for companies. Top managers increasingly acknowledge that the people within the organization make the difference by creating value for the organization (Verburg and Den Hartog, 2006).

Human resource management concerns the management of people within origination. Regardless of the type of organization, all firms need to manage their workforce using appropriate policies and practices. Policies and practices need to be coordinated with each other, as well as with the needs of the organization. The latter is also known as strategic human resource management, and is based upon the recognition that organizations can be

more effective if they manage their human resources in such a way that they deliver the right number of people with the appropriate behaviors, the necessary competencies, and the right levels of motivation to the organization (Schuler and Jackson, 2007).

Human resource management involves the use of several policies and practices. Human resource practices can be summarized into three specific groups: entry, performance, and exit practices. Entry practices include practices that are aimed at the recruitment and selection of new employees, performance practices at managing and developing employee performance, and exit practices at managing the exit of employees (Verburg , 2006).

2.1.3 Job Satisfaction

Job Satisfaction has been a topic of interest among researchers for several decades (Currivan, 1999; Lund, 2003) due to the fact that many experts (managers and researchers) beliefs that it can affect and influence work productivity, employee commitment, employee turnover and employee retention (Eslami and Gharakhani, 2012). Job satisfaction is the level to which an employee is satisfied with his current work. This depends on how many of his/her needs and wants are satisfied (Finn, 2001).Job satisfaction is known as a construct with multi facets that includes the employee feelings about different job elements, intrinsic, as well as extrinsic. It includes specific features of satisfaction associated with pay, benefits, supervision, organizational practices, promotion, work conditions and relationships with coworkers (Misener, 1996).

According to Robbins, 1998 and specter, 2005 Job satisfaction can be measured in two ways namely, by the facet approach or the global approach. The former refer to assessing how employees feel about various aspects of the job such as rewards (pay or fringe benefits), job conditions, people on the job (supervisors and coworkers) and the work (Robbins, 20005).

2.1.4 Empirical Studies

Long years back and currently, a number of studies conducted to explore the relation between organizational climate and employee job satisfaction. Almost the overall studies showed that Human Resource practices affect the organizational performance and employee directly as well as indirectly. There is a positive and meaningful relation between organizational environment and managerial skills of managers which are the most rare and at the same time the most valuable capital of the organizations and are of the major and effective factors in/ the society that has fundamental and vital role in flourishing and development of human beings (Samaneh,2014).

Alnaqbi, W. (2011) stated from the concept of the role of HR departments to satisfy the needs of employees through the provision of training, rewards systems, equality of treatment, and benefits, among others, to foster employee commitment and reduce the rate of employee turnover. More over across a wide range of demographic variables, organizations with a “higher level” of ethics have more satisfied employees (Erik , 2007).

On the other hand there is only an average level of overall job satisfaction; where employees are most satisfied with the relationship that they have with their coworkers, nature of the work, communication, supervision but least satisfied with the pay and promotion that they receive (Tekile , 2016).

The connection between job satisfaction and organizational performance was stronger than the connection between organizational performance and job satisfaction. It could be stated that job satisfaction more strongly determines organizational performance than organizational performance determines job satisfaction. To support this claim, the research results of this article showed that there was an impact of the majority of Job satisfaction factors on organizational performance (Dania , 2016).

There are also numerous studies investigating the relationship between organizational climate and job satisfaction, with many researchers finding evidence to support the relationship between the two constructs (Field , 1982).

in review of studies investigating organizational climate and job satisfaction, Peek(2003) found that organizational climates that exhibit characteristics such as having a high degree of autonomy, providing opportunities for employees, nurturing relationships among employees, showing interest in and concern for their employees, recognizing employees' accomplishments and holding employees in high regard result in more satisfied workers. Similarly, Brief (1998) found that salary, benefits and advancement opportunities were components of organizational climate that had a direct influence on job satisfaction. In summary, organizational climate and job satisfaction are distinct but related constructs (Larson, 2000).

Human Resource practices is focused on organizational /institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work. A recent study conducted in South Africa call centre found job satisfaction to be strongly correlated to organizational climate (Milner, 2007).

The success of every organization depends both on internal and external factors, workforce is the most essential and imperative for organizations competitiveness. Human resource is the real asset of an organization and plays major part towards progress of the organizations (Batool, 2003).usually employees have the feelings of stress, Nervousness and lack of confidence when the organization changes like restricting, downsizing and as well as merging (Dulgler, 2009).

2.1.5 Organizational change and job satisfaction

The concept of the organizational change comes from the nature and environment of the organization. Change basically means a series of events which supports the process of development in an organization (KassimTahajud,2010).organizational change generally means rightsizing , new development and change in technologies, rescheduling operation and major partnerships.(McNamara,2011).

Organizational change includes mission changes, strategic changes, operational changes(including structural changes), technological changes, changing in the attitudes and behaviors of personal's counter resistance from different employees and align them to strategic directions of the organization. In today's dynamic environment organizational change is indispensable for every organization to precede and prosper in ever changing business environment. A survey conducted by McKinsey on a five year data,1536 companies were taken for this survey which generally meant for organizational change, the result of the survey shows that 38% organization were succeed in achieving high employee performance (Isem , 2007).

Internal and external factors must be considered in the process of organizational change in order to alter their way of business for organizational growth. The goals of organizational change are multi faceted however the major one's are improving the organization mergence, crisis intervention and to overcome day to day hauling competition (Pung, 2007).

Z.Ahmed et al, 2013 Identify six variables. These are leadership, Communication, Employee development, Tolerance to change, Procedural justice, and finally employee performance. In these variables, all except employee performance are independent which it depend on them.

2.1.5.1 Employee performance

Employee performance is vital for the success of every organization and profitability in this dynamic environment (Chien, 2004).now a day's organizations require such type of employees who contribute more than their job scope and far from goals expectations. Most of the organizations coping with contemporary challenges put more emphasis on employee performance(Gruman&Saks,2011).according to same authors service firms or organization like government sectors invest more on their force in order to maintain long term relationships with them and to increase their performance along with job satisfaction. The deficiencies of employee performance will be overcome by effective leadership, communication, motivation, employee performance and organizational culture (Karatep, ,2006).

2.1.5.2 Leadership

A leader is one whose behavior guides people towards their goal achievement. Leadership influences managers; employees of the organization and organization performance with goal achievement (Stogdill, 1974).Different styles of the leader play a vital role towards enhancing employee's performance in order to achieve their goals (Wang , 2009).

According to leprous (1999) classical leadership styles is characterized by a more directive sharing of information, participation, consultation, delegation and joint decision making focused on employee orientation and consideration(Vecchio&Appelbaum,2005).an employee's autonomy and self responsibility could be reduced by close control from their leader. If an employee feel to be competent and has willpower but managerial behaviors that can restrict their freedom such as observing them all the time or keep on checking their work performance could draw out psychological problems that could affect the performance of the employees and such reaction could bring poor job attitudes, minimal level of efforts by the employee or both (Brehm, 2007).

The success of an organizational change and employee performance depends mainly on leadership commitment and roles. The key to success of these

leaders depends on vision rather than analysis on learning rather than on knowing because leader has a strong communication of the vision because this is more important in today's leaders (Wesley, 1996). a leader has the ability to influence their employees so that they can work efficiently and get the things done in order to achieve organizational goals (Wang Law, Hacket, Wang & Chen, 2005). the performance of the organization will increase if employees share their ideas and values each other. A leader is one who can give reward to his employees, motivate their employees towards task achievement, giving incentives; give moral support so that employees put more effort to their work (Webb, 2007).

2.1.5.3 Communication

Communication is a process through which information, ideas, and knowledge can be exchanged. There are many ways through which communication process can be delivered as writing, print or electronic media and through speech. It is a tool by which people can communicate with each other with effective communication ideas and information can be conveyed (Wanguri, 1995). organizational communication is defined as the method in which language is used as a tool to make different kind of societal structures, such as teams, relationships, and network (Eisenberg, 2007).

Organizational communication takes place in many forms which includes supervisors communication, communication climate, horizontal communication media quality, organizational integration, organizational perspective, personal feedback, subordinate Communication as well as top management communication (Wanguri, 1995). Communication with workforce is essential in order to lessen the employees negative impact when changes done in the organization. Management needs this strategy to win the trust of the employees through effective communication to enhance employees' performance and employee perception about management new styles and trustworthiness (Nikandroun, 2000).

When management changes organizational structure those employees who are career oriented put their extra efforts to groom themselves and make extra commitment to maintain organizational change efforts (Rashid, 2010).

Through effective communication managers of the organization can build strong relationship with peers and subordinates. Those organizations whose has an open policy system encourage their employees to give inputs, share ideas so that organizational performance should be improved (Dahilberg, 2007).

According to (Joseph & Patricia, 2009) communication is more effective to influence the lower level employees because they are directly related to production of the organization and shows positive linkage between communication and productivity. Same authors also states as communication is most important in HR department because they make decisions regarding on hiring stage and performance.

2.1.5.4 Employee Development

The process of employee development plays a vital role in developing or let losing their employees through training and organizational development with the same purpose of increasing their performance. The basic purpose of employees' development is to achieve those units which are human made with the intention of achieving human potential with the purpose of attaining organizational objectives and those skilled personal's are advocated of groups, organizational credibility and work procedure (Hassen, 2007). Employee development is necessary for every organization, when these activities are performed it indicates that organization wants to improve the performance of their employees. Now day's organizations are investing much on employee development programs, the employees utilize their full skills work hard and want to achieve organizational goals. This indicates that employee development program indicate those employees who are willing to learn and when they show willingness to learn they show interest in the development activities as a result

they are satisfied with their job which will ultimately lead to increase employee performance(Elena,2000).When organizations invest on employee development sessions this will improve employee's skills, they have better carrier ,growth and in this way cultural, economical growth will be enhanced on the society level(Champathes,2006).

2.1.6 Human Resource practices and Job Satisfaction

The concept of human resource management and job satisfaction has been long lasting in organizational behavior discipline. Several studies have been conducted to show the relationship between the two constructs. Human resource focuses on organizational/institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit in their work. In their field experiments, Litwin and Stringer (1968) created different climates, and discovered that these contributed to different levels of employee satisfaction.

The results of a study by Friedlander and Margulies (1968) showed that organizational climate is a significant determinant of job satisfaction, reporting that individuals with different work values were more satisfied in different work climates and that individuals' satisfaction with various aspects of their work depended on certain combinations of climate components.

Hackman (1974) reported that organizational climates that showed an interest in their employees, provided opportunities for them and recognized their accomplishments, resulted in their employees being more satisfied. In Ford's study of industrial engineers, organizational climate characteristics such as concern for the feelings of others impacted on job satisfaction. Opportunities for employee advancement and development appear to be organizational characteristics that have an influence on job satisfaction. A work environment that encourages continuous learning and provides new opportunities influences job satisfaction. All these finding indicate there is positive relationship between human resource practices and job satisfaction.

2.1.7 The Conceptual Frameworks of the Research

The conceptual frame work for this study was developed based upon or related to the concepts or convenient to the statement of the problems, objectives and research questions research want to answer.

This frame work is suitable for the current study as it explains the relationship between human resource practices and important variables. The frame work involves both constructs of organizational human recourse practices and job satisfaction and take into account the relationship between the constructs. Gerber's (2003) model depicts several influences on climate. It includes both internal and external influences, which can be divided into three categories, namely external, organizational and personal influences. The way in which individuals observe these influences (perceptions) and form feelings about them (feelings and attitudes) are different from group to group.

However, the model of this study was limited to internal factors involving organizational and personal variables. In this conceptual model the human resource practices dimensions and job satisfactions are either positively or negatively perceived by organizational and biographical variables. It is theorized that these variables potentially affect the organization's perceived climate categories and employees' job satisfaction. The frame work also depicted those different human resource practices categories that can influence employees' job satisfaction.

In this conceptual model organizational human resource practices categories are independent variables whereas job satisfaction is dependent construct.

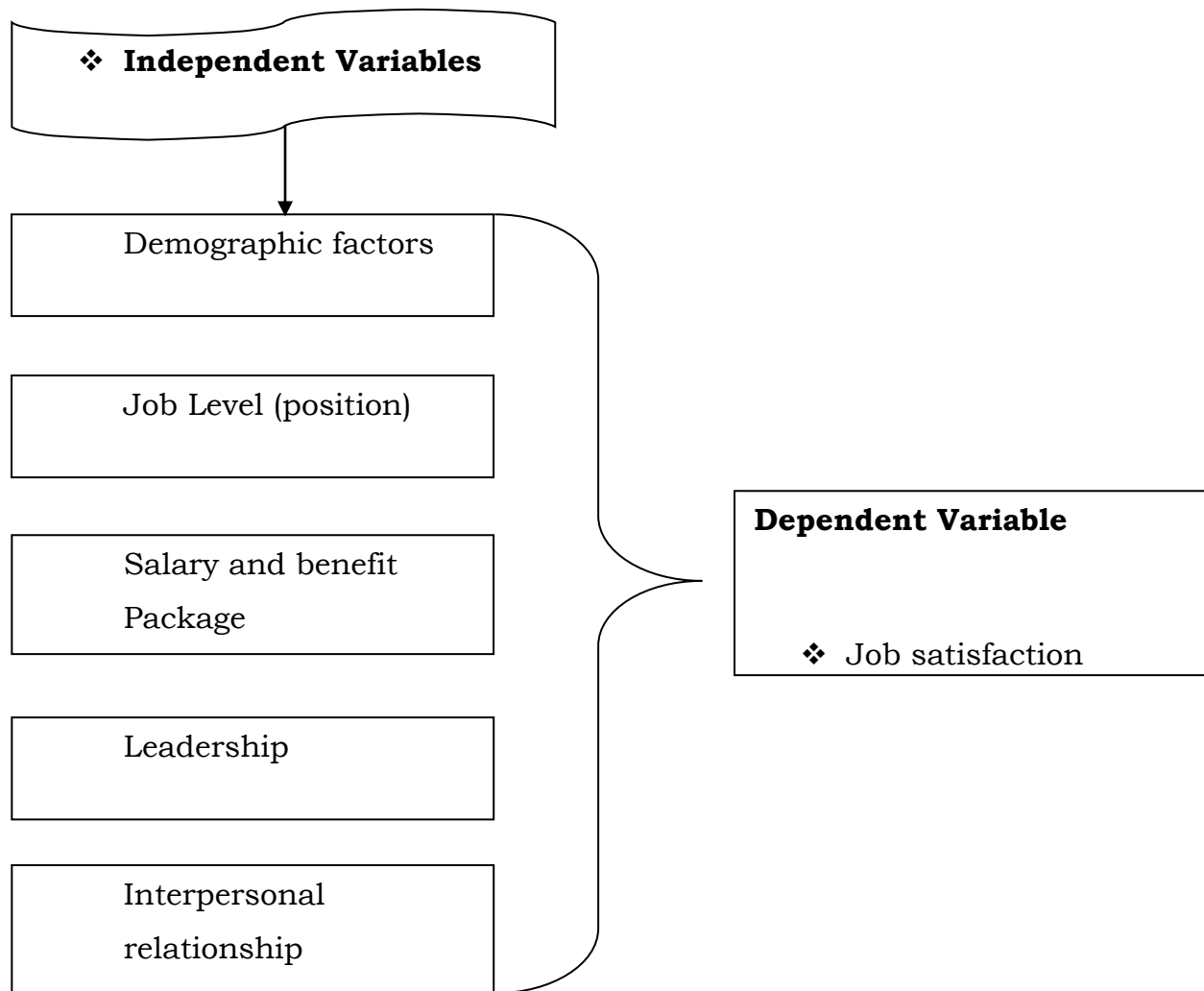


Figure 2.1: Conceptual Frameworks of the Research

As tried to depict in the above diagram the perception of different respondents (group) on some selected human resource practices dimensions such as Demographic factors (age, sex, years of service), Job level, salary and package, leadership and interpersonal relationship which are considered as independent and job satisfaction as dependent variable. More over job level and salary package put aside because there may those employees who have the same positions with different salaries and vice versa.

Leadership and interpersonal relationship are independent variables used to test the employee’s perception on administration and existence of trust among the employees and administration too respectively.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter focused on research approach, sampling design, instruments of data collection, procedures of data collection, data analysis procedures and validity and reliability test.

3.1. Research Approach and Method

In order to answer the research questions and achieve the stated objectives, the study used a combination of descriptive and casual research designs. As it is clearly annexed the second part from question number 1 up to 29 are all about examining the practices of human resource managements practices in captioned town. Therefore, in order to analyze the existing situation under consideration, descriptive research design was employed. Moreover, the third part of the annexed questioners showed as the qualitative data obtained from the administration also used for this study. On the other hand, causal research design was employed for the relation between the effects of human resource practices on employee job satisfaction. Causal research is designed to collect raw data and create data structures and information that will allow the decision maker or researcher to model cause-and-effect relationships between two or more decision variables (Hair et al.1998).

The research also used a cross sectional survey because the data was collected at one point in a time to compare the effect of human resources practices on the job satisfaction. Cross sectional design is a study in which various segments of population are sampled at a single point in a time (Zikmend, 2003).

3.3. Target Population

The population of the study was the selected offices under Burayu town administration (Finance and Economic Development Bureau, Civil Service Bureau, Trade and Market Development Bureau, Land Development administration Bureau, Communication Bureau, Youth and Sport Bureau, Education Bureau, Water and Irrigation Bureau).

3.4. Sampling method and Sample size

The total populations of the study areas are 540 employees. It is very expensive to collect data from all these employees, so that the researcher has to determine sample which is representative for the total population. Using Toro Yemane's (1973) as cited by Fikadu Abdisa, the sample size is determined by the following formula.

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

where 'n' is the required sample size,

N- is the population size and

e- is the level of percision(0.05)

Applying the above formula the sample size of the study is 241.

The target population and sample size of the study stares as summarized here under;

Total Population			Sample Size		
Male	Female	Total	Male	Female	Total
405	135	540	181	60	241

Table 3.1 population and sample size

Source: Burayu town administration civil service bureau and own computation

3.5. Data Type and Source

The study was employed both qualitative and quantitative data. The qualitative data are those collected through interview whereas quantitative data are the objective items which were collected through questionnaires. Regarding the data source, the study used both primary and secondary sources.

Primary source of data were employed of the sampled and secondary was the materials used (referred) from the administration office.

3.6. Data Collection Instruments

The main tool used in this study for data collection was a questionnaire. A questionnaire is a formalized set of questions for obtaining information from respondents that translate the researcher's information needs into a set of specific questions that respondents are willing and able to answer.

For the purpose of data collection, the researcher used closed-ended questionnaires and structured interviews. Closed-ended questionnaires were developed from already prepared questionnaires by different authors (Belete Getnet et al, 2014, as intended to answer objectives researcher wants to examine. On the other hand open ended questions prepared by researcher based on the core issues of the topic in general for Head of employees affairs (Civil service and good governance Bureau).

3.7. Data Collection Procedure

A self-administered, structured questionnaire was used to gather data from employees. The researcher was formally request permission from the municipality via endorsement of the University letter for the study. Then after getting permission, distribution and collection of questionnaires and interviewing of the sampled population was made by the researcher as per the schedule.

3.8. Data Processing and Analysis

3.8.1. Data Processing

After collecting data from primary sources it was appropriately checked. In addition to that in-house editing was made by the researcher to detect errors committed by respondents during completing the questionnaires. Then the edited data was coded and manually enter in to the computer (Micro soft Excel) then ported to IBM SPSS statistics Version 24.

3.8.2. Data Analysis

In the study both qualitative and quantitative methods of data analysis techniques was employed. Analysis of data in this research was done by using statistical tools like frequency, mean, standard deviation, correlation and multiple regressions. A descriptive analysis was also used for demographic factors such as gender, current position, marital status, educational level, and work experiences in the administration.

In the study three hypotheses were analyzed using methods of statistical inference. Pearson Correlation analysis was conducted to test the existence of significant relationship between the Human Resource practices and employee job satisfaction, the demographic variables effect on job satisfaction was computed. Then, the multiple regression analyses were also conducted to determine by how much percent the independent variable i.e. Human Resource practices dimensions explain the dependent variable which is job satisfaction. Tables were employed to present the data.

Base on the conceptual model of the study expressed by Figure 2.1, mathematically the relationship between Human Resource practices and employee job satisfaction is expressed in the multiple regression equation as:

$$Y = X_0 + X_1 (\text{SBP}) + X_2 (\text{IPRSH}) + X_3 (\text{COC}) + X_4 (\text{TD}) + X_5 (\text{PA}) + X_6 (\text{ADMLS}) + e$$

Where: Y= Employee Job satisfaction.

SBP = Salary, Benefit and Packages.

IPRSH = Interpersonal Relationship.

COC = Communication.

TD = Training and Development

PA=Performance Appraisal

ADMLS = Administration and leadership styles

X₀= the constant parameter.

X₁= Salary, Benefit and Packages.

X₂= Interpersonal Relationship.

X₃= Communication

X₄= Training and Development

X₅= Performance Appraisal

X₆= Administration and leadership styles

e=error term

In accordance with the above mathematical model the constructed hypothesis were tested by considering significance level of each constant parameter in multiple regression analysis.

3.9. Reliability Test

In any research results, the issue of validity and reliability are important confidence measures. The validity of the instrument was and found valid Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent to which the items in a questionnaire are related to each other Fubara and Mguni, (2005). The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but, satisfactory value is required to be more than 0.6 for the scale to be reliable (Sekaran, 2003 as cited by Sirbel, 2012).

Table 3.2 Cronbach's Alpha for each field of the questionnaire

No	Field	Number of Items	Cronbach's Alpha
1.	Salary, Benefit and Packages	4	0.905
2.	Interpersonal Relationship	4	0.568
3.	Administration and Leadership style	11	0.857
4.	Training and Development	4	0.83
5	Communication	4	0.683
6.	Performance Appraisal	4	0.712
7.	Job Satisfaction	10	0.751
8.	Overall items	39	0.911

Source: Own Survey (May, 2017)

n=221

In the study the Cronbach's alpha coefficient was calculated for each field of the questionnaire. Table 3.1 above shows the values of Cronbach's Alpha for each variable of the questionnaire and the entire questionnaire. For the fields, the values Cronbach's Alpha ranged between 0.568 and 0.857 and the overall Cronbach's Alpha for entire questioner was 0.911. This range is considered high. Hence, the result ensures the reliability of each field of the questionnaire Cronbach's Alpha for the entire questionnaire equals 0.911 which indicates very good reliability. Therefore, it can be said that the above questionnaire is adequately reliable.

CHAPTER FOUR

DATA PERESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter deals with presentation and discussion of the statistical result of both the descriptive and inferential statistics. Moreover, the correlation, regression analysis and hypothesis testing were conducted for the studied variables.

4.1. Response rate respondents

For this study a questionnaire with 39 and 5 close-ended items for general (objective) and demographic related respectively were used to collect information from employees of Burayu town administration regarding the independent variables (Salary benefit and Packages, Interpersonal relationship among the employee, leadership, training and development offered, Communication, performance appraisal, administration of the organization issues) and the dependent variable Job satisfaction.

Table 4.1: Number of distributed, collected and Response rate

Sr. No.	Bureaus	Distributed	Returned	Response Rate in (%)
1	Finance and Economic Development	44	39	88.6
2	Civil Service	25	21	84.0
3	Land Development administration	32	29	90.6
4	Trade and Market Development	33	30	90.9
5	Communication	23	21	91.3
6	Youth and Sport	28	26	92.9
7	Education	27	26	96.3
8	Water and Irrigation	29	29	100.0
Total		221		

Source: Own Survey (May, 2017) n=221

As shown in the Table 4.1 below, a total of 241 questionnaires were distributed to employees of captioned administration. Of the total dispatched questionnaires, 221 (91.7%) were filled up and returned. This clearly indicated that by considering 5% contingency held for non respondents, 96.1% of the sample was cooperative and responds accordingly.

4.2. Demographic Characteristics of the Respondent

Table 4.2: Frequency and %age of Respondents' Demographic Characteristics

No	Demographic Factors	Classification	Frequency (n = 221)	%age (%)
1.	Sex	Male	133	60.2
		Female	88	39.8
2.	Current position	Expert	160	72.4
		Management	31	14
		Supportive staff	30	13.6
3.	Marital status	Single	125	56.6
		Married	90	40.7
		Divorced	6	2.7
4.	Education level	Degree	167	75.6
		Diploma	30	13.6
		Masters	17	7.7
		<Diploma	7	3.2
5.	Experience	5 years or less	106	55.2
		From 6 –	52	37.8
		10years	39	4.6
		From 11 – 15	24	2.5
		Years		
	>15 years			

Source: Own Survey (May, 2017) n=221

As shown in table 4.2 above regarding genders, 133 (60.2%) are male and the remaining 88 (39.8%) are females'.this shows gender distribution in the sample was not equal.

As indicated in the 4.2 above concerning marital status, 125 (56.6%) are unmarried (single), 90 (40.7%) are married and 6 (2.7%) are divorced.

This describes majority of the respondents are single and not engaged in marriage so far. As indicated in the same table 4.2 above, 167 (75.6%) of the respondents are BA degree holders, 30(13.6%) are Diploma holder, 17 (7.7%) are masters, 7(3.2%) less than Diploma holders.

The current position (Job level) of the employee was also other demographic variables assessed. Accordingly, out of 221 respondents majority of them 160(72.4%) are Expert (professionals).whereas 31(14%) are management and the rest 30(13.6%) are supportive staffs such as Guard, Messengers and typewriters which clearly shows as almost all operating units were participated. again same table 4.2 above indicates that the majority, 106 (48%) of the respondents had been working in the administration for the last 5 or less years. Similarly, 52 (23.5%) and 39 (17.6%) of them are working in the captioned administration for the year between 6 - 10 and 11 to 15years, respectively. In the same situation, 24(10.9%) individuals respond as they have been working in the same administration for more than 15years. This indicates that most of the employees are joined the organization in the last five years and the number of employee who served in the organization for more than 15 years are very stumpy.

4.4. Descriptive Statistics

4.4.1. Perception Level of Employees on Salary, Benefits and Packages (SBP)

In this section of the analysis, the employees' responses were used to assess their perception level on SBP dimension and job satisfaction. From the collected data, mean scores and standard deviations were calculated for all Five-Point Likert Scale items. Then to assess the employee's perception level on each SBP dimensions and Job satisfaction (JS) descriptive statistics, mean and standard deviation were considered.

In the analysis to make the interpretations understandable, the mean scores are converted into percentage scores using the formula, (Rao and Abraham, 1991) cited in Mulatu Takele (2013): as

climate percentage score = (Mean value-1) x 25; where the score 1 corresponds to 0%, 2 represents 25%, 3 corresponds to 50%, 4 represents 75% and 5 represents 100%. The percentage indicates the degree at which the particular items exist in the organization under the consideration. It is certainly desirable for the organizations to have percentage scores at least above 50% (average) on each item to say it has moderate organizational climate. As Rao (1991), cited Mulatu Takele (2013), if the bureaus score 60% and above they reasonably do have a good developmental climate, and if they score 75% and above there is a good degree of improvement desirable in the bureaus and presumed that at this level there are conducive climates and most employees have positive attitudes towards their work and to the Bureau.

Table 4.3. Perception of employees on SBP

	N	Mean	Std. Deviation	% age
1. I am fairly paid for my position	221	2.90	1.11	47.62
2. I am satisfied with my salary package	221	2.85	1.05	46.15
3. My salary package is fair in comparison with similar positions in the market	221	2.64	1.14	41.06
4. I am satisfied with my benefit packages	221	2.59	1.06	39.71
Overall score	221	2.75	1.09	43.64

Source, Own survey (May, 2017) N=221

As clearly shown in the table 4.3 above the percentage score result of descriptive statics for SBP ranges from 39.71% to 47.62%.

As indicated in the above (table 4.3) the mean value for the item1 is 2.9(standard Deviation=1.11)which is below average .Also for item 2 the mean value is 2.85(standard deviation 1.05),which is also below average. For item 3 the mean value is 2.64(standard deviation 1.14) again which is below the average. For item 4 the mean value is 2.58(standard deviation 1.06) which is below the average value too. All the values for each items are below average, as well as the overall mean value is 2.75 (1.09 standard deviation) this shows that employees have poor perception on SBP.

On the other hand, the interview made with concerned government organ of the bureaus related with SBP, the SBP their organization provides was obsolete and currently administration of newly adopted SBP is under progress. This poorly perceived organizational climate is mostly originated from already obsolete SBP used and the position in which most of the employee is currently possessed is expert (which is less than salary, benefit and packages offered for the management).

4.4.2. Employees' Perception on Interpersonal Relationship

Employee's interpersonal relationship as one of the Human Resource practices affects the performance and job satisfaction of the employees directly or indirectly. The analysis for interpersonal relationship of Human Resource practices depicted here under;

Table 4.4: Perception of the employees on Interpersonal relationship

Questionnaires' Items	N	Mean	Std. Deviation	%Age
1. I am Happy with my coworkers	221	3.87	.93	71.8
2. I am solving the problem with my team member	221	3.74	1.03	68.6
3. There is fear among the team members.	221	3.24	1.28	56
Valid N (list wise)	221			
Overall scores	221	3.62	1.08	65.47

Source: Own Survey (May, 2017) n=221

As shown in Table 4.4 above, interpersonal relationship was assessed by 3 measurement items. Accordingly, the mean value for the item 1 is 3.87 (standard deviation=0.93) which is above the average, for item 2 the mean value is 3.74 (standard deviation 1.03) which is above the average. Also the mean value for the item 3 is 3.24(standard deviation1.28) which is above the average value. All the items as well as the overall men values are above the average values. This shows that the employees have good perception on the Interpersonal relationship in the organization.

On the other side, information collected from interviewing the concerned government organ of the administration (Civil service and good governance bureau) their government gave due attention for employee so that as they delivered the intended service for intended societies (government too). Additionally, the interviewee responds as there were fear among the employees due to temporary issues (conflict) happened around in the last year.

4.4.3 Employees' Perception on leadership Organization's Dimension.

As the variables of organizational climate leadership styles assessed to know how the employees perceive it and its effects on job satisfaction.

Table 4.5: Perception of employees on f Leaderships organization's Dimension

Questionnaires' Items	N	Mea n	Std. Deviation	%age
My immediate leader sees and positively responses to issues I raise to him/her	221	3.39	1.02	59.95
The management style of my immediate leader is generally participative	221	3.28	1.01	57.13
My immediate leader reflects strong leadership skills	221	3.21	1.05	55.20
My immediate leader positively responses to customers	221	3.39	0.98	59.84
My immediate leader is knowledgeable and handles well his/her work	221	3.29	1.01	57.35
Valid N (listwise)	221			
Overall scores	221	3.32	1.01	57.80

Source: Own Survey (May, 2017)

n=221

As the statistical results on Table 4.5 above depicts, the mean results indicates employees are slightly perceived similarly in all items of OCV. As clearly shown in the above table, the respondents' immediate leader sees and positively Reponses for issues raised to s/he weight more than others 59.95% with 3.3982 mean scores and 1.02016 standard deviation.

The next highest Leadership item of Human Resource practices variable is the responsiveness of the respondents' immediate leader for the customers 59.84% with mean scores =3.3937 and 0.9880 standard deviation.

From both sceneries it is possible to say the immediate leader for the administration under consideration responds positively to employees and customers is supported by majority of respondents which is slightly higher than the minimum standard required for the conducive environmental condition for smooth operation of an organization. Moreover, the other two interrelated items of Leadership (My immediate leader is knowledgeable and handles well his/her work & the management style of my immediate leader is generally participative) were also almost similarly and significantly supported by the respondents. It is also inferred from the above table, even though the immediate leader of the respondents has respond positively for employees and customers as well as had skills and knowledge to do his/her work, as there were strong leadership style is existed perceived by respondents simultaneously.

The overall scores of items of leadership Human Resource practices variables shows majority of the respondents support the conducive leadership OCV 57.8 with mean score=3.315 and standard deviation=1.0147 which is slightly higher than minimum range expected from an organization operating in normal condition(50%).

On the other hand, Information obtained while interviewing head of municipality, even though there were some problems regarding service delivering and leadership, currently the dip renaissances under progress is essential and accepted by the stakeholders too which also strictly continued.

4.4.4. Employees' Perception on Training and Development Dimension.

Training and Development is the OCV which have the same basic concept with slightly difference has also assessed to know employees perception's towards how it is offered for them.

Table 4.6: Perception of the employee’s on Training and Development

Questionnaires’ Items	N	Mean	Std. Deviat ion	%age
Training and development is given for employee based on job needs	221	2.89	1.12	47.4
Development and Training is provided based on political ideology	221	2.98	1.27	49.5
Clear promotion criteria are available in the organization	221	2.9	1.01	47.5
Valid N (listwise)	221			
Overall scores	221	2.92	1.13	48.2

Source: Own Survey (May, 2017) n=221

As it is shown in the Table 4.6 above, in this section of the questionnaire the mean result indicates employee’s perception on Training and Development provision slightly below the minimum standard. As shown in the same table, the statement training and development given based on political ideology of the employees supported by majority of the respondents (49.5) with mean score=2.9819 and standard deviation 1.27908. moreover, the statement there is clear promotion are available in the organization and T and D given based on job needs were perceived poorly by the respondents 47.5 and 47.4 respectively with mean=2.9005, standard deviation=1.00411 & Mean =2.8959, standered deviation 1.12534 correspondingly.

The overall scores of the Training and Development provision practices in municipality under consideration is poorly perceived by the respondents (48.2%) with mean score =2.9262 and standard deviation=1.1362 and majority of the respondent perceived as the T and D is offered mostly based on job needs than individuals’ political views.

On the other hand information gathered through interview from concerned government organ of the municipality explained that even though awareness and stands to achieve government’s policy is a crucial and main point, in most cases training rather than related with political ideology usually given based on job needs as deemed necessarily.

4.4.5. Employees’ Perception on Communication

As an Human Resource practices variables which affects the employee job satisfaction and performance employees perception towards communication within the organization and among each other was assessed. Accordingly the mean, standard deviation and computed average results summarized in the table 4.7 hereunder;

Table 4.7: Perception of the employees’ on communication

Questionnaires’ Items	N	Mean	Std. Deviation	% age
There is clear communication among employees in my Bureau	221	3.35	1.01	58.90
The communication and strategic plan of my organization is transparent and two ways	221	3.33	0.96	58.30
I am freely communicate with my staff as whole	221	3.65	1.02	66.40
my organization spends too much time on unessential issue/problems	221	3.33	1.08	58.50
Overall score	221	3.42	1.02	60.50

Source: Own Survey (May, 2017) n=221

As it can be seen from Table 4.7 above, the highest mean value from employees perception was attached to the item “I freely communicated with my staff as a whole” and adequately supported by 66.4% with mean scores =3.66561 and standard deviation =1.02217 where as the rest items considered (there is clear

communication among employees, the communication and strategic plan in the organization is transparent) 58.9 and 58.3 respectively slightly balanced with the item stated as the organization spent too much times on unessential issues(58.5).

The overall scores of the for the communication practices is supported by majority of the respondents 60.5% with average mean score =3.4208 and standard deviation=1.0188 provided that spent of too much times on unnecessary issues perceived do not neglected which is poorly proficient.

Similarly, information gathered from an interview conducted with municipality administration, shows as there is an opportunity to freely communicate among (with) the employees, all stakeholders and the organization developed a habit of respecting one's ideology that the constitution as well as nature rewards the citizens & human beings respectively and their government assures it.

4.4.6. Employees' Perception on Performance Appraisal practice

Since Performance Appraisal affects the employees' job satisfaction, it was taken as organizational climate variables. The computed mean, standard deviation and average perception was clearly indicated in the following,

Table 4.8: Perception of the employees on Performance Appraisal

Questionnaires' Items	N	Mean	Std. Deviation	% age
My performance is appraised based on pre planned activities and actual performance	221	3.39	0.93	60.0
Appraisal result and employee performance is really match and practical	221	2.90	0.93	47.6
I am satisfied with the way my work is evaluated	221	3.11	0.93	52.9
I am satisfied with the recognition given to my good work	221	3.20	0.99	55.1
Overall score	221	3.156	0.94	53.9

Source: Own Survey (May, 2017) n=221

As shown above (Table4.8) out of the performance appraisal measurement items, my performance is appraised based upon pre planned activities and actual performance perceived (supported) by majority of respondent 60% with mean scores =3.39 and standard deviation=0.93 which is adequately higher than the minimum standard expected from healthy organizational climate adopted. Whereas the items (statement) intended to asses weather the employee's Appraisal result and employee performance is really match and practical or not is poorly perceived 47.6% with mean=3.39 and standard deviation=0.93 which is slightly below average standard.

The overall average score 53.9% with average mean=3.15 and average standard deviation=0.94 shows as majority of the respondents perceived the items of performance appraisal Human Resource practices which is around the minimum requirement is moderately and slightly above the standard provided that the appraisal result and employee performance is really match and practical is poorly practiced and should not override.

On the other hand, the interview made with municipality head related with the issues (performance Appraisal and employees' complain management office) the organization practicing the practical effort wise measured performance appraisals though the full administration of the system is very difficult not only for their municipality but also for the country(Ethiopia) as a whole.

4.4.7. Employees' Perception on Job satisfaction

Employees' job satisfaction as one of dependent variables assessed to know the employees perceptual level toward their jobs currently they are engaged in. accordingly, ten items of job satisfaction with regard to human resource practice's variables were tested/seen / with computed mean score, standard deviation and averaged scores as clearly depicted in the next table 4.9.

Table 4.9 Perception of the employees on Job satisfaction

	N	Mean	Std. Deviation	% age
I find my work challenging	219	3.47	1.02	62.0
I find my work is interesting	221	3.47	1.05	61.8
I feel my future in the organization is bright	221	3.41	1.10	60.4
I am motivated by job and am happy with it	221	3.44	1.10	61.1
I am happy with the way my co-workers get along with each other	221	3.60	0.93	65.0
I am satisfied with my chances for promotion	221	3.302	1.04	57.6
I do not feel that the work I do is appreciated	218	2.96	1.11	49.1
I sometimes feel my job is meaningless	191	2.61	1.19	40.3
I find the organization retains its best and experienced employees	221	3.41	0.91	60.3
I find the organization cares for its employees	221	3.22	1.01	55.5
Average scores	218	3.2924	1.05	57.31

Source: Own Survey (May, 2017) n=221

As shown in the above table, the variable (items) stated as “I am happy with the way my co-workers get along with each other” weight (supported) by the respondents more than other items which is 65% with mean= 3.6018,

Standard Deviation =0.93 which is greater than minimum requirement stipulated. Moreover, the items stated as “I sometimes feel my job is meaningless” is poorly supported by the employee (respondents) only 40.3% with mean score=2.6126 and standard deviation=1.19

As the statistical results on Table 4.9 above depicts, the moderated mean of items in this section was attached to the items that are intended to address employee’s perception towards work challenging, Job interesting, feeling on organization’s future feeling, motivation aspects which account approximately around 61%. Additionally, the statement “I am satisfied with my chance of promotion is poorly supported compare to the others variables.

The overall average score of the job satisfaction ten items assessed (10) shows the job satisfaction in the area under consideration is supported slightly by majority the respondents 57% with averaged mean score=3.2924 and standard deviation=1.0503 which is somewhat above minimum requirement though significant items were unsupported by a number respondents.

In this regard information obtained from interview showed that a municipality administration is currently on working and give due attention for the issues of employees with higher hierarchy government than for ever with cooperation of all stakeholders.

4.5. Examining effects of work environment on job satisfaction

In this study, to process the correlation analysis, data from the scale typed questionnaires were entered in to the SPSS software version 24.

Pearson correlation coefficient is used to specify the strength and the direction of the relationship between the independent variable (Salary, benefit and package, interpersonal relationship, leadership, training & development, communication, performance appraisal and administration and leadership style) and the dependent variable i.e. Job satisfaction.

Table 4.10: Correlations between HR practices and Job satisfaction

		Correlations							
		T							
		SBP	IPRSH	LSH	&D	COC	PA	ADLDSH	JS
SBP	Pearson Correlation	1	.240**	.249**	.281**	.273**	.421**	.324**	.407**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
IPRSH	Pearson Correlation	.240**	1	.490**	.402**	.388**	.394**	.510**	.297**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
LSH	Pearson Correlation	.249**	.490**	1	.356**	.627**	.727**	.638**	.509**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
T and D	Pearson Correlation	.281**	.402**	.356**	1	.557**	.470**	.477**	.267**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
COC	Pearson Correlation	.273**	.388**	.627**	.557**	1	.643**	.575**	.460**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
PA	Pearson Correlation	.421**	.394**	.727**	.470**	.643**	1	.614**	.587**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	221	221	221	221	221	221	221	221
ADLDSH	Pearson Correlation	.324**	.510**	.638**	.477**	.575**	.614**	1	.336**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	221	221	221	221	221	221	221	221
JS	Pearson Correlation	.407**	.297**	.509**	.267**	.460**	.587**	.336**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	221	221	221	221	221	221	221	221

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

Source: Own Survey (May, 2017) n=221

As it is indicated in the below, generally there is a positive, and statistically significant correlation between HR practices dimensions and Job satisfaction at 1% level of significance which signifies the effect of HR on the Job satisfaction Burayu town administration.

4.5.2. Discussion of the Correlation and Hypothesis Testing Results

As clearly shown in the above table 4.10, performance appraisal is highly correlated with job satisfaction of an employee's and the least correlated is

Training and development. The findings of this research supported the earlier works on this subject matter with slightly differed on strength of the correlation with finding of research done by Mulatu Takele et al, 2013, Fikadu Abdisa et al,2014. Similarly a hypotheses attempt to approve the relationship or correlation between organizational climate and job satisfaction is positively supported.

By taking the strength of their relationship, the finding further indicates that in the captioned organization (municipality) the correlation among the practice of human resources and Job satisfaction ordered as follow; Performance Appraisal, Leadership, communication, salary benefit & packages, Interpersonal relationship administration styles and Training &development from highly correlation to least correlation. These results also correlate with the studies conducted by Field & Abelson (1982), Hellriegel & Slocum (1974) Kerego and Mthupa (1997), FikaduAbdisa (2014) and Solomon Markos &TekleAbeba (2016).

4.6. Regression Analysis and Hypothesis Testing Results

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. In this study, regression was employed to examine the effect of the independent OCVs such as salary benefit and packages, Interpersonal relationship, Leadership, Training and Development, communication and performance Appraisal on dependent variable Job satisfaction.

Table 4.11. Regression result of organization climate variables.

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.445	0.216			6.678	0.000

Salary, Benefit and Packages	0.138	0.037	0.223	3.789	0.000
Interpersonal relationship	0.049	0.056	0.057	0.884	0.377
Leadership	0.143	0.064	0.196	2.231	0.027
Training and Development	-0.053	0.055	-0.064	-	0.343
Communication	0.155	0.078	0.155	1.977	0.049
Performance Appraisal	0.315	0.076	0.365	4.134	0.000
Administration and Leadership styles	-0.167	0.074	-0.172	-	0.026
				2.247	

Source on survey(may,2017)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896	0.801	0.809	0.465

a. Predictors: (Constant), administration and leadership styles, Salary, benefit and packages, training and development, Interpersonal relationship, communication, leadership, performance appraisal

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.058	7	4.723	21.814	.000
	Residual	46.114	213	0.216		
	Total	79.172	220			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Administration and Leadership styles, Salary, Benefit and Packages, Training and Development, Interpersonal relationship, Communication, Leadership , Performance Appraisal

The values of the unstandardized Beta Coefficients (β) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients, indicate which independent variable (OCV) makes the strongest contribution to explain the dependent variable (Job satisfaction), when the variance explained by all other independent variables in the model is controlled. The t value and the sig (p) value indicate whether the independent variable is significantly contributing to the prediction of the dependent variable. This correlates with the results of the previous studies of Eweet (2001).

Hypothesis 1. Human Resource practices significantly affect the employees' job satisfaction

H0: There is no statically significant effect of Human Resource practices on job satisfaction.

H1: There is statically significant effect of Human Resource practices on job satisfaction.

As clearly shown in the above table 4.11, an Human Resource practices (salary, Benefits & packages, Communication, leadership, performance Appraisal) significantly affects the job satisfaction of employees. However the extent of their effect was varies ranging from salary benefit and packages and Performance Appraisal are the highest to administration and leadership stales the least one. On the other hand two variables (Inter personal relationship and Training & Development perceived by majority of the respondents has no significant effect on their job satisfaction. Therefore, the Null hypothesis there is no significant effect of these variables on employees' job satisfaction was rejected and an alternative (there is statically significant effect of an organizational climate on the employee job satisfaction) was accepted.

Consequently, the effects of these organizational variables have adverse effect on the job satisfaction and performance of an employee in Burayu town administration and should be strictly consider.

Table 4.12. Regression result of Demographic variables on Job satisfaction.

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3.458	0.336		10.299	0.000
Gender of respondent	-0.065	0.085	-0.053	-0.759	0.449
Marital status of respondent	0.036	0.081	0.032	0.445	0.657
Experiences of the respondent	-0.055	0.042	-0.096	-1.319	0.189
Educational Level of the respondent	-0.042	0.080	-0.040	-0.524	0.601
Current Position of the respondent	0.053	0.091	0.047	0.584	0.560

Source: Own Survey (May, 2017) n=221

Hypothesis 2: Hypothesis related with Demographic and job satisfaction.

Ho: There is no statically significant difference in job satisfaction that varies by demographic variables

H1: There is statically significant difference in job satisfaction that varies by demographic variables.

As clearly shown in the above table 4.11 the respondents perception on their job satisfaction has no significant difference by demographic variables (Gender, Marital status) with p-values 0.449 and 0.650 respectively which is higher

than 0.05. this result support the study done by Me sempane et al(2002), and Tekile Abeba& Solomon Markos (2016).

Therefore, the null hypothesis (Ho) there is no statically significant difference of employees perception on job satisfaction that varies with demographic variables, was supported/ accept and an alternative hypothesis (H1) was rejected.

Hypothesis 3: Hypothesis related with employees position and experiences (Tenure)

HO: There is no statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their job level or positions.

H1: There is statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their job level or positions.

As depicted under table 4.11 to know the impact and variances of the positions (employee current job level) effects on their job satisfaction, there was no significant scores scored for the item(current position of an employee) which is p-value .560.i.e.. There is no statically significant effect happened. Hence Null hypothesis there is no statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their job level or positions was supported.

Hypothesis 3.1

HO: There is no statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their experiences/tenure.

H1: There is statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their experiences/tenure.

To know the employee's tenure in the municipality under considerations effect on Human Resource practices and weather it is varies among the employees based on the experiences the possessed again regression analysis applied as put in the same table (table 4.11). it clearly shows as there is no significant employees' job satisfaction deviate (differ) by the position they have with p-value 0.189 which is greater than 0.05.Hence, the null hypothesis stated as (Ho) There is no statically difference in perception on Human Resource practices and job satisfaction among the employees that varies by their experiences/tenure was accepted and the alternative hypothesis (H1) rejected.

Table 4.13.Summary of hypothesis testing

Hypothesis	Tool	Outcome
H₁ : Human Resource practices variables have no significant effect on job satisfaction	Multiple Regression	Rejected
H₂ There is no statically significant difference in job satisfaction that varies by demographic	Multiple Regression	Accepted
H₃ : There is no statically difference in perception of job satisfaction varies by their job level	Multiple Regression	Accepted
H₄ : There is no statically difference in perception of job satisfaction varies by tenure	Multiple Regression	Accepted

Source: Own Survey (May, 2017)

n=221

CHAPTER FIVE

SUMMARY, CONCLUSION ANDRECOMMENDATION

This chapter deals with the summary of major findings of the study and conclusions drawn from the analysis made. Furthermore, based on the findings of the study possible recommendations are made for all stakeholders to maintain conducive environmental climate accordingly.

5.1. Summary of Major Findings

The main purpose of this study is to explore the effect of human resource practicing on employee job satisfaction in Burayu town. To examine the effect of these HR practices, the specific objectives were:

- Examining the perceptions of employees towards these variables; to identify whether there is statically significant difference in perception of their Human Resource practices and job satisfaction that varies by difference in demographic variables, to determine the relationship between human resource practicing and employee job satisfaction
- To determine whether there is a difference in perception on human resource practicing and job satisfaction among the employees that varies by their job level or position
- To identify the practice of the administration for the practices of HR practicing and on their job. more over analyzing the relationship between dimensions of Human Resource practices variables (Salary, benefits and packages, interpersonal relationship, communication, performance appraisal, training & development and administration and leadership styles are with employee job satisfaction to identifying the relative influence of these human resource practicing on Job satisfaction the case Town.

The reliability test shown in the Table 3.1 illustrates all the quaternaries were reliable and acceptable with Cronbach's Alpha result 0.911.

Related to the demographic characteristics Table 4.2 specify that majority of the employees 133(60.2%) were male and the rest 80(39.8) were female employees. The major Findings are;

- ❖ Regarding employees perception towards practicing of human resource dimensions, Table 4.3, Table 4.6, and Table 4.8 illustrate that generally in the town under consideration, the practices of some selected human resource variables (Salary, benefit, packages, training & development performance appraisal) was poorly administered/perceived.
- ❖ Moreover, Table 4.4, Table 4.5 and Table 4.7 clearly demonstrate human resource variables (interpersonal relationship, communication, Administration and leadership styles) are moderately (satisfactorily) practiced by the captioned municipality (Burayu).
- ❖ On the other hand the perception of the employees towards the variables of the human resource was not significantly varied by the employees based on Demographic and educational background as well as tenure.
- ❖ As it seen in Table 4.9 the employees of the administration were generally slightly satisfied with their jobs (57.3%) with average mean score=3.29 and standard deviation=1.05 respectively.
- ❖ The result of correlation analysis, Table 4.10 shows that all the independent variables (Salary, benefit & packages, interpersonal relationship, training & development, communication, performance appraisal , administration and leadership styles) are positively and significantly correlated with the dependent variable(Job Satisfaction) at 1 % level of significance ($P < 0.000$).
- ❖ Multiple regression analysis conducted to test the hypothesis as indicated in able 4.11, Table 4.12 and Table 4.13 depict that the model tested is significant ($p < 0.000$) with the adjusted R square 0.801. This value indicates that 80.1 % of variance in job satisfaction is attributed to the six independent variables entered into the regression. The remaining 19.9 % of the variance in satisfaction may attribute to other factors.

- ❖ Regarding the hypothesis as Table 4.13 illustrate since all the beta coefficients were found significant all the hypothesis in the study are accepted except for the first hypothesis.
- ❖ Generally, the finding revealed that, performance appraisal and Administration & leadership styles is found being the most dominant dimension in determining the variation of Job satisfaction in town under consideration.

5.2. Conclusion

Prior empirical work on human resource practicing implies that in building conducive Human Resource practices (Salary, Benefit and Packages, Interpersonal relationship, communication, performance appraisal, training and development and administration & leadership style) are playing a crucial role in attaining individual's Job satisfaction. The present research seeks to investigate the relationship between these human resource practice and employee job satisfaction in Burayu town administration .Thus; on the bases of the finding the following conclusions were made.

Regarding the perception of employees towards HRs practices and job satisfaction, the findings of the study practically showed that the practices of each Human Resource practices dimensions (Salary, benefit and packages, , Performance appraisal, training and development) whereas (Interpersonal relationship, communication and administration & leadership style) are poorly and moderately practiced respectively even though the overall job satisfaction of the employee is satisfactory. Therefore, from this ground the researcher concluded that employee's perception regarding the practice of human resource variables and job satisfactory is not tremendous.

As the finding of correlation analyses confirmed, there is also a strong, positive and significant relationship between human resource practicing dimension (Salary, benefit, packages, communication, training & development, performance appraisal and administration& leadership styles) and Job

satisfaction. Similarly, from multiple regression analysis result that variability in Job Satisfaction is resulted from the variability in practicing of HR variables. Hence, from this the study concludes that the employees' job satisfaction which intern in high performance for the overall goal of the organization and the country as a whole is determined by the emphasis that the administration (municipality) and government in general give to each dimensions of Human Resource practices stipulated formerly.

Regarding the relative influence of an individual component of human resource practicing (variables) is concerned; the result of multiple regression coefficient shows that performance appraisal and administration & leadership styles are the most dominant dimension in determining Job satisfaction of an employees.

Finally, the results of this study revealed that human resource practicing variables implementation influences the job satisfaction of employees. Hence, it can be concluded that job satisfaction of an employees in the arena under consideration was not admirable due to low practice of human resource practicing.

5.3. Recommendations for the Organization (administration)

Based on the research findings the following recommendations are provided in order to upgrade level of human resource practicing (attain conducive condition) and improve employee's job satisfaction for the organization. These include:

- The overall human resource practicing Variables are critical in establishing and making conducive environment for employees in which Performance appraisal and administration and leadership play a lion share. Thus, the administration Managements cooperation with all concerned body (stakeholders) need to examine the existing ways of practicing performance appraisal, administration & leadership in their bureaus where necessary should make changes which can improve the job satisfaction the employees.

- The administration should develop realistic and applicable system of performance appraisal that participate employees from its early planning and owned by all stakeholders.
- The administration need to identify, differentiate and plan training need assessment before conducting (giving) training and development opportunity for the employees though currently few encouragements is seen. Hence, Job based (needs) provision of training and development with rational, transparent way system should be applied.
- In order to improve the salary, benefit and packages the administration should quickly adopt the newly developed salary and benefit packages reform by the government before the employees more and more tedious More over an administration should ensures none financial benefits like life insurance, health care and public transportation services.
- The administration (Burayu town) need to give due attention for all grievances arises from different stake holders and bargaining with the unions of employees so that the opportunity to listening and lessoning opportunity will be created which adversely improve and create awareness between employee and employer.
I.e. via good and two ways of communication (participative) an organization can create a conducive employee Employer relationship (Integration).
- In addition to improving poorly perceived Human Resource practices, an administration should appreciate their strength, to be continued and participatory; servant serve administration leadership styles should be followed.

5.4. Recommendations for the Employees of an administration (Burayu)

- ✚ All employees of an administration should continued their good habit of interrelationship with coworkers and perceive the synergy paradigm to collectively get, solve and overcome issues encountered effectively and efficiently.

5.5. Implication to Further research

- ❖ As it has been mentioned earlier, it is not possible to generalize this finding for all employees of the administration as well as the same others organizations as the samples of this study cannot represent all. Hence, further studies which consider all employees of the administration, other administrations of same structure & level , other dimensions of human resource practicing variables should included is recommended for generalizing the findings of this area (Burayu) to the whole.

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APPENDIXES

Appendix I

St. Mary's University

MBA Program

Survey Questionnaire

Dear respondent,

The purpose of this questionnaire is to collect data about "Relationship Between Human Resource practices and employee Job satisfaction" for the partial fulfillment of MA degree in General MBA. I kindly request you to provide me reliable information for the quality of my work. Thus, your response for each question is used only for research purpose, and its confidentiality is preserved.

Thank you in advance for your cooperation.

Fikiru Geda

General Direction

No need to write your name

Read each question and put (✓) on the given space/ box.

For any ambiguity do not hesitate to Contact me via 09-20-64-72-90

Part one: Respondents' Background /Profile

1. Gender: Male Female

2. Marital status: Married Single Divorced

3. Work experience in the Burayu town administration?

1-5 years 6-10 years 11-15 years >15 years

4. Educational level <Diploma Diploma Bachelors' Masters PhD

5. Current position supportive staff Expert Management

Part Two:

General questions related with the topic (objectives)

Please put tick (√) in the table provided for each given statement using the following scales

1= strongly Disagree; 2=disagree; 3=Neutral; 4=Agree; 5=strongly Agree

No	Items	Scales/Rates				
		1	2	3	4	5
	Salary, Benefit and Packages					
1	I am fairly paid for my position					
2	I am satisfied with my salary package					
3	My salary package is fair in comparison with similar positions in the market					
4	I am satisfied with my benefit packages					
	Interpersonal relationship					
5	I am Happy with my coworkers					
6	I am solving the problem with my team member					
7	There is fear among the team members					
	Leadership					
8	My immediate leader sees and positively responses to issues I raise to him/her					
9	The management style of my immediate leader is generally participative					
10	My immediate leader reflects strong leadership skills					
11	My immediate leader positively responses to customers					
12	My immediate leader is knowledgeable and handles well his/her work					
	Training and Development					
13	Training and development is given for employee based on job needs					
14	Development and Training is provided based on political ideology					
15	Clear promotion criteria are available in the organization					
	Communication					
16	There is clear communication among employees in my Bureau					
17	The communication and strategic plan of my organization is transparent and two ways					

18	I am freely communicate with my staff as whole					
19	my organization spends too much time on unessential issue/problems					
	Performance Appraisal					
20	My performance is appraised based on pre planned activities and actual performance					
21	Appraisal result and employee performance is really match and practical					
22	I am satisfied with the way my work is evaluated					
23	I am satisfied with the recognition given to my good work					
	Administration and Leadership styles					
24	Employee spent much time on unnecessary meeting					
25	timely meeting had adversely affect the performance of the organization					
26	My immediate leader is knowledgeable and productive					
27	My immediate supervisor is clear and help full					
28	I am clear with my job and the direction is given from my immediate supervisor					
29	the rule and regulation of my organization is realistic and applicable					
	Job Satisfaction					
30	I find the organization cares for its employees					
31	I find the organization retains its best and experienced employees					
32	I find my work challenging					
33	I find my work is interesting					
34	I feel my future in the organization is bright					
35	I am motivated by job and am happy with it					
36	I am happy with the way my co-workers get along with each other					
37	I am satisfied with my chances for promotion					
38	I do not feel that the work I do is appreciated.					
39	I sometimes feel my job is meaningless					

Thank you!

PART III: Interview Questions (Management)

1. Do you think that, your employees are satisfied with your administration's Salary, Benefit and Packages and what attempts are done to satisfy your organization's backbone (employees)?
2. Do you think that your employees are good interrelation ship with each other and with your administration?
3. What are the preconditions required to give Training and Development for the employees in your administration?
4. Do you think that, the administration and leadership styles are self servant or civil servant) is there smooth and participatory leading ways in your administration?
5. Does your organization believe that there is dual and healthy communication within your staffs?
6. Is that the performance Appraisal of your organization is pre-known by all employees and owned before performance appraisal is measured?
7. What do you think about the environmental climates in which your employees are operating to achieve the organizations over all goals and missions?
8. Do you think that your employees generally satisfied with their jobs with currently practicing HR?

Thank you for your cooperation, God blessesyou!!

Appendix II

Mean Standard Deviation and level of agreement results of Salary, Benefit and Packages

Descriptive Statistics

	N	Mean	Std. Deviation
I am fairly paid for my position	221	2.9050	1.10988
I am satisfied with my salary package	221	2.8462	1.05479
My salary package is fair in comparison with similar positions in the market	221	2.6425	1.14169
I am satisfied with my benefit packages	221	2.5882	1.06500
Valid N (listwise)	221		

Mean and Standard Deviation Results of Interpersonal relationship Dimension

Descriptive Statistics

	N	Mean	Std. Deviation
I am Happy with my coworkers	221	3.8733	0.93530
I am solving the problem with my team member	221	3.7421	1.03199
There is fear among the team members	221	3.2398	1.28327
Valid N (listwise)	221		

Mean and Standard Deviation Results of Leaderships Dimension

Descriptive Statistics

	N	Mean	Std. Deviation
My immediate leader sees and positively responses to issues I raise to him/her	221	3.3982	1.02016
The management style of my immediate leader is generally participative	221	3.2851	1.01139
My immediate leader reflects strong leadership skills	221	3.2081	1.04539
My immediate leader positively	221	3.3937	0.98800

responses to customers			
My immediate leader is knowledgeable and handles well his/her work	221	3.2941	1.00878
Valid N (listwise)	221		

Mean and Standard Deviation Results of Training and Development Dimension

Descriptive Statistics			
	N	Mean	Std. Deviation
Training and development is given for employee based on job needs	221	2.8959	1.12534
Development and Training is provided based on political ideology	221	2.9819	1.27908
Clear promotion criteria are available in the organization	221	2.9005	1.00411
Valid N (listwise)	221		

Mean and Standard Deviation Results of Communication Dimension

Descriptive Statistics			
	N	Mean	Std. Deviation
There is clear communication among employees in my Bureau	221	3.3575	1.01076
The communication and strategic plan of my organization is transparent and two ways	221	3.3303	0.96032
I am freely communicate with my staff as whole	221	3.6561	1.02217
my organization spends too much time on unessential issue/problems	221	3.3394	1.08198
Valid N (listwise)	221		

Mean and Standard Deviation Results of Performance Appraisal Dimension

Descriptive Statistics

	N	Mean	Std. Deviation
My performance is appraised based on pre planned activities and actual performance	221	3.3982	0.93166
Appraisal result and employee performance is really match and practical	221	2.9050	0.93177
I am satisfied with the way my work is evaluated	221	3.1176	0.93649
I am satisfied with the recognition given to my good work	221	3.2036	0.99507
Valid N (listwise)	221		

Mean and Standard Deviation Results of Administration and leadership style

Descriptive Statistics

	N	Mean	Std. Deviation
Employee spent much time on unnecessary meeting	221	3.1855	1.30627
timely meeting had adversely affect the performance of the organization	221	3.2760	1.14844
My immediate leader is knowledgeable and productive	221	3.2760	0.96804
My immediate supervisor is clear and help full	221	3.2579	0.90025
I am clear with my job and the direction is given	221	3.3710	0.96195
the rule and regulation of my organization is realistic and applicable	221	3.1629	1.12034
Valid N (listwise)	221		

Mean and Standard Deviation Results of Job Satisfaction

Descriptive Statistics

	N	Mean	Std. Deviation
I find the organization cares for its employees	221	3.2217	1.00031
I find the organization retains its best and experienced employees	221	3.4118	0.91832
I find my work challenging	219	3.4795	1.02415
I find my work is interesting	221	3.4706	1.05971
I feel my future in the organization is bright	221	3.4163	1.10310
I am motivated by job and am happy with it	221	3.4434	1.10071
I am happy with the way my co-workers get along with each other	221	3.6018	0.93653
I am satisfied with my chances for promotion	221	3.3032	1.04161
I do not feel that the work I do is appreciated	218	2.9633	1.11897
I sometimes feel my job is meaningless	191	2.6126	1.19941
Valid N (listwise)	186		

Mean and Standard Deviation Results and Job satisfaction

Descriptive Statistics

	N	Mean	Std. Deviation
Salary, Benefit and Packages	221	2.7455	0.96500
Interpersonal relationship	221	3.6184	0.69317
Leadership	221	3.3158	0.81974
Training and Development	221	2.9261	0.73173
Communication	221	3.4208	0.59920
Performance Appraisal	221	3.1561	0.69491
Administration and Leadership styles	221	3.2549	0.62088
Job Satisfaction	221	3.3071	0.59990
Valid N (listwise)	221		

Correlations

		SBP	IPRS H	LSH	T &D	COC	PA	ADLDS H	JS
SBP	Pearson Correlation	1	.240**	.249**	.281*	.273*	.421*	.324**	.407**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
IPRSH	Pearson Correlation	.240**	1	.490**	.402*	.388*	.394*	.510**	.297**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
LSH	Pearson Correlation	.249**	.490**	1	.356*	.627*	.727*	.638**	.509**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
T and D	Pearson Correlation	.281**	.402**	.356**	1	.557*	.470*	.477**	.267**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
COC	Pearson Correlation	.273**	.388**	.627**	.557*	1	.643*	.575**	.460**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	221	221	221	221	221	221	221	221
PA	Pearson Correlation	.421**	.394**	.727**	.470*	.643*	1	.614**	.587**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	221	221	221	221	221	221	221	221
ADLDS H	Pearson Correlation	.324**	.510**	.638**	.477*	.575*	.614*	1	.336**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	221	221	221	221	221	221	221	221

JS	Pearson Correlation	.407**	.297**	.509**	.267*	.460*	.587*	.336**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	221	221	221	221	221	221	221	221

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896	0.801	0.809	0.465

a. Predictors: (Constant), Administration and Leadership styles, Salary, Benefit and Packages, Training and Development, Interpersonal relationship, Communication, Leadership , Performance Appraisal

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.058	7	4.723	21.814	.000
Residual	46.114	213	0.216		
Total	79.172	220			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Administration and Leadership styles, Salary, Benefit and Packages, Training and Development, Interpersonal relationship, Communication, Leadership , Performance Appraisal

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.445	0.216		6.678	0.000
Salary, Benefit and Packages	0.138	0.037	0.223	3.789	0.000
Interpersonal relationship	0.049	0.056	0.057	0.884	0.377
Leadership Training and Development	0.143	0.064	0.196	2.231	0.027
Communication	-0.053	0.055	-0.064	-0.951	0.343
Performance Appraisal	0.155	0.078	0.155	1.977	0.049
Administration and Leadership styles	0.315	0.076	0.365	4.134	0.000
	-0.167	0.074	-0.172	-2.247	0.026

a. Dependent Variable: Job Satisfaction

Reliability

➤ Salary, Benefit and Packages

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.905	4

- Interpersonal relationship

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.56	3

- Leadership

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.867	5

- Training and Development

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.283	3

➤ Communication

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.368	4

➤ Performance Appraisal

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.712	4

- Administration and Leadership styles

Case Processing Summary

		N	%
Cases	Valid	221	100.0
	Excluded ^a	0	0.0
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.599	6

- Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	186	84.2
	Excluded ^a	35	15.8
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.751	10

- ✚ All Variables

Case Processing Summary

		N	%
Cases	Valid	186	84.2
	Excluded ^a	35	15.8
	Total	221	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha

0.911

N of Items

39
