



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

MBA-PROGRAM

**AN ASSESSMENT OF EMPLOYEE JOB SATISFACTION: THE CASE OF
ASKU AND BERHANE INVESTMENT GROUP**

BY

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ID NO: SGS/0172/2011A

AUGUST, 2020

ADDIS ABABA

ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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DECLARATION

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

Name

Signature

ENDORSEMENT

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

Advisor

Signature

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	I
LIST OF ACRONYMS	IV
List of Tables...	V
List of Figures	VI
Abstract	VII
CHAPTER ONE	1
INTRODDUCTION	1
1.1 Background of the Study	1
1.2 Background of the Organization	3
1.3 Statement of the Problem	3
1.4 Basic Research Questions	5
1.5 Objectives of the Study	5
1.5.1 General Objective	5
1.5.2 Specific Objective	5
1.6 Significance of the Study	5
1.7 Delimitations/Scope of the Study	6
1.8 Limitation of the Study	6
1.8 Organization of the Study	6
CHAPTER TWO	7
REVIEW OF RELATED LITRATURE	7
2.1 Theoretical Review	7
2.1.1. Concept of Job Satisfaction	7
2.1.2 Importance of Job Satisfaction	8
2.1.3 Measurement of Job Satisfaction	9
2.1.4 Factors influence Job Satisfaction	10
2.1.5 Theories of job satisfaction	15
2.2 Empirical Review	18
2.2.1 Studies conducted in Ethiopia	18
2.2.2 Studies conducted outsides of Ethiopia	19
2.3 Conceptual Framework	21

CHAPTER THREE	23
RESEARCH DESIGN AND METHODOLOGY	23
3.1 Research Design and Approach.....	23
3.1.1 Research Design	23
3.1.2 Research Approach.....	23
3.2. Target Population.....	23
3.3 Source and Tools of Data Collection	24
3.3.1 Source of Data.....	24
3.3.2 Data Collection Tools	24
3.4 Procedures of Data Collection.....	25
3.5 Data Analysis Method.....	25
3.6 Assurance of Reliability and Validity of Data Collection Tools.....	25
3.6.1 Reliability of Data Collection Tools	25
3.6.2 Validity of Data Collection Tools	26
3.7 Ethical Considerations.....	26
CHAPTER FOUR.....	28
DATA AND INTERPRETATION	28
4.1. Response Rate of the Respondents	28
4.2. Demographic profile of Respondents	28
4.3 Analysis of data collected for the study.....	31
4.3.1 Quantitative and Qualitative data analysis.....	31
4.3.2 Analysis of Interview Question	48
CHAPTER FIVE	51
SUMMARY, CONCLUSIONS AND RECOMNDATION	51
5.1 Summary of the Findings	51
5.2. Conclusions	53
5.3 Recommendations	54
REFERENCE.....	56
APPENDIX A-QUESTIONNAIRE	61
APPENDIX B- INTERVIEW QUESTION	64

LIST OF ACRONYMS

Abbreviation	Description
ABIG	Asku and Berhane Investment group
KPI	Key Performance Indicators
MSQ	Minnesota Satisfaction Questionnaire
SPSS	Statistical Package for Social Science

LIST OF TABLES

Table 4.1, Summary of Demographic profile of the research	29
Table 4.2, Analysis of Employee Satisfaction on Career Development.....	32
Table 4.3, Analysis of Employee Satisfaction on Work Condition.....	34
Table 4.4, Analysis of Employee Satisfaction on Work Recognition.....	37
Table 4.5, Analysis of Employee Satisfaction on Compensation and Benefit package.....	39
Table 4.6, Analysis of Employee Satisfaction on Pay/Salary.....	41
Table 4.7, Analysis of Employee Satisfaction on Employees-Supervisors Relationship.....	43
Table 4.8, Analysis of Employee Satisfaction on Organization Commitment.....	46

LIST OF FIGURES

Figure; 2.1 Maslow's hierarchy of needs.....	18
Figure; 2.1 Factors that leads employees to Satisfaction or Dissatisfaction.....	21

Abstract

This study focused on assessment of employee job satisfaction at Asku and Berhane Investment Group (ABIG). The purpose of this study was to assess employee job satisfaction by using Variables (Career development, Work Condition, Work recognition, compensation and benefit package, pay/salary, Supervisors-Employees relationship and Organizations Commitment) that influence job satisfaction of employees. Both primary and secondary data was used as a source of data in the research. A survey questionnaires was distributed to non-managerial employees and detailed interview was conducted with managers. A total of 121 participants involved in the study from 168 planed participants. Also to conduct this study the researcher took the whole population and used Census technique. Descriptive analysis was used to analyse the data. Furthermore, the findings of this study suggested that employees were not satisfied with their career development opportunities, the work recognition gained from their managers, the company compensation and benefit package, by the salary they earned. This makes the employees not being stable in the company for long time but moderately satisfied with the relationship they have with their supervisors. As the managers replied the other finding of this research showed that the major challenges of the company related to job satisfaction was losing experienced employees and regular recruiting practice. Also absence of well-informed and implemented strategy related to major factors that can be increase employee's job satisfaction except performance evaluation activity. So the researcher recommended to the management of the company to take corrective action for the problems that makes the employees not satisfied as mentioned on the finding. Also the researcher highly recommended the company managers to use better strategies and mechanisms to motivate and treat employees under their supervision.

Key Words: Employee job Satisfaction, Career development, Work Condition, Work Recognition, Compensation and Benefit Package, Pay/salary, Supervisor and Employees relationship and Organization Commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

People management is a necessary feature for all organizational processes. A well-managed business Organization in general consider employees as the major foundation for productivity gains. Such organizations also consider employees as the contributors to the firm development. Considering this, the organization creates an environment of commitment and support for its employees through policies that enable employee satisfaction so as to make sure the achievement of firm goals. And these Satisfaction of human resources creates highly motivated employees. Then these motivated employees develop loyalty or commitment to the organization and become the reason for the increment of productivity rates and reduction of turnover rates (Mosammod, 2011).

Davis and Nestrom (1985), define Job satisfaction as a combination of positive or negative feelings that employees have on their work. It describes the degree to which expectations are match the real awards. It also closely connected to individual's behaviour in the work place.

Robbins (2001), also mentioned that emerging a positive attitude to the employee's job is stated as satisfaction. Employees want to accomplish their work expectations in an appropriate environment and under appropriate conditions equally for his or her work performance. The more their expectations are achieved the upper the work satisfaction are going to be. But many companies fail to know the significance of working atmosphere for employee job satisfaction and face challenges during their work. Such organizations are internally weak therefore incapable to announce innovative products into the market to overtake their competitors.

Schou (2007), argue that the human capital of an organization is the most important strength in the fight to touch high profitability. The effectiveness and success of an organization depends on the people who perform their work effectively. In addition, Employees is an essential part in the process of achieving the mission and vision of a business. Thus to meet the standards of organization and achieved the organization mission and vision of a business, employees need a working environment that allows them to work freely without problems that may lead them to show the level of their full potential.

Additionally, many researcher have tried to review the extent of employee job satisfaction and the factors that would affect the work satisfaction of employees in various industrious contexts, as an example Marco (2016), argues that employees are often concurrently satisfied and dissatisfied with the absence and presence of the work Security, Salary, working conditions, Interpersonal relations, Supervision, company policy, job Achievement, interesting work, increased responsibility and also growth and advancement. This study stated that having blameless nature of job, pay & benefits, good attitude towards supervisors, presence of career advancement, fair evaluation process and attractive work environment contribute to the increment of the extent of employees' job satisfaction.

Then again Kuria (2011), suggested that employees are often more productive if they feel satisfied with their job in terms of various benefit package, security, when their efforts are recognized, if they get opportunity to contribute ideas and suggestions, once they can participate for deciding , once they get equal opportunities for promotion, once they become agree the payment structure which will worth their employee position, within the presence of health and safety measures, attractive benefit and compensation, and also when there's good communication system and atmosphere of mutual trust and respect.

Moreover, a study conducted on Telecom sector by Tariq (2013), suggested that there are different variables which was not fulfilled as of the customers expected like workload, salary, stress at work place or working pressure and conflicts with colleagues on job and leads an employee almost dissatisfaction. This become the rationale for turnover. Finally, these factors affect organizational performance negatively.

As mentioned above many researchers have tried to assess the level of employee job satisfaction in various organizations. However, coming to Asku and Berhane Investment Group (ABIG) there was no any conducted research that can help to know job satisfaction of the employees working for the organization. This was create a big knowledge gap on the researcher. So the purpose of this study would be to fill the existing knowledge gap by assessed employees' job satisfaction at the company.

1.2 Background of the Organization

Asku and Berhane Investment Group (ABIG) is a share company which is established in 2007 by 7 members. The company is an umbrella management company that has formed a unique team of experts managing a diverse investment portfolio across different industries. Currently, the company serves as a head office and also provide service to all sister's company through Marketing, Human resource, General logistics and fleet management, Finance and also IT department to all sister's companies. This companies are participated in different sectors such as food and beverage, petrochemicals, Manufacturing, Import and export, Engineering and construction, medical sectors & property management. This are Asku plc is one of the well-known and major companies of ABIG which produce bottled water under the brand of aquaddis and it is exclusive franchise bottle within the entire East Africa region for all brands of RC cola international, a subsidiary of COTT BEVERAGE USA. The others are SAA DAIRY milk processing company, Astu Enera, Bees General Trading, Girum Hospital, Kechin amba trading, Yehule Trade Market and Berbero petro chemical. But this research focus on only Head office employees hired under ABIG.

1.3 Statement of the Problem

Human resources are the foremost important factors for the effectiveness and productivities of one's organization. For this, organizations need effective managers and employees to accomplish the organization objectives. It cannot be successful without the employee's personnel efforts and commitment. So employees are the essential powers of an organization and with their efficiency the organization become successful. Accordingly, an employee who is satisfied and cheerful at the workplace is usually satisfied with their work and this can be improves the standard of their job. Therefore, work satisfaction of such kind of employees is decided by the presence of job pleasure and absence of job dissatisfaction (Grover & Wahee, 2013).

According to Kim, S. (2009), the degree of job satisfaction experienced by an employee is depend upon the quantity of wages, advancement opportunities, management style, content of work, interpersonal relations, working conditions, work organization, management and company reputation. An increment of Employee Job satisfaction is Important for both employees and employers because it adds value in productivity and reduces turnover rate.

In the contrary, Stella (2013) suggested that if workers are dissatisfied with their jobs, they become less productive, more enforced to absenteeism and turnover. Consequently, Employees become dissatisfied on their job due to unfair implementation of organizational policies on promotions, unfair

treatment of employees by managers, limited career development opportunities, absence of efforts to encourage creativity and innovation, biased ratings in terms of performance management and also if a standardization process is very subjective.

The management of ABIG plan to extend its business by providing management and overall leadership service to other companies in their own choice of investment. So, the management of the company desire to create a group of highly professionals with a wide range of proficiency human resource in order to attract potential clients and to be best competitor's among all consultant office in the same area. Also, based on the information acquired from HR department, the average service years of the employees would be stable within the organization is rated between 1-3 years. As per the information, from the year 2018-2019 37% & 33% of turnover rate was registered at ABIG and the company forced to replace new employees frequently. This clearly showed that the company has high recruitment cost.

In addition, the researcher observed that ABIG has faced problems regarding to employees' job satisfaction. For instance, employees' raised questions regarding on poor practice of work recognition, poor Career development or advancement practice that encourage the existing qualified employees, high work pressure with limited human resource, poor compensation and benefit package and also some of the employees are dissatisfied with the salary they earned. This study is, therefore initiated to address this problem.

Thus, lack of the above basic features of job satisfaction leads experienced and professional employees to leave the company, lack of work quality and the employees become unable to accomplish organizational goal. In general, it is essential to identify the job satisfaction not to lose experienced work force in the company and also to increase the productivity of the Company. Therefore, the researcher was encouraged to conduct in depth study about employee's job satisfaction.

So, the purpose of this study was to describe Employee job satisfaction at ABIG by using variables (career development or advancement, working condition, Work Recognition, Compensation and benefit package, pay/salary, employee and supervisor relationship and organization commitment).

1.4. Basic Research Questions

To address the statement of the problem, the research tries to seek an answer on the following basic questions:

1. What are the factors that influence the employee's job satisfaction at ABIG?
2. What strategies are implemented by the company to enhance the level of employee's job Satisfaction at ABIG?
3. What are the challenges related to employee job satisfaction at ABIG?

1.5. Objectives of the Study

1.5.1 General Objective

The general objective of this study was to assess employee's job satisfaction at Asku and Berhane Investment Group (ABIG).

1.5.2 Specific Objectives

To be more specific and in addressing the research questions, the specific objective of the study was;

- To identify the factors that influences the job satisfaction of employees at ABIG.
- To assess the strategies that are implemented by the company to enhance employee's job satisfaction at ABIG.
- To identify the challenges related to employee job satisfaction at ABIG.

1.6 Significance of the Study

For ABIG, the findings and results of this study are expected to provide more reliable in depth understanding about their employees' job satisfaction and indicate the current existed gaps regarding on variables (work recognition, compensation, work condition, pay and career development) which increase or decrease the satisfaction of employees 'on their job. This can also support the company to formulate appropriate policies and strategies to enhance the level of employee job satisfaction.

In addition, the study also helps to the company to take the required corrective measures based on the recommendation forwarded in order to increase the company productivity and achieved the goal. Besides, this study also creates an opportunity for the researcher to gain practical situation knowledge in the area of the study. Also this study may help as a ground work for further studies to be carried out in the same issues.

1.7 Delimitation/ Scope of the Study

Geographically, the study was delimited to head office of 7 Sisters' Company called ABIG. The study was concerned on to assess employees' job satisfaction at this company. Since the geographical location of the sister companies is dispersed and takes a lot of cost and time, the study focused on only Head Office from the year of 2018-2020.

And also the researcher believed that the Head Office Staff responses represented all the 7 sisters' company and the population size at head office was manageable. Therefore, the population of the study have taken from the whole population of head office which includes 168 employees.

Methodologically the study was to assess employee's job satisfaction at ABIG by using seven variables such as career development or advancement, working condition, work Recognition, Compensation and benefit package, pay/salary, employee and supervisor relationship and organization commitment.

1.8 Limitations of the Study

The researcher was expected to collected more than 85% of questionnaire, but due to Covid-19 most of the respondents delayed and not willing to fill the questionnaire as expected. And also the researcher faced difficulties to gathered information from managers through interview by different mechanism such as through phone, face to face etc. Thus, most of the managers were not available at the time the researcher got permission to get in the company. Moreover, due to the stated reason, it was difficult to conduct the interview with all managers as expected especially from managers.

1.9 Organization of the Study

This paper was organized into 5 chapters. The first chapter presents the introduction part, which includes the background of the study, back ground of the organization, statement of the problem, research questions, and objectives of the study, significance of the study and Delimitation / Scope of the Study. The second chapter consists of related literature review. In the third chapter the researcher presented the methodology section including research design and approach, population and sampling technique, source of data, procedure of data, method of data analysis, Assurance of reliability and validity and ethical conditions. Chapter four presents Responses Rate, Demographic Profile of respondents and Analysis of data collected for the study. Finally, chapter five presents summary of findings, Conclusions, Limitations of the study and Recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with the review of fundamental principles, theories, past research works, suggestions of different scholars of related to employee job satisfaction. The theoretical review covers the definitions and concepts of job satisfaction, measurements to increase job satisfaction and factors affecting job satisfaction. Also, it includes the empirical findings of different researches conducted inside and outside Ethiopia related to employee job satisfaction.

2.1 Theoretical Review

2.1.1. Concept of Job Satisfaction

Job satisfaction is the group of feeling and opinions that people have about their current job. People's job satisfaction level can range from high satisfaction to high dissatisfaction. Individuals can also have various approaches about features of their jobs such as, the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008). So, considering that job satisfaction is an emotional response toward various aspects of one's job, an employee with a high level of job satisfaction reflects positive attitudes towards his or her job and it is directly or indirectly helping the overall activities of the company. While an employee who is dissatisfied with his or her job reflect negative attitudes about his/her job and this will also affect the overall activities of the company.

On the other hand, Job satisfaction can be defined as an employee's sense of achievement and success on the job. It is commonly perceived to be directly associated to productivity and personal well-being. Job satisfaction implies doing a job one favourably, doing it well and being rewarded for one's efforts. Job satisfaction is sowing further happiness with one's work. It is also the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski, 2007).

In other words, for any business organization efficiency and effectiveness, Job satisfaction can be taken as one of the core factors. Considering this, employees should be treated and considered mainly as human beings that have their own wants, needs, personal desires and it is a great sign for the importance of job satisfaction in modern companies.

Armstrong (2006), also suggested that the word job satisfaction refers to the attitude and feelings people have about their work. Accordingly, the Positive and favourable attitudes towards the job

indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction.

Job satisfaction as stated by Cook (2008), is an attitude of employees toward their job. In other words, it defines the pleasure of employees in achieving their desires and needs at the work. Therefore, it is the satisfying feelings that comes from an employee perception of achieving the desire level of needs. In addition, Job satisfaction is perceived through emotional feelings that can be stated as an intangible variable. It means, it links the internal expression and attitude of individual employee with respect to actual job. For example, an employee satisfaction is increased if the job offers expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfil the psychological or physiological needs.

According to Bodur (2002), Employee job satisfaction (EJS) is the feelings and views of employees about their work and place of work. This indicates Employee Job Satisfaction refers to the happiness experienced by an employee out of his/her job. It is a convincing feeling about one's job, consequential from the evaluation of its characteristics.

2.1.2 Importance of Job Satisfaction

The importance of job satisfaction is huge for any organization as it is linked to many variables including productivity, absenteeism and turnover. It is significant because a person's attitude and beliefs may affect his or her behaviour. The consequences of being satisfied has positive effect such as being productive, perform a task effectively, achieve organizational goal as expected or more than expected, etc. and in contrary consequence of job dissatisfaction has negative effect such a lack of loyalty, increased absenteeism, increase number of accidents.

Spector (1997) lists three important features of job satisfaction.

First, company's supported by human values will be focused on towards treating workers fairly. In such cases the evaluation of job satisfaction may serve as a good indicator of employee effectiveness in the view of employees. The increment of job satisfaction level may be an indicator that the employees are in good mental state. Second, the behaviour of workers depending on their level of job satisfaction and this may affect the functioning and activities of the companies work atmosphere. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction the work will result in negative behaviour of employees.

The third one is job satisfaction may help as indicators of company's activities. It can serve as a good indication regarding on which companies' unit needs changes or improvement and tells in which unit's improvement of performance should be made.

In general, Employees are one of the company's greatest assets. Employees possess knowledge, talents, skills, and abilities to operations.

Having a satisfied and happy workforce strengthens the company by lowering employee turnover, increasing employee productivity, increasing customer satisfaction and promoting loyalty. Furthermore, happy employees who leave the company are more likely to help in transferring their knowledge and skills to others because they care about both the organization's well being, as well as, the co-workers being left behind. Job satisfaction also ensures that the right employees are recruited and retained in an organization. It also maintains productivity by keeping the workforce constantly engaged and motivated. It has also been proven that job satisfaction controls the ill effects of role conflicts and job induced stress thus minimizes employees turnover for great employees.

2.1.3 Measurement of Job Satisfaction

Different researchers suggested different job satisfaction measurement by recognize that job satisfaction is a global concept that is indicated by, various dimensions, or features. These are measurements used to gathered data from current employee about their jobs, and they may gather and measure data in different ways Such as;

2.1.3. Job Descriptive Index (JDI) originally developed by Smith, Kendall, and Hulin, (1969). It is looking for the measure employee's satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers.

2.1.3.2 Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, & Lofquist, (1967). It has become a widely used instrument to evaluate job satisfaction. It also designed to measure detailed features of an employee's satisfaction with his or her job, and it offers more evidence on the rewarding aspects of a job than do more general measures of job satisfaction. Thus MSQ is possible to gain a more customized image of worker satisfaction than was possible more general other measures of job satisfaction. This measurement focused on activities, independences, varieties, social status, supervision, job security, abilities, policies, advancements, creativity, work condition, recognition, achievements, Co-workers etc.

2.1.3.3 Job Satisfaction Survey (JSS) is regularly used by organizations in training and maintaining valuable staff related to the job satisfaction especially (Liu et al., 2004). The Job Satisfaction Survey targets nine aspects of job satisfaction including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed to evaluate employees' attitude regarding specific facet of their job.

2.1.4 Factors Influence of Job Satisfaction

A number of researchers working in a number of disciplines have used different group of satisfaction dimensions. Erdogan (1996), direct effective factors to analyse job satisfaction under two main titles. These are Intrinsic features of the job (e.g. independence, recognition, career development or advancement, responsibility), and extrinsic variables (e.g. salary, reward, supervision or leadership, job security, level of human relation and working conditions).

2.1.4.1 Intrinsic Factors

Kim, S, (2009) indicated that intrinsic job satisfaction factors includes components as sense of success at work, relations with colleagues, job stability and efforts to unearth one's skills. Intrinsic motivation tools are directly related to the job and result from the same. Individual with intrinsic satisfaction can easily undertake responsibility in the organization. Below are intrinsic factors that affects job satisfaction.

2.1.4.1.1 Work Recognition on Job Satisfaction

For the employee job satisfaction, honour and acknowledgement are important component.

Maurer (2001), suggested that organization success might come with employee satisfaction, through honour and respect the employees and consider their effort. This can be important for job satisfaction. In other word considering employee's effort and give recognition for the task they have done for the organization increase their level of job satisfaction.

In addition, Pascoe et al. (2002) identifies that having acknowledgement also on employees' work is vital for system of moral excellence because in recognize on a good job inspire employees to do their job better. In the contrary, Employee job satisfaction reduces due to lack of recognition and reward that they get by performing their task. To acquire, employee's job satisfaction, it is necessary that management of organization foundation should originate the system that offering rewards and recognition on good work.

2.1.4.1.2. Career Advancement (opportunities for promotion) on Job Satisfaction

Promotion as stated by Heery and Noon (2001) refers to the action of upgrading an employee to the organization hierarchy which will normally bring to an increase of responsibility and status and also a better remuneration package to the individuals who are promoted. Employees become satisfied when they realize that they have good future opportunities for promotion. This can be interpreted as the opportunities for progression and development in their present workplace or providing better chances to look out for alternative employment. In general, it is assumed that the level of job satisfaction decrease, if people think that they have less career advancement opportunities. Companies give Training & development opportunities to improve employee's current or future performance, to increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing their skills and knowledge.

Alam. S, Sameena. R, & Puja. A, (2012) also support this view by categorized Promotion as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence, Equal opportunity to grow despite being male or female, Training program, Opportunity for use skills and abilities and status. So, based on this research the opportunity for promotion determines the degree of satisfaction to the employee.

2.1.4.1.3. Compensation and Benefits on Job Satisfaction

Compensation as defined by Neog, & Barua (2014) is the monetary benefit given to employees by the company in return for the services that the employees render towards the company. Monetary compensation and benefits are considered to be one of the vital areas that employees work for, when they feel the benefits the company offer are sufficient, then they feel satisfied with their work. In other word when employees experience increase in compensation, then they feel pleasure and satisfied towards their jobs. Consequently, Compensation occupies the first rank in the determination of the job satisfaction as compared to other major determinants.

Zobal (1998) refers to compensation in terms of cash and non-cash payment system offered by the employer for the task performed. Compensation also very valuable tool to retain employees and reduce turnover rate. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention. In addition, it works as communicator when it is given to employee against his/her responsibilities which shows how much an employee is valuable for its organization.

2.1.4.2 Extrinsic Factors

When job satisfaction elements are produced by external source, they are called extrinsic satisfaction (Galie, 2008). These factors leading to specific behaviours are related to the environment outside the individual. Extrinsic factors also refer to adaptation the personnel to the job through external factors listed below. Below are Extrinsic factors that affects job satisfaction.

2.1.4.2.1 Work Condition on Job Satisfaction

Work characteristics suggest that some people are motivated to be satisfied or dissatisfied with their job related with the nature of it. According to Robbins et al. (2003) work condition refers to the work itself as the degree to which the job offers the individual to inspire tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. In addition, job satisfaction can be achieved by employees if the job requires sufficient variety, discretion, challenge and scope for using an individual's own skills and abilities. This studies also stated that working conditions employee's unattractive work place, the work itself, organization policy and organizational rules which is not give emphasize for employees' safety, can influence poorly on the worker's mental and physical well- being.

The worker wish working conditions that will result in greater physical comfort and accessible. This means the working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. This will reduce a more positive level of job satisfaction.

Furthermore, Alam, S., Sameena, R., & Puja A., (2012) suggested that employees highly inspired with comfortable working conditions as it provide a feeling of safety, comfort and motivation. On the contrary, poor working condition gives a fear of bad health, frustration and stressed in employees. The more comfortable the working environment is more productive the employees will be. This study categorized an issue that will be fulfilled under good working conditions as follows:

- Feeling safe and comfort in working environment.
- Tools and equipment.
- Working methods
- Secured work place
- Neat and clean office place

In addition, under the work condition work load Work Overload might have an effect on the worker's mental and physical well- being. Alam, G. M, (2009) support this view as work load is being asked to do too much work and being asked to do that is too difficult for one person or groups.

This study also suggested that Work overload can create a risk to the employee in performing his or her task successfully and also it increases early retirement from the employing company and create high absenteeism. Hence, Individuals who identify their workload to be more than they can handle are possible to have exhaustion and fatigue, this may negatively influence one's motivation and become the reason for the existence of job dissatisfaction.

2.1.4.2.2 Pay/ Salary on Job Satisfaction

Money in the form of pay or some other sort of remuneration is observed by many people as the most obvious extrinsic reward. Armstrong (2006) suggested that unworthy payment can cause dissatisfaction and can have an effect on the final the result of task. Even though individuals motivating factors differ, it can be assumed that money encourages employees and provide positive motivation. And also it serves as a highly noticeable means of recognition.

Salary as defined by Heathfield (2012), is a fixed amount of money or compensation paid to an employee by an employer in return for a productive work performed. So, Payment system plays a significant role in determining an employee's level of job satisfaction. Based on these studies, the perception of being paid what one employee is worth predicts job satisfaction. Furthermore, this research also described pay as one of a global satisfaction indicator. It is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction.

2.1.4.2.3 Supervision and Employees Relationship on Job Satisfaction

The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very critical in satisfaction but it has positive impact on job satisfaction (Griffin, Patterson and West, 2001).

Neog, & Barua, (2014) defined Supervisor support as the extent to which the leaders and the administrators make delivery of care for the well-being of the employees and give emphasize for their contributions. In other word every organization employee need Support, guidance, direction and management from their supervisor. The support of the supervisor is critical factors for employee retention and to perform their duties well in one's job. When the workers feel that they're receiving support, care and assistance from their supervisor, they develop feelings that they're being appreciated, heard and cared and they become feel satisfied with their jobs and motivated to add more values.

Performance Appraisal (PA) mostly contains evaluating performance based on the judgements and beliefs of subordinates, supervisors, other managers and even workers themselves (Jackson & Schuler, 2003).

According to Dechev (2010) performance appraisal process is mostly driven by an organizational need to have an effect on employee's attitude, behaviours, as well as organizational performance too. Thus, the system of performance assessments as regular reviews of employee performance within organizations is being commonly implemented and create promotion opportunities based on the result of the performance appraisal. It is also an important element of a broader set of human resource practices which it is the tool for evaluating the level to which each employee's daily performance is linked to the goals that founds by an organization. Furthermore, performance appraisal is seen as important contributor to successful human resource management, as it is highly strongly related to organizational performance.

2.1.4.3 Job Satisfaction and Organizational Commitment

According to Porter et al, (1974) Organizational commitment refers to attachment and loyalty and it is the relative strength of the individual's identification with, and involvement in, a particular organization.

Based on this study it can expressed as a strong aspiration to remain in the organization, a strong belief in the organization policy and administration, acceptance of the values and goals of the organization and also it is a readiness to exert considerable effort on behalf of the organization. In addition, the Commitment represents something beyond more loyalty to an organization.

It includes an active relationship with the organization such that individuals are willing to give something of them in order to contribute to the organization's well-being and presence of strong sense of the belongingness to the organization.

In addition, Lumley et al (2011), also found there is significant relationship between job satisfaction and organizational commitment. These positive associations suggested that employees who are satisfied with the features of job satisfaction seem to feel more emotionally attached to and involved in their respective organizations and also unwilling to shift to other organization. This study also indicated that job satisfaction features and organizational commitment are found to be positively related. This study finding also shows that employees' job satisfaction has influence on employees' organizational commitment.

However According to Rue & Byars (2005) though the outcomes of the increments of job satisfaction are an increase in the commitment to one's organization, job dissatisfaction will lead to problems including absenteeism, tardiness, turnover, and strikes. The Results of this study showed that job

satisfaction and organizational commitment independently contributed to turnover intention and withdrawal cognitions.

2.1.5 Theories of Job Satisfaction

Theory is a structure of important concepts and values around which knowledge in a field is organized. Theories provide details of how and why people think, feel, and act as they do. Theories identify important variables and connect them to form tentative suggestions that can be proved through research (Newstrom, 2007).

Shajahan & Shajahan, L. (2004) Theories about the job-satisfaction have consistently been grouped either on the nature of theories or sequential appearance these theories classified theories based on their nature;

The first one is Content-theories (Maslow's Needs Hierarchy, Herzberg's Two Factor theory, Theory X and Theory Y, Alderfer's ERG theory, and McClelland's theory of Needs).

The second one is Process-theories (Job characteristic Theory, Cognitive Evaluation Theory, Goal Setting theory, Reinforcement theory, Vroom's Expectancy Theory, and Equity theory).

In this research from content theory two theories are stated such as Maslow's Needs Hierarchy and Herzberg's two Factor theory. From Process Theory Equity, Vroom's Expectancy, Goal Setting, Job characteristic Theories are presented.

2.1.5.1 Content-Theories

The content theories indicated that the base on what motivates people at work that is, identifying the needs, drives and incentives/goals and their prioritization by the individual to get satisfaction and thus perform effectively (Luthans, 2005).

2.1.5.1.1 Herzberg's Two-Factor Theory

According to Kim (2004) Herzberg's theory is said to be the most functional model to study job satisfaction. According to this theory there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities called job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Herzberg concluded that job satisfiers (motivators) are related to job content and these Job-satisfiers are aspects of the job that encourage employee's job satisfaction. Motivators relate to the job contents that consider aspects of a job such as recognition, achievement, responsibility, advancement and the work itself.

On the other hand, the hygiene factors do not motivate/satisfy rather prevents dissatisfaction. These factors relate to the context of the job such as, Company policy, Administration, Supervision, Salary, Interpersonal relations, Supervisor, and Working conditions (Herzberg et al. 1959).

2.1.5.1.2 Maslow's Theory of Motivation/Satisfaction

Maslow's (1943) stated that an individual's motivation/satisfaction requirements could be settled in hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs and self-actualization.

As Luthans (2005) stated Maslow's Theory defines that when one level of these needs is satisfied it does no longer motivate. Therefore, next higher level of need must be the beginning to stimulate the individual so as to feel satisfied. However, needs are affected both by the heaviness attached to them and the level at which an individual want to meet those needs. Furthermore, Karimi (2007) also suggested that individual need satisfaction is influenced by several needs and the level to which each individual need differentiate that different features of his or her life fulfill these needs.

This study argue that Maslow's hierarchy of needs theory is the first motivation theory that placed as the base for job satisfaction theory. This theory served as a good basis from which early researchers could develop job satisfaction theories.

Maslow's (1943), Hierarchy of Needs illustrated in figure 2.1 which identified five levels in his need;

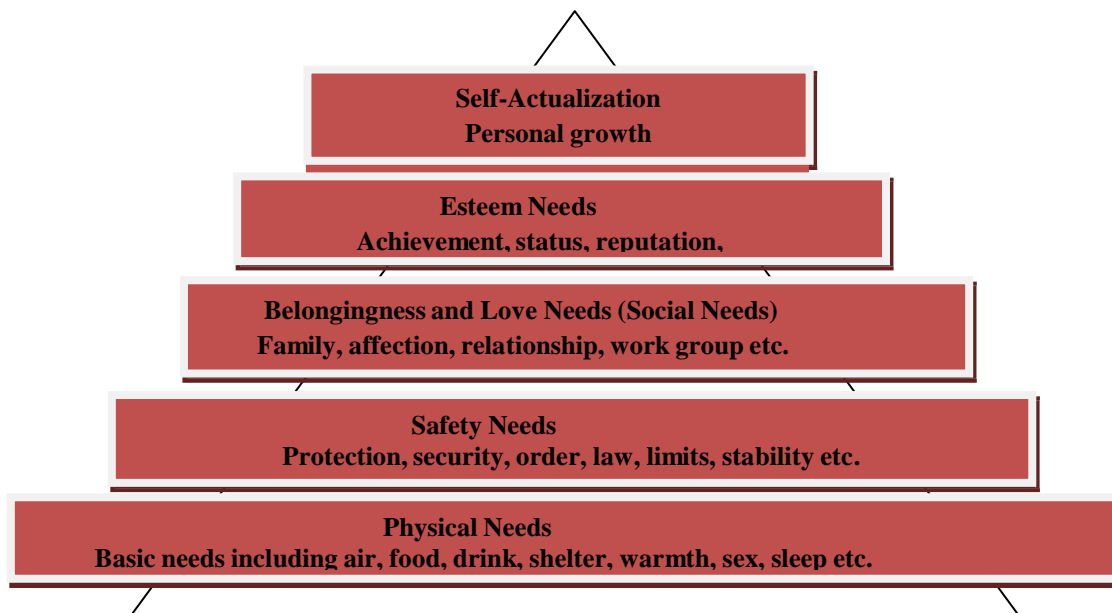


Figure 2.1: Maslow's hierarchy of needs

Source: William and Claudia (2013).

2.1.5.2 Process Theories

Process theories are more concerned with “how the motivation takes place?” the concept of expectancy from cognitive theory plays dominant role in the process theories of job-satisfaction. Thus, process theories try to explain how the needs and goals are achieved and accepted (Perry et al., 2006).

2.1.5.2.1 Equity Theory

According to Robbins (2003) Equity theory suggested that employees evaluate what they placed into a job condition (input) or what is expected from the job condition against what they get from it (outcome) and then compare their input-outcome ratio with the input-outcome ratio of relevant others. If they observe their ratio to be equal to that of the important others with whom they compare themselves, a state of equity is said to exist. Similarly, if the ratio is not corresponding there is inequity. Equity brings out satisfaction among employees while inequity leads to dissatisfaction.

In addition, Perry et al, (2006) suggest that, in this theory the motivation cycle suggests that high performance leads to the receipt of rewards, both intrinsic and extrinsic, which leads to increased employee satisfaction. When these rewards are accepted and observed as equitable by the employee and perceived as equitable, employee’s satisfaction increases.

2.1.5.2.2 Vroom’s Expectancy Theory

Wehrich & Koontz (1999) suggested that this theory reflects, if people believe in the worth of one’s goal and if they can see the probability for achievement, they will be motivated to do things to reach that goal.

According to Robbins (2003) Vroom’s theory is characterized with three major variables: valance, expectancy and instrumentality. The first one if Valance is the strength of an individual’s preference (or value, incentive, attitude, and expected utility) for a particular output. It shows how much reward is wanted. The second one Expectancy refers to the probability that a particular effort will lead to a particular first-level outcome and successful performance. While the last one is instrumentality is the degree to which a first-level outcome will lead to a desired second-level outcome that estimate the performance will result in getting reward.

2.1.5.2.4 Goal-Setting Theory

As Shajahan & Shajahan (2004) indicated in late 1960s, Edwin Locke argue that intentions to achieve some goals, can be a major source of work motivation and satisfaction. Some specific goals lead to increased performance. Thus, accepted difficult goals result in higher performance than easy goals.

The response of this difficult goals lead to higher performance than no feedback. Likewise, specific hard goals produce a greater level of productivity or output than generalized goals. Furthermore, Robbins (2003) feedback helps to find inconsistencies between what they have done and what they want to do and people will perform better when they get feedback on how well they are progressing on their goals.

2.1.5.2.5 Job Characteristics Theory

Hackman and Oldham's (1980), original formulation of job characteristics theory and argued that the outcomes of job redesign were influenced by several moderators. Also this theory suggested that job clarity creates employees who are more satisfied with their work, committed to the work and make them concerned with the work.

Based on the studies this theory states five features of a job which includes skill variety, task identity, task significant and autonomy or level of exercising self-control as factors that affect individual's perception of how important the work is, and finally the satisfaction level that affect individual.

2.2 Empirical Review

2.2.1 Studies Conducted in Ethiopia

Marco Asfaw, (2014) has conducted a research on "Determinants of employee's job satisfaction in the case of Heineken Breweries S.C". The study used probability or representative sampling and non-probability or judgemental sampling. Both descriptive and inferential statistics methods were used for analysis purpose and data was analysed using SPSS. The aim of this study was to determine level of employees' job satisfaction and to identify factors that have an impact on the employees' job satisfaction. For the purpose of this research both primary and secondary sources of data were utilized in order to generate both quantitative and qualitative data. Thus, the Findings of this study suggested that employees are moderately satisfied with their job and there is significant relationship with interpersonal relationship, pay and benefits, evaluation process and working condition with employees' job satisfaction.

In addition, this study also give recommendation that refer to increase the level of employee's job satisfaction, competitive benefits, giving rewards and recognitions, developing employee's skills, creating positive work environment, attractive employees and assessing job satisfaction must be practice in the company. In addition, the pay scale should be revised to increase their job satisfaction

level and overtime incentive such as bonus, per diem allowance and fuel allowance should be considered to keep up their motivational level.

On the hand, Netsanet Fantahun (2017), conducted a research on ‘‘Determinants of employee job satisfaction in commercial bank of Ethiopia, Addis Ababa’’. The study used random sampling technique. Descriptive statistics and linear regression were computed to analyse determinant factors of job satisfaction. The aim of this study is to determine the level of employee job satisfaction and its determinant factors in commercial bank of Ethiopia in case of Addis Ababa area. The findings of this study suggested that regarding job satisfaction and determinant factors this study showed that there is a link between job satisfaction and nature of the job, career advancement, pay and benefit and interpersonal relationship.

Also, this study supports that nature of the job, career advancement, pay and benefit and interpersonal relationship to enhance the job satisfaction if motivational activities performed regard to these factors. These factors affect employee job satisfaction and influence their decision to either stay in or leave their job. So, this study recommends the management of the organization take necessary steps to provide greater financial benefits and create supportive organizational culture. Plus, organizations should focus on rewarding members of staff based on their contribution to the bank and merit.

2.2.2 Studies Conducted Outsides of Ethiopia

Benjamin Owusu (2014), conducted a research on ‘‘an assessment of job satisfaction and its effect on employee’s performance in the case of [BIBIANI – ANHWIASO – BEKWAI DISTRICT] in western region. This research also attempts to fill the gap by using mining organizations and tested the determinants of the employee’s job satisfaction and its effect on performance. Data was collected through questionnaire and an in-depth interview. The study conducted through nine determinants of job satisfaction which include Compensation/pay, Promotion, Relationship with co-workers, Relationship with managers/supervisors, Nature of work, Safety at the workplace, Accommodations, Training and development and Overtime compensation.

This study indicated that over all the stated variables compensation/pay has positive impact on the performance of the employees while nature of the work negatively affects performance due to the existed high work pressure. In addition, lack of adequate training existed, this makes the workers uncomfortable and lose confident on their job.

Finally, this study discovered that employees are not being accomplished for doing their job effectively due to inadequate training on their job, this makes them dissatisfied with their job and become a major challenge to the job satisfaction of the workers. And also, the research recommend that management should attach and prepare important to training and revise the overall work nature.

On the other hand, companies consider hard work allowance or assign efficient workers in order to avoid the existed work pressure. Consistent training programme also practice for both existing and newly recruited employees as a way of imparting knowledge and skills to climb the organisational ladder.

The study further recommended employees should have satisfaction with the motivational factors through recommendation management should consider the need to adjust wages and salaries as well as benefits such as funeral donation and educational grant. In addition, management should acknowledge employees 'effort for exceptional performance, and welcome worker's contributions in decision making to enhance workplace democracy.

In addition, Mosammod. M. (2011) conducted a research on factors influencing job satisfaction. The main purpose of this research paper is to identify the factors that influence job satisfaction. This study attempted to evaluate job satisfaction of employees in different pharmaceutical companies. A descriptive research design with survey method is applied in the study. The researcher has used both the primary and the secondary data for the purpose of this study. Hence this research was mainly investigating factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. The results of the research suggested that employee salary and compensation motivate employee. Thus, good payback can be one of the key factors affecting job satisfaction and this can increase service quality and organizational performance. On the other hand, the factor of work conditions is also proven to have significant influence over companies such as physical design of the place does have certain impacts on job satisfaction. And also, a good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

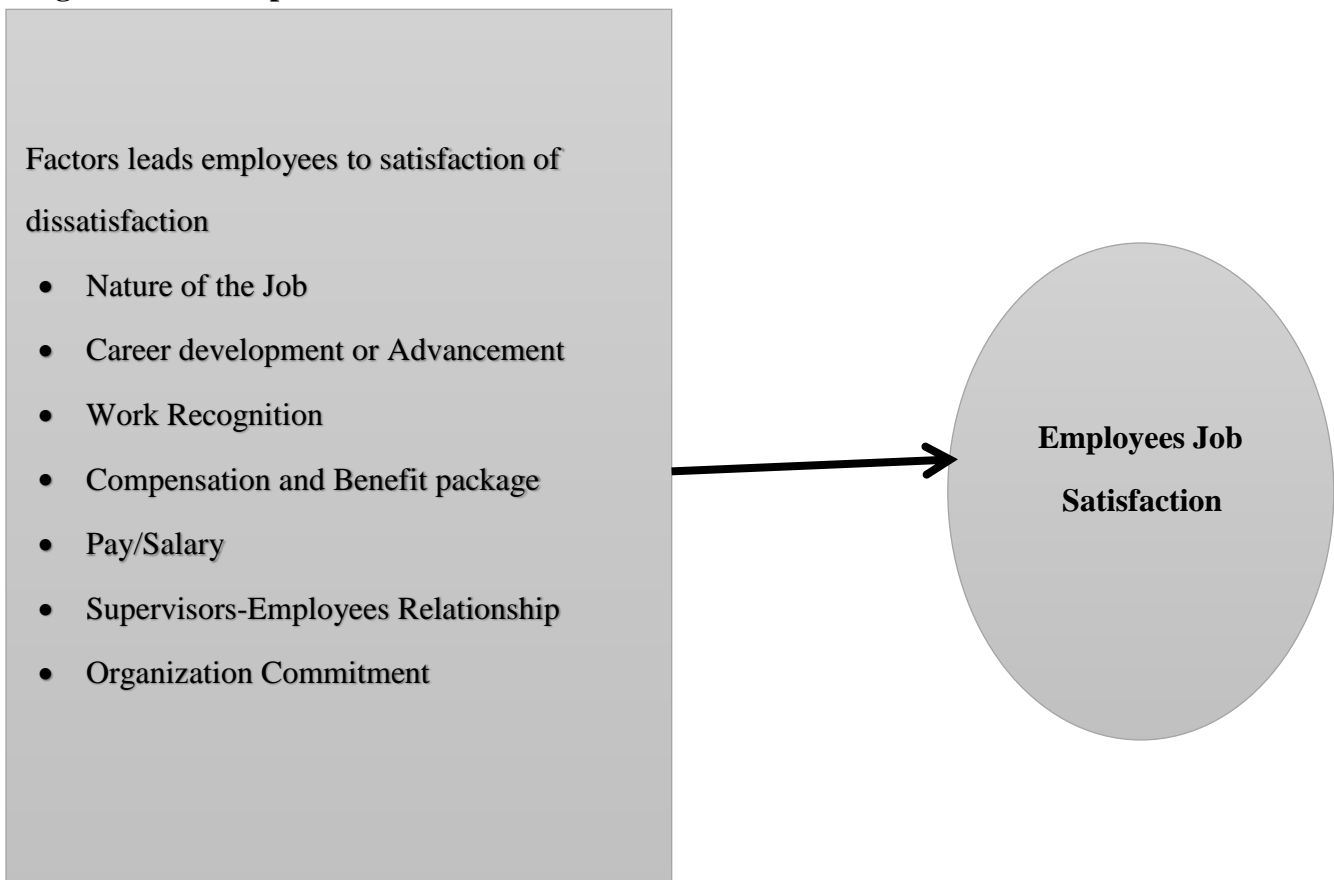
Hence, the researcher suggested that if companies create a fair competitive environment in the presence of fair treatment to motivate employees to be hard worker, fair compensation, fair work hours, by improving employee job attitudes. This can increase employee job satisfaction and satisfied employees offer good services for the organization that can increase organizational performance. Finally, this study suggested job security as a very important contributor to their job satisfaction.

2.3 Conceptual Framework

A conceptual framework is a logical tool with many variations and contexts. It is used to make conceptual differences and establish ideas by using diagrams or charts and the like. So to assess employee job satisfaction and to identify which factors affect their job satisfaction of the employees, the researcher tries to state the Factors that leads Employees feelings or altitude to Satisfaction or dissatisfaction on the below shown diagram. For this study the adopted model is taken from the study of Mansor et al. (2012).

Figure 2.2; Factors that leads Employees to Satisfaction or dissatisfaction

Figure 2.2- Conceptual Framework



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter briefly discusses the methodology used in this research. It includes explanations of the research approach, research design, data sources, population and sampling techniques, data collection methods and instruments and also mode of data analysis.

3.1 Research Design and Approach

3.1.1 Research Design

According to Burns and Bush (2003) research design is defined as ‘‘a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analysing the needed information’’. Accordingly, this research conducted by descriptive research design because the researcher was interested to describing the existed situation under the study. So the aim of this study is to describe employee job satisfaction by using major factors that could influence the job satisfaction of employees working at ABIG.

3.1.2 Research Approach

According to John (2014) ‘‘Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation.’’ In order to achieve the objective of this study and answer the research question mixed research approach was used to capture both quantitative and qualitative approaches. The researcher used Quantitative approach to test or measured numerical data that was collected through questionnaire that can be analysed using statistical procedures. Whereas Qualitative approach was used for data collected through interview.

3.2 Target Population

The target populations of this study consisted of all permanent staffs working at ABIG which includes 18 number of employees from managerial and 150 employees from non-managerial staffs. For the purpose of this study, the researcher used Census method because it is a statistical method that studies all the unit or members of a population. Thus, the total size of the population was typically small, the researcher took the whole populations that were working at ABIG in different department.

3.3 Source and Tools of Data Collection

3.3.1 Source of Data

In order to gather the data from important sources, the researcher used both primary and secondary data collection instruments. Primary data was collected through questionnaires obtained from non-managerial employees and in-depth Interview was conducted with managerial employees. While secondary data was gathered from the company internal document, different reference books & web sites. Furthermore, in order to strengthen of the findings, articles, academic journals, and relevant documents from the company were consulted as a secondary data.

3.3.2 Data Collection Tools

Survey questionnaire was adopted from the Questionnaire of Mekides Hailu (2017) and Minnesota Satisfaction Questionnaire ((MSQ) developed by Weiss, Dawis, England, & Lofquist, (1967). The scales are rating as follows. 5 indicate “Strongly Agree”; 4, “Agree”; 3, “Nether”; 2, “Dis-agree”; and 1, “Strongly Disagree”. Respondents rated their feeling of job satisfaction based on five-point rating scale as stated above. Accordingly, the researcher made a slightly adjustment and some modifications before distributed it to gathered the actual data required for the study. By considered some of the respondents were found in the lower job grade level, the questionnaire was translated in to national language (Amharic) to increased clarity and to make easily understandable for lower level job grade. This questionnaire was prepared for employees of ABIG that are working on different departments in order to know their feeling of job satisfaction and answered the research question.

Accordingly, two different sets of structured questionnaires were used for this study such open and close-ended questionnaires, this questionnaire was made up of 3 sections that consisted of 38 questions. The first one was the demographic variables which consisted of the general information section that deals about different demographic characteristics of the respondents which included 5 questions about the respondents gender, age, number of working years, education level & income status.

The second section was providing essential information that covers the research questions that deals about the level of the job satisfaction of employees and also this part has given information about factors affecting the employee job satisfaction level.

The third sections of the questionnaire include 3 open- ended question that gave a chance for the respondents to forward their own idea which may not be include on the close ended question.

Furthermore, interview check list was prepared for the management bodies of the company. This interview question was consisting of only one part related to more of the information about to the challenges and strategic policies that are practicable in the company.

3.4 Procedures of Data Collection

Once the questionnaire have got approval from the authorities was obtained, 150 questionnaires was distributed to the respondents and also explained the purpose of the research to the respondent. Even though the researcher expected to collect more than 80%, only 113 (75%) of the questionnaires have been returned for the analysis due to incomplete or invalid questionnaire. After collected the complete questionnaire, It coded and enter into SPSS sheet for further analysis process.

On the other hand, the interview questions also developed based on the basic questions that the study intends to answer. Appointments were fixed with the planned 18 interviewees ahead of time. But only eight of them were willing and available for the interview. In addition the interview process was consumed three up to four days. Thus, the information obtained from the interviewees was categorized and compiled for proper analysis.

3.5 Data Analysis Method

In this study descriptive statistics method used for the of data analysis. Descriptive statistics has been used to describe the Respondents of the study and the data collected for the study. Accordingly, Data was processed and analysed using SPSS Ver.20 software.

Accordingly, Quantitative data obtained through questionnaires analysed using descriptive statistics such as percentages, frequency, means and standard deviation. This was used to analyse the data gained through the distributed questionnaires. Numbers and percentages were used to quantify the responses to address the variables. On the other hand, the data collected from the management level of the company through interview has been analysed qualitatively.

Finally, the result of the analysed data has been presented in tables as needed and the result was interpreted. Thus, the process includes editing, coding, classification according to their attributes and class interval and finally tabulation have done as per the standards

3.6 Assurance of Reliability and Validity of Data Collection Tools

3.6.1 Reliability of Data Collection Tools

The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales.

Blumberg et al., (2005) suggested that Reliability refers to a measurement that supplies consistent results with equal values. It also measures consistency, precision, repeatability, and trustworthiness of a research. In addition, Reliability shows how much dependable the measurement and the degree to which a test or measure produces the same scores when applied in the same circumstances.

Fornell and Larcker (1981) suggested that an instrument to be considered adequately index of reliability (Cronbach's Alpha coefficient) should be greater than the bench mark of $\alpha = 0.7$.

However, in this study the researcher has adopted the questionnaire from Minnesota Satisfaction Questionnaire developed by Weiss, Dawis, England, & Lofquist, (1967) and Mekides Hailu (2017). Thus the reliability of the instrument is proved.

3.6.2 Validity of Data Collection Tools

Validity explains how well the collected data covers the actual area of investigation (Ghauri and Grounhaug, 2005). A research instrument assesses the extent to which the instrument measures what it is designed to measure. It is the extent to which the results are truthful and it is basically the measure what is intended to be measured. And also it cares with how well the concept is defined by the measure.

In this research validity took in to consideration. The internationally accepted questionnaire adopted from MSQ and slightly modified on the basis of researcher's desires and by advisor comment in order to answer research question and conducted carefully before included into the research. And also the literature Review related to the study area are conducted and reviewed carefully before taking in the research.

3.7 Ethical Considerations

The study was conducted with the agreement of the company where the study is undertaken. Both the management of ABIG and the respondents involved in the study have got information and informed that the results of the study use for academic purpose only. Accordingly, to maintain the confidentiality of the information provided by the respondents, the respondents were not instructed to write their name on the questionnaire. The researcher used polite language in writing the report given by the respondents and not to annoy anybody. Furthermore all sources that were consulted and that used to conduct this study are fully acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter, the data collected through the distribution of questionnaire and interview are analysed and interpreted. The quantitative data are presented using table and interpreted based on the information stated on the table. The qualitative data are analysed and interpreted using statements. Thus, the chapter comprises three major parts. Part one the information related to Response Rate of the Respondents. Part Two presents analysis of the demographic information of the respondents. Part three discusses the Analysis of data collected for the study which includes Quantitative data analysis and qualitative data obtained through the distribution of questionnaire and interview.

4.1. Response Rate of the Respondents

Descriptive statistics was used to describe the characteristics and responses of the respondents as it is presented below. A total 150 questionnaires were distributed to the employees of ABIG. Out of the distributed questionnaires, 31 were not collected, and 6 of them were incomplete questionnaires. Therefore, demographic Information of the study indicated that 113 (75%) of questionnaires were collected from 150 (100%). This result indicates that majority of the employees return the questioner and the returned result is moderately satisfactory. On the interview section only 8 (44.44%) of managers were available for the interview from 18 (100) managers.

4.2. Demographic profile of Respondents

The first part of the questionnaire contained demographic information of the participants. This part includes only limited information related to personal and professional characteristics of the respondents. Consequently, the demographic variables were summarized and described in the below Table 4.1. These include gender, age, and education level, number of service years and monthly salary of the respondents. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below. The total number of respondents for each variable were 113. Accordingly, frequency and percent values of each variable were used so as to show the overall trend of the data.

Table 4.1 Demographic Profile of the Respondents

	Participants	Frequency	%
Gender	Male	50	44.2
	Female	63	55.8
	Total	113	100
Age	18-25	24	21.1
	26-30	36	31.9
	31-35	23	20.4
	36-40	11	9.7
	41-45	14	12.4
	46-50	3	2.7
	above 51	2	1.8
	Total	113	100
Educational Level	elementary school complete	1	0.9
	high school complete	5	4.4
	certificate	10	8.8
	diploma	23	20.4
	first degree	66	58.4
	second degree and above	8	7.1
	Total	113	100
Number of Service Year	less than 1 year	19	16.8
	1-3 years	43	38.1
	4-7 years	37	32.7
	8-11 years	11	9.7
	12 years and above	3	2.7
	Total	113	100
Gross Monthly Salary	1000-2500	2	1.8
	2500-3500	8	7.1
	3500-4500	11	9.7
	4600-5500	41	36.3
	above 5500	51	45.1
	Total	113	100

Source own survey 2020

As shown on the above table 63% of the respondents were female and the remaining 50% of the respondents are male. Results show that the number of females in the organization is greater than male. This indicates that the participation of females in different job positions have given much emphasis.

Regarding the age of the participants, most of the groups (31.9%) were found to be within the age range of 26-30 years. The age range between 18-24 covered 21.1% of the total respondents and 20.4% respondents were grouped between the ranges of 31-35. While 12.4%, 9.7%, 2.7% and 1.8% of the respondents fall under the age range of 41-45, 36-40, 46-50 and above 51 years, respectively. From this, it is possible to infer that most of the employees of the bank are young this shows that most of the employees of this company are young, energetic and productive work force. If this workforce satisfies the company can achieve its overall goals.

Results shows that majority of the respondents 66 (58.4%) have first degree, followed by 23 (20.4%) have diploma qualification, 10 (8.8%) respondents certificate holder, 8 (7.1%) master's qualification. In addition, 5 (4.4%) and 1 (0.9%) respondents have high school complete and under that. The distribution reveals majority of the respondents' educational qualification is degree which is good for the organization to perform its task by professionals and also its good opportunity for the company to attain the objective of the organization by engaging educated employees to increase the capacity at different professional areas.

As can be noted from Table 4.2, the largest groups of respondents 43 (38.1%) have working experience of 1-3 years of on the current job. The second portion 37 (32.1%) of respondents have served in the organization between 4-7 years, the third portion 19 (16.8%) of respondents have served in the organization less than a year and the rest 11 (9.7%) and 3 (2.7) % have served in the organization between 8-11 years and above 12 years respectively.

This indicates that the number of experienced employees of the company is low this has an implication that there is high turnover of experienced workers in the organization.

As can be shown from Table 4.2, the largest group of respondents 51 (45.1%) has monthly gross salary above 5500, 41 (36.3) % of respondents earned between 4500-5500, 11 (9.7%) of respondents has got between 3500-4500, 8 (7.1%) of respondent's monthly income were between 2500-3500 and 2 (1.8%) of the respondents' monthly income were between 1000-2500 respectively. As indicated on the table 4.2 that majority of the employees are degree holders, for this the company capacity for highest educated and experienced employees set monthly salary of >5500.

4.3 Analysis of data collected for the sstudy

4.3.1 Quantitative and Qualitative data analysis

This section of the study explains the descriptive statistics calculated on the basis of the variables included in study questionnaires. The measure of frequency, percentage, mean and standard deviation results obtained from employees of ABIG. The section which stated below focuses on presenting all relevant results obtained from respondents. The data analysis part was divided in to seven job satisfaction variables such as Career Development, work conditions, work recognition, Compensation and benefit package, Pay/Salary, Supervisor-Employee relationship and Organization Commitment. The analysed Quantitative data supported by the qualitative data gathered through interview session.

The data was prepared based on Likert 5 scale type. The value of each rate represents 1 = Strongly Disagree; 2= Disagree; 3 = Nether/fairly agree; 4 = Agree and 5 = Strongly Agree. To determine the minimum and maximum length of mean in the 5-point Likert type scale, the range is calculated by $(5-1=4)$ then divided by five as it is the greatest value of the scale $(4/5=0.80)$. Afterwards, number one which is the least value in the scale was added in order to identify the maximum of the cell. The length of the cells is determined; 1-1.80 =Strongly Disagree; 1.81- 2.60=Disagree; 2.61 - 3.40 =Neutral; 3.41-4.20=Agree; and 4.21-5.01 =Strongly Agree (Best, 1977, as cited by Birhanu, 2017).

Table 4.2 Analysis of Employees’ Job satisfaction on Career Development

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	I am satisfied the opportunity for promotion on my job.	Frequency	8	59	17	39	0	113	2.59	0.95
		%	7.1	52.2	15.0	25.7	0	100		
2	Those who do well their job get chance of being promoted in this company.	Frequency	7	34	43	28	1	113	2.84	0.90
		%	6.1	30.1	38.1	24.8	0.9	100		
3	People get promotion as fast here as they do in other places at the same position and job.	Frequency	10	63	19	21	0	113	2.45	0.89
		%	8.8	55.8	16.8	18.6	0	100		
4	My company encourages its employees to improve their position through education.	Frequency	2	12	18	65	16	113	3.71	0.90
		%	1.8	10.6	15.9	57.5	14.2	100		
Grand Mean									2.89	

Source: Own survey, 2020

As indicated in item 1 of Table 4.2 7.1% of the respondents strongly disagree, 52.2% of the respondents disagree, 15.0% of the respondent’s neutral, 25.7% of the respondents are agree and none of the respondent were strongly agreed on the statement of that “I am satisfied the opportunity for promotion on my job”. The mean values is 2.59 with standard deviation of 0.95, mean value lied between 2.61-3.4. So, majority of the respondents were not satisfied by the promotion opportunities offered by their company.

As indicated in item 2 of Table 4.2 6.1% of the respondents strongly disagree, 30.1% of the respondents disagree, 38.1% of the respondent’s neutral, 24.8% of the respondents are agree and 0.9% of the respondent are strongly agree on the statement of “Those who do well their job get chance

of being promoted in this company”. The mean values is 2.84 with standard deviation of 0.90, mean value lied between 2.61-3.4. This infers that majority of the employees were neither agreed nor disagree on this statement. But the number of unsatisfied respondents are greater in number than dissatisfied respondents.

On the statement of People get promotion as fast here as they do in other places 8.8% of the respondents strongly disagree, 55.8% of the respondents disagree, 16.8% of the respondents’ neutral, 18.6% of the respondents are agree and none of the respondent are strongly agreed on the item 3 statement. The mean values is 2.45 with standard deviation of 0.89, mean value lied between 1.81-2.6. This show that most of the respondent are not agreed on the statement of “People get promotion as fast here as they do in other places at the same position and job”.

For the statement mentioned on item 4 i.e. My company encourages its employees to improve their position through education, 1.8% of the respondents strongly disagree, 10.6% of the respondents disagree, 15.9% of the respondents’ neutral, 57.5% of the respondents are agree and 14.2% of the respondent are strongly agreed. The mean values is 3.71 with standard deviation of 0.89, mean value lied between 3.41-4.20. This infers that more than half of the respondents approved that the company encourage its employees to improve their position through education. This shows that the company gives high priority for education.

Accordingly, the Grand mean for ABIG employees’ regarding of career development is 2.89. This show that the majority responses among the four statement under career Development fall on neutral. Accordingly, in average majority of the respondents are neither satisfied nor dissatisfied among the overall statement under this variable.

On the other hand, on the interview conducted with managers, they also proved that the company has poor career development practice and most of the employees raised complains regularly related to this issue. Consequently, the managers mentioned that the company prefer to recruit new employees from outside instead of promoting from internal especially for higher positions.

Table 4.3 Analysis of Employees' Job satisfaction on Working Condition.

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	I am satisfied with the overall physical surrounding of the company.	Frequency	2	0	17	58	36	113	4.11	0.78
		%	1.8	0	15.0	51.3	31.9	100		
2	My daily task is well suited to my abilities and skills	Frequency	3	19	6	78	7	113	3.59	0.93
		%	2.7	16.8	5.3	69	6.2	100		
3	My daily tasks is not too much for one person to perform.	Frequency	11	57	21	16	8	113	2.58	1.07
		%	9.7	50.4	18.6	14.2	7.1	10		
4	The nature of my work gives me opportunity for learning new things and personal growth.	Frequency	30	20	58	5	0	113	3.33	0.92
		%	26.5	17.7	51.3	4.5	0	0		
5	Problems in the workplace are addressed quickly and adequately.	Frequency	3	14	53	43	0	113	3.20	0.75
		%	2.7	12.3	46.9	38.1	0	100		
6	I am satisfied with the overall job security of my organization.	Frequency	1	5	11	66	30	113	4.05	0.77
		%	0.9	4.4	9.7	58.4	26.5	100		
7	I am satisfied with work relationship with the people around me.	Frequency	0	8	12	70	23	113	3.95	0.77
		%	0	7.1	10.6	61.9	20.4	100		
Grand Mean									3.54	

Source: Own survey, 2020

As indicated in item 1 of table 4.3 1.8% of the respondents strongly disagree, none of the respondents are disagreed, 15.0% of the respondents' neutral, 51.3% of the respondents are agree and 31.9% of the respondents are strongly agree on the statement of "I am satisfied with the overall physical surrounding of the company". The mean of this statement is 4.11 with the average standard deviation 0.78, mean value lied between 3.41-4.20. This show that more than half of employees are satisfied with the general appearance and surroundings of the company office.

As indicated in item 2 of table 4.3 2.7% of the respondents strongly disagree, 16.8% of the respondents are disagreed, 5.3% of the respondents' neutral, 69 % of the respondents are agree and 6.2 % of the respondents are strongly agree on the statement of "My daily task or responsibilities is well suited to my abilities and skills". The average mean of this statement is 3.59 with the average standard deviation 0.93, mean value lied between 3.41-4.20. This show that most of the respondents believed that their daily task or responsibilities is well matched to their current abilities and skills. This tells to the researcher the company assigned most employees at the right place based on their abilities and skills.

As indicated in item 3 of table 4.3 9.7% of the respondents strongly disagree, 50.4% of the respondents are disagreed, 18.6% of the respondents' neutral, 14.2 % of the respondents are agree and 7.1% of the respondent are strongly agreed on the statement of "my daily tasks is not too much for one person to perform." The mean value is 2.58 with the average standard deviation 1.07, mean value lied b/n 1.81-2.6 which is respondents are not agreed with this statement. This shows that employees are not comfortable with work load given to them to perform their task per day. Besides, it seems that the amount of daily work load to perform per day is not reasonable or it is too much for one person based on the majority responses.

Concerning the satisfaction with 'The nature of my work gives me opportunity for learning new things and personal growth; on the 4th item 26.5% of the respondents replied as strongly disagrees, 17.7% said disagree, 51.3% remained neutral, 4.5% replied agree and none of the respondent are strongly agreed with this item. The mean value is 3.33 with standard deviation of 0.92 (it laid b/n 2.61-3.4). Accordingly, the average response for his statements was neutral, means respondents are not in position to decide on this statement.

As indicated in item 5 of table 4.3 2.7% of the respondent strongly disagree, 12.3% of the respondents disagree, 46.9% of the respondent are neutral, 38.1% of the respondents are agree and none of the respondents are strongly agreed on the statement of ‘‘Problems in the workplace are addressed quickly and adequately. The mean value is 3.20 with standard deviation of 0.75; it laid b/n 2.61-3.4. Accordingly, the average response for his statements was neutral, means respondents are not in position to decide on this statement.

As shown in item 6 of table 4.4.2 0.9% of the respondent strongly disagree, 4.4% of the respondents disagree, 9.7% of the respondent are neutral, 58.4% of the respondents are agree and 26.5% of the respondents are strongly agreed on the statement of ‘‘I am satisfied with the overall job security of my organization’’. The mean value is 4.05 with standard deviation of 0.78; mean value lied between 3.41-4.20. This implies most of the respondents believe that the organization overall job security is safe and comfortable for the employees.

As presented in table 4.4.2 none of the respondents are strongly disagreed with the statement mentioned on item 7. Thus 7.1% of the respondents disagree, 10.6% of the respondent are neutral, 61.9% of the respondents are agree and 20.4% of the respondents are strongly agreed on the statement of ‘‘I am satisfied with work relationship with the people around me.’’ The mean value is 3.95 with standard deviation of 0.77; mean value lied between 3.41-4.20. This implies that it looks there is healthy and good work relationship among employees.

Accordingly, the Grand mean for ABIG employees’ regarding of work Condition is 3.54. This show that the majority responses among the seven statement under Work Condition fall on agree. This show that the company give high priority for the overall physical surrounding of the company, the overall job security of the organization and also the respondents satisfied with work the relationship with the people around them.

In addition, during the interview, the managers also explain that the owners of the company give high emphasize for the good looking of the office and also the believed that if the working environment become attractive the employees motivated to do their job.

The empirical evidence by Locke (1995), suggested that employee job satisfaction is also dependent on satisfaction with job components such as the work itself and the work environment. Work itself refers

to the “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth.

Table 4.4 Analysis of Employees’ Job satisfaction on Working Recognition.

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	I am satisfied with the recognition that I receive by my extra effort that I contribute into my work.	Frequency	6	67	16	24	0	113	2.51	0.89
		%	5.3	59.3	14.2	21.2	0	100		
2	I am satisfied with the recognition that I receive for tasks well done.	Frequency	1	71	23	18	0	113	2.51	0.76
		%	0.9	62.8	20.4	15.9	0	100		
3	I am satisfied with the awards given by the management for good work.	Frequency	14	70	14	15	0	113	2.26	0.84
		%	12.4	61.9	12.4	13.3	0	100		
Grand Mean									2.42	

Source: Own survey, 2020

As shown in item 1 of table 4.4 5.3% of the respondent strongly disagree, 59.3% of the respondents disagree, 14.2% of the respondent are neutral, 21.2% of the respondents are agree and None of the respondents are strongly agreed on the statement of ‘I am satisfied with the recognition that I receive by my extra effort that I contribute into my work’. The mean value is 2.51 with standard deviation of 0.89; mean value lied between 1.81-2.6. This implies that most of the respondents are not satisfied by the recognition received by performing additional tasks. Considering most respondent’s responses, the company does not give credit for extra effort to encourage employees.

As indicated in item 2 of Table 4.4 0.9% of the respondents strongly disagree, 62.8% of the respondents disagree, 20.4% of the respondents’ neutral, 15.9% of the respondents are agree and none of the respondent were strongly agreed on the statement of that ‘I am satisfied with the recognition that I receive for tasks well done’. The mean value is 2.51 with standard deviation of 0.76; mean

value lied between 1.81-2.6. This implies that most of the respondent are not satisfied the recognition get because of the task they performed well. Accordingly, the company failed to appreciate or give credit for employee's efforts.

As indicated in item 3 of Table 4.4 (12.4%) of the respondents strongly disagree, 61.9% of the respondents disagree, 12.4% of the respondents' neutral, 13.3% of the respondents are agree and none of the respondent are strongly agree on the statement of 'I am satisfied with the awards given by the management for good work'. The mean values of this statement is 2.26 with standard deviation of 0.84, mean value lied between 1.81-2.6. As the majority respondents proved i.e. more than half respondents, the management groups of the company don't prepare any awards for outstanding efforts.

Accordingly, the Grand mean for ABIG employees' regarding of work Condition is 2.42. This show that the majority responses among the three statement under Work Recognition fall on disagree. This show that as majority respondents dissatisfied with the work recognition, the company follow poor recognition practice.

As can be seen on the above questions related to Variable called Recognition, the result of the majority respondents are disagreeing. More than half respondents agree that employees couldn't get recognition and reward for extra and overdone jobs. This can affect the feeling employee's job satisfaction.

According to Heathfield.S.M, (2017) argue that actions such as thanking employees, praising employees, presenting employees with a certificate of achievement, or announcing an accomplishment at a company meeting become satisfied and initiative on their job. In addition, the offer of Employers recognition incentives as part of an overall company employee recognition program also increases the work motive of employee's.

Table 4.5 Analysis of Employees' Job satisfaction on Compensation and Benefit Package.

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	I am satisfied with the organization bonus and incentive program.	Frequency	6	68	16	23	0	113	2.49	0.87
		%	5.3	60.2	14.2	20.3	0	100		
2	The benefits we receive are better than most other organizations offer.	Frequency	9	65	20	17	2	113	2.45	0.91
		%	8	57.5	17.7	15	1.8	100		
3	The company benefit package includes different benefit that the company employees deserve to have.	Frequency	10	58	28	10	7	113	2.52	0.99
		%	8.8	51.3	24.8	8.8	6.2	100		
4	I feel I get adequate benefit packages for extra job that I perform in the company.	Frequency	3	71	18	13	8	113	2.57	0.98
		%	2.7	62.8	15.9	11.5	7.1	100		
Grand Mean									2.51	

Source: Own survey, 2020

Table 4.5 5.3% of the respondent strongly disagree, 60.2% of the respondents disagree, 14.2% of the respondent are neutral, 20.3% of the respondents are agree and none of the respondents are strongly agreed on the statement of ‘‘I am satisfied with the organization bonus and incentive program offer’’. The mean value is 2.49 with standard deviation of 0.87; mean value lied between 1.81-2.6. This implies that majority of the respondents believed that the organization has poor bonus and incentive program.

Table 4.5 8.0% of the respondent strongly disagree, 57.5% of the respondents disagree, 17.7% of the respondent are neutral, 15.0% of the respondents are agree and 1.8% of the respondents are strongly

agreed on the statement of “The benefits we receive are better than most other organizations offer”. The mean value is 2.45 with standard deviation of 0.91; mean value lied between 1.81-2.6. This implies that majority of the respondents believed that the company has poor benefit package even compared with other similar companies at the same level.

As indicated item 3 of table 4.5 8.8% of the respondent strongly disagree, 51.3% of the respondents disagree, 24.8% of the respondent are neutral, 8.8% of the respondents are agree and 6.2% of the respondents are strongly agreed on the statement of “The company benefit package includes different benefit that the company employees deserve to have”. The mean value of this statement is 2.52 with standard deviation of 0.99, mean value lied between 1.81-2.6. This implies that majority of the respondents believed that the company benefit packages do not include all benefit that the employees should have or as the employees expected.

As indicated item 4 of table 4.5 2.7% of the respondent strongly disagree, 62.8% of the respondents disagree, 15.9% of the respondent are neutral, 11.5% of the respondents are agree and 7.1% of the respondents are strongly agreed on the statement of “I feel I get adequate benefit packages for extra job that I perform in the company”. The mean value is 2.38 with standard deviation of 0.69 mean value lied between 1.81-2.6. This implies that majority of the respondents disagreed by this statement and believed that the company does not consider benefit for extra job performed.

Accordingly, the Grand mean value of this statement is 2.51. This show that majority of the employees are dissatisfied by the statements raised under compensation and benefit package.

However, coming to the manager’s respond on the interview session, they proved that the company benefit package is not satisfactory as the employees expected but the company offered benefit package such as transportations service, credit association opportunities and also every employee have the write to take their annual leave. As compensation and benefit manager from the HR department replied overall policy, procedure, and administration of the company HR is on the way to revise especially employee’s benefit package will be considered highly. The and on process to inform to all employees. Accordingly, the manager explained that the employees of ABIG will be happier on their job more than ever before the planed policy and procedures released and all benefit schemes are solved.

Lai (2011), found out that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and performance. This

study proves that Compensation can demonstrate to employees that a company is supportive. Thus stable benefits at the top of the list makes employees choose to stay with their employer or to join the company in the first place.

Table 4.6 Analysis of Employees’ Job Satisfaction on Salary/pay.

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	I feel I am being paid a fair amount of salary for the work I do.	Frequency	8	56	29	18	2	113	2.55	0.90
		%	7.1	49.6	25.7	15.9	1.8	100		
2	My company salary/pay scheme is better than other organizations for similar job.	Frequency	8	48	46	10	1	113	2.53	0.79
		%	7.1	42.5	40.7	8.8	0.9	100		
3	I feel satisfied with my chances for salary increases.	Frequency	6	21	54	30	2	113	2.69	0.95
		%	5.3	19.5	47.8	26.5	1.8	100		
Grand Mean								2.57		

Source: Own survey, 2020

As shown in item 1 of table 4.6 7.1% of the respondent strongly disagree, 49.6% of the respondents disagree, 25.7% of the respondent are neutral, 15.9% of the respondents are agree and 1.8% of the respondents are strongly agreed on the statement of ‘‘I feel I am being paid a fair amount of salary for the work I do’’. The mean value is 2.55with standard deviation of 0.60, mean value lied between 1.81-2.6. This implies that most of the respondents are disagreed satisfied by this statement and believed that they don’t get fair amount of salary for the work they perform.

As shown in item 2 of table 4.6 7.1% of the respondent strongly disagree, 42.5% of the respondents disagree, 40.7% of the respondent are neutral, 8.8% of the respondents are agree and 0.9% of the

respondents are strongly agreed on the statement of ‘‘my company salary/pay scheme is better than other organizations for similar job’’.

The mean value is 2.53 with standard deviation of 0.87, mean value lied between 1.81-2.6. This implies that most of the respondents are not satisfied by this statement. Considering most respondents’ responses, the company has poor salary/pay scheme compared with other similar organizations.

As shown in item 3 of table 4.6 5.3% of the respondent strongly disagree, 19.5% of the respondents disagree, 47.8% of the respondent are neutral, 26.5% of the respondents are agree and 1.8% of the respondents are strongly agreed on the statement of ‘I feel satisfied with my chances for salary increases’’. The mean value is 2.69 with standard deviation of 0.95, mean value lied between 1.81-2.6. This implies that most of the respondents are neither satisfied nor dissatisfied by this statement. This shows that there is no stated salary increment schedule or implemented police that can explain the requirements for salary increment known by the employees.

Accordingly, the Grand mean value of this statement is 2.57. This show that the majority responses among the three statement under Pay/Salary fall on disagree.

However, coming to the manager responses form HR department on the interview session, confirmed that the company set salary scale by studding other organizational salary scale and by considering each responsibilities and position. The manager also mentioned that this company believed that the employees under each position got what they deserve, especially compared with other similar organizations.

In addition most of the managers also answered that low level of job satisfaction especially related to salary and career development issue could be the reason for time to time increment of turnover rate.

According to Cappellari, L. (2000) found out that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. This research show that Pay is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert employees force.

Table 4.7 Analysis of Employees’ Job Satisfaction on Employees-Supervisors Relationship.

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation
1	There is good communication between Managers and other employees in job related interaction.	Frequency	0	15	28	56	14	113	3.61	0.87
		%	0	13.3	24.8	49.5	12.4	100		
2	I am satisfied with the way my supervisor trains his/her employees and share good knowledge related to the job.	Frequency	8	50	44	10	1	113	2.52	0.99
		%	7.1	44.2	38.9	8.9	0.9	100		
3	I am satisfied with the way my supervisor provides solution for different problems.	Frequency	6	22	20	47	18	113	3.43	1.13
		%	5.3	19.5	17.7	41.6	15.9	100		
4	Job performance evaluations done by my supervisor are fair and based on clear standards.	Frequency	2	16	31	52	12	113	3.49	0.93
		%	1.8	14.2	27.4	46	10.6	100		
5	My supervisor delegates work assignments fairly.	Frequency	4	16	29	55	9	113	3.43	0.95
		%	3.5	14.2	25.7	48.6	8	100		
Grand Mean									3.29	

Source: Own survey, 2020

As indicated item 1 of table 4.7 none of the respondent strongly disagree, 13.3% of the respondents disagree, 24.8% of the respondent are neutral, 49.5% of the respondents are agree and 12.4% of the respondents are strongly agreed on the statement of “There is good communication between Managers and other employees in job related interaction”. The mean value is 3.61 with standard deviation of 0.87, mean value lied between 3.41-4.20. This implies that majority of the respondents believed that There is good communication between Managers and other employees.

As indicated item 2 of table 4.7 7.1% of the respondent strongly disagree, 44.2% of the respondents disagree, 38.9% of the respondent are neutral, 8.9% of the respondents are agree and 0.9% of the respondents are strongly agreed on the statement of ‘‘I am satisfied with the way my supervisor trains his/her employees and share good knowledge related to the job’’. The mean value is 2.52 with standard deviation of 0.99, mean value lied between 1.81-2.6. This implies that majority of the respondents disagreed with the statement stated on item 2. It is expected that Supervisors has a great role to coach subordinates because of having better experience and skills on the job, but this company supervision fails to share their experience as the majority respondents have proved.

As indicated item 3 of table 4.7 5.3% of the respondent strongly disagree, 19.5% of the respondents disagree, 17.7% of the respondent are neutral, 41.6% of the respondents are agree and 15.9% of the respondents are strongly agreed on the statement of ‘‘I am satisfied with the way my supervisor provides solution for different problems.’’ The mean value is 3.43 with standard deviation of 1.13, mean value lied between 3.41-4.20. This implies that majority of the respondents are agreed by this statement.

As indicated item 4 of table 4.7 1.8% of the respondent strongly disagree, 14.2% of the respondents disagree, 27.4% of the respondent are neutral, 46% of the respondents are agree and 10.6% of the respondents are strongly agreed on the statement of ‘‘Job performance evaluations done by my supervisor are fair and based on clear standards’’. The mean value is 3.49 with standard deviation of 0.93, mean value lied between 3.41-4.20. This implies that majority of the respondents satisfied with their supervisor evaluation system and also the respondents proved the evaluation system done by their supervisors are on the basses of clear stated standard. And also it seems that the employees have information how their performance is measure.

As indicated item 5 of table 4.7 3.5% of the respondent strongly disagree, 14.2% of the respondents disagree, 25.7% of the respondent are neutral, 48.6% of the respondents are agree and 8.0 of the respondents are strongly agreed on the statement of ‘‘my supervisor delegates work assignments to each subordinates fairly.’’ The mean value is calculated to be 3.43 with standard deviation of 0.95 mean value lied between 3.41-4.20. This implies that majority of the respondents are agreed by the way their supervisor assign for each subordinates.

Accordingly, the Grand mean value of this statement is 3.29. This show that the majority responses among the five statement under Employees-Supervisors Relationship fall on Agree. This show that majority of the employees are satisfied by the statements raised under employee-supervisor relationship.

According to the managers' responses in the interview session, they also proved that there was good communication atmosphere with their subordinates and they are supportive and willing to support their workforce.

On the hand by using the company performance evaluation practice called KPI (key performance indicators), each manager measured their subordinates' performance based on the stated indicators and the company's employees are well informed about how their job performance is measured. After it sign up by the subordinates, it send it to the company's HR department. As the managers said this KPI is important for career development or promotion and also for salary increments which is one factors that can be increase the satisfaction of the employees if it can be implemented properly. But the managers were mentioned this performance measurement was not implemented for the stated purpose yet for the given purpose and as the employees have been informed. Instead of that number of service years in the company take high priority for career development and salary increment. In addition, as per the information given by the managers, the company prefer to recruited new employees instead of promoted from internal employees especially for higher level position.

According Tsao (1990), found good relationship between the leaders and subordinates increase the job satisfaction Rate. This research also suggested that supervisors who take individual attention in their subordinates and show friendship, common expectation, respect and friendliness, are comparatively more satisfied with their jobs. On the opposite side this study suggested that job focused supervisors who look their subordinates as people to get work done, cause low pleasure and subsequently comparatively high rates of complaints, turnover and absence.

Table 4.8 Analysis of Employees’ Job Satisfaction on Organization Commitment;

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Standard Deviation	
1	I am fully aware of my company’s policy and procedures.	Frequency	5	12	51	44	1	113	3.21	0.81	
		%	4.4	10.6	45.1	38.9	0.9	99.1			
2	I am satisfied with the company policy and the way in which they are administered.	Frequency	8	49	46	9	1	113	2.52	0.78	
		%	7.1	43.4	40.7	8	0.9	100			
3	I feel a strong sense of belonging to this organization.	Frequency	8	21	44	37	3	113	3.05	0.95	
		%	1.8	15.9	38.9	32.7	2.7	100			
4	I wouldn’t leave my organization right now because I feel well satisfied by what I have.	Frequency	7	75	18	13	0	113	2.32	0.76	
		%	6.2	66.4	15.9	11.5	0	100			
			Grand Mean							2.77	

Source: Own survey, 2020

As indicated item 1 of table 4.9 4.4% of the respondent strongly disagree, 10.6% of the respondents disagree, 45.1% of the respondent are neutral, 38.9% of the respondents are agree and 0.9% of the respondents are strongly agreed on the statement of "I am fully aware of my company's policy and procedures". The mean value is 3.21 with standard deviation of 0.81, mean value lied between 2.61-3.4. Accordingly, majority of the responses fall under neutral. Implication of the first questions is, employees are not sure whether they are fully aware their company policy or not.

As indicated item 2 of table 4.9 7.1% of the respondent strongly disagree, 43.4% of the respondents disagree, 40.7% of the respondent are neutral, 8.0% of the respondents are agree and 0.9% of the respondents are strongly agreed on the statement of "I am satisfied with the company policy and the way in which they are administered". The mean value is 2.52 with standard deviation of 0.78, mean value lied between 1.81-2.6. This can show that employees are not satisfied with the policies and administration of the company.

As indicated item 3 of table 4.9 1.8% of the respondent strongly disagree, 15.9% of the respondents disagree, 38.9% of the respondent are neutral, 32.7% of the respondents are agree and 2.7% of the respondents are strongly agreed on the statement of "I feel a strong sense of belonging to this organization." The mean value is 3.05 with standard deviation of 0.95 mean value lied between 3.41-4.20. This implies that majority of the respondents' responses fall on neutral. This implies that the respondents confused whether they feel a strong sense of belonging or not on their organization.

As shown item 4 of table 4.9 6.2% of the respondent strongly disagree, 66.4% of the respondents disagree, 15.9% of the respondent are neutral, 11.5% of the respondents are agree and none of the respondents are strongly agreed on the statement of "I wouldn't leave my organization right now because I feel well satisfied by what I have." The mean value is 2.32 with standard deviation of 0.76 mean value lied between 1.81-2.6. This implies that majority of the respondents disagreed with this statement. It suggests that most of the respondent are not satisfied by what they have currently and also based majority responses the company future turnover rate will increase; the respondents may not hesitate to leave the company if any chance comes.

Consequently, the Grand mean value of this statement is 2.77 fall under neutral. This show that the majority responses among the four statement under Organizational Commitment fall on neutral. This show that majority of the respondents were not sure whether they are fully the aware the organization policy or not, and also they are confused their sense of belonging to this organization. This and being dissatisfied by what they have currently made them not to plan stable in the organization.

As per the interview conducted with managers, during the induction time employees have informed the overall policy of the company from the first day they joined in this company. But Each manager proved that there is no well stated and implemented policy and strategy related to the factors that can be increase employee's job satisfaction which helps a manager as a guideline to manage question that comes from their subordinates. Thus, the company is on process to set well developed strategy that consider employees benefits related to their job.

Okpara (2004), explained that there is positive and interchangeable relationship between job satisfaction and organizational commitment. This study stated that if employees are satisfied with their work, they become dedicated to their company and stable for long time on their job.

4.3.2 Analysis of Interview Question

This part includes Interview questions only asked for managers. In this section the main purpose was to gather information about the current policy or strategy implemented by the company and also the challenges the company faced related to the job satisfaction of employees. The researcher planned to conduct this interview with 18 managers. However, most of the company managers took annual leave due to the current situation i.e. Covid-19 issue, only eight of them were available for the interview. This is only 28% from the total planned. Out of the eight interviewed managers three of them were females and the remaining five were males.

The researcher mainly focused to get answer for the following research questions;

1. Does the company policy and strategy include factors that increase the level employee job satisfaction?
 - Each manager proved that there is no any stated and implemented policy and strategy given to any managers related to the factors that can be increase employee's job satisfaction which helps a manager as a guideline to manage a question that comes from their subordinates. But there is a well-developed strategy related on performance evaluation or measurement called KPI (key performance indicators) that given to each managers to evaluate their subordinate according to the given indicators. Also the company employees are well informed about how their job performance is measured. But as the managers' suggestion, this policy is not implemented for the stated purpose as the employees informed.
- 2) The other question is related to the challenges that may face by every department managers and the company by itself face challenges related to the Job satisfaction of the employees?
 - As the managers replied commonly all of them noticed major challenges which is the company lost a number of experienced employees who had a lot of contribution and supported their department by their skills. For the time being also, this challenges become critical issue for the company as well as for the mangers also. As per their suggestion, it become costly and time consuming frequently adopt new employees with the job.
 - The other challenge mentioned by the managers was regularly question related to career development, compensation and benefit, salary increment related question came from most of employees. Especially career development and advancement related question was challenging for them.

- 3) The last question was the manager's suggestion for the owners or the issue that the company should improve?
- Most of the managers suggested that the company should implement the existed policy that developed on for Career development or promotion and Salary Increment based of the performance evaluation (Key performance Indicators). As they mentioned even though there is professional employees that have complete skills and experience, the company give priority to invite new candidates instead of give promotion for internal employees even the internal employees have especially for higher positions. So the managers proposed that the company should improve in such area.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

This chapter includes three sections. Section one present summary of finding, Section two contains the conclusion drawn based on the findings. The last section forwarded important recommendations in order to take corrective measures.

5.1 Summary of the Findings

Amongst the selected seven jobs satisfaction factors, Employees had positive feedback on work condition related statement. However, they are neither satisfied nor dissatisfied with their career development, about the relationship with their supervisor and also the commitment for the company. However, the other two variables (Work Recognition, Pay/Salary and Compensation and Benefit Package) shows dissatisfaction.

Findings of each variable can be summarized as indicated below:

Career Development or Advancement related issue;

- The Grand mean result of this variables fall under neutral, as the average mean value is indicates 2.87. This show that majority of respondents are not sure about the statements raised under this variable and respondents were neither satisfied nor dissatisfied by their career development opportunity even though they perform their job well and show extra effort on their job.

Work Condition related issue;

- The Grand mean result of this variables presented majority of the respondents are satisfied with the overall work condition of the company i.e. the physical surroundings of the office, job security, Co-workers relationships and also the learning opportunities got from the nature of the job as the average mean value indicates 3.54.

Work Recognition related issue;

- The Grand mean result of this variables showed that majority of the employees were dissatisfied with the recognition they have got due to extra work they provide and for well performed task, the job they do well and awards they got from the company as the average mean value indicates 2.42.

Compensation and Benefit package related issue;

- The Grand mean result of this variables showed that majority of the respondents are not satisfied with the offer given from the company under compensation and benefit package such as bonus and incentives, overall benefit package compared with other most similar industries as the average mean value indicates 2.51.

Pay/Salary

- The Grand mean result of Pay/Salary showed that majority of the respondents are not satisfied with the salary they earned and with remuneration scheme of the organization compared with other most similar company as the average mean value 2.58.

Supervisor-Employee relationship

- The Grand Mean result of this variable fall under neutral for the statement raised under supervisors and employee's relationship as the average mean value indicates 3.29. Organizations need to maintain positive relation towards supervision. Supportive supervision is very important to increase employee satisfaction and productive.

Organization Commitment

- The Grand Mean result of this variable showed that showed that majority of the respondents are neutral on the feeling of belongingness to the organization, awareness and being satisfied with the policy and administration and being stable for long time in the company as the average mean value indicates 2.78.
- According to the information obtained from the interview session, the management of the organization stated that there is no well implemented policy and strategy related to majority of factors that can be increase employee's the job satisfaction level. But the techniques to evaluate the performance of the employees Called KPI (Key performance Indicators) stated as a policy for the purpose of career development and salary increment after evaluate the employee performance. However, as stated by the managers this performance evaluation technique is not mostly implemented for the given purpose. As per the managers from HR department, the company is working on to revise the policies and procedures especially by considering the increment of the turnover rate.
- The managers also indicated the company regularly faced major challenges related to turnover. The company lost a number of experienced employees and replaced this employee by new work force.

This issue faced the company for extra cost. The other challenge was faced by the company managers is regularly mentioned question related to career development and salary.

5.2. Conclusions

Employee satisfaction is one of the major concerns in every organization. It can affect the productivity of the companies working activities. The purpose of this study was to assess the overall job satisfaction of employees working in ABIG. On the basis of the major findings, the following conclusions are drawn.

Majority of the employees are not satisfied on the promotion practice applied by the company. As per the respondents there was unsatisfactory opportunity for career development whether the employees performed their job well or performed additional task. The consequence of being unsatisfied on career development made the employees' to look other option rather than stays on the organization for long time. So, the company forced to recruit new employees and faced for extra cost in the recruiting process.

On the other hand, most of the respondents are not satisfied by the recognition earned because of the task they performed well as well as the extra task performed. The consequence of having poor recognition discourage the employees not make them devoted to their work, to do more and add more effort without asked by their managers.

In addition, Majority of the employees are dissatisfied with the salary they earned. Employees expected to get salary that worth their responsibility or task and also as salary that become high-grade compared with other similar company. This dissatisfied employee may not archive the organization objectives successfully. The consequence of unsatisfied on salary also forced the employees to leave the company.

Finally, the majority of the respondents feel unsatisfied with the poor Compensation and Benefit package. As per the respondents the company offer poor benefit package even compared with other similar level organizations. The consequence of this made the employees not stable in this company for long time and show poor feeling of belongingness to the organization. This also create high turnover rate.

5.3 Recommendations

The findings of the study showed that some factors which could be the reason for employee's job satisfaction increment and reduction. Hence, the researcher believed that focusing and taking the necessary action on these indicators could increase the level of job satisfaction.

So, based on the findings of the study the following possible recommendations are forwarded:

- **Regarding on Career Development or Advancement:** The researcher suggested to the company to give big emphasize and make practicable the existing performance measurement practice called KPI (key performance Indicators) which is performed by it's HR department in order to give the promotion opportunities and used for salary increment based on the performance the employees achieved. When it became feasible and employees become incentive to get that opportunity. And also this makes the employees devoted to their task.
- **Recognition & rewards related issues:** The researcher recommend the company supervisors and managers to acknowledge employee's deeds on a daily/weekly/monthly basis. Furthermore, implementing a formal program to recognize top achievers in every job category is important. In addition, encourage hard work, extra performance can increase satisfaction and retention.
- **Regarding Pay/ Salary:** The researcher also highly recommend to implement clear, fair payment schemes by studying other competitive or similar companies or institutions. The remuneration become advisable to consider the necessary expenses of employees for living; to consider the hard cost living, inflations and event goods market. In addition, it is advisable to consider the amount of responsibilities performed by the employees.
- **Regarding Compensation and Benefit package:** Giving Competitive benefits also critical to keep employees satisfied. So making benefits package less would make employees look for other opportunities and organizations that have attractive benefit package. Beyond overtime pay, benefits such as insurance, flex time, paid holidays and other allowances are important factors to employee satisfaction. So, I highly recommend to this company to revise their benefit and compensation package and answer their employee's question.
- **Organizational Commitment:** To improve the organizational commitment of the employees. The researcher suggested to the company make the employees to be informed all the necessary company policies and procedures. And also it is advisable to the company to find ways to create strong sense of belongingness into the feelings of their employees in order to make them responsible for any task they performed.

In addition, I recommend to the HR department to do further assessment and identify major variables that could affect the organizational commitment that makes the employees not being stable on the company.

- In general it is advisable to the Managers to give more attention employee's feelings of dissatisfaction and make to hear the employees' voice to the owners.
- It also advisable to all Managers to see each department in a balance manner to reach overall success of the organization objectives.
- Finally I recommend to the managers to use better strategies to motivate and treat employees under their supervision. Preparing regular discussion meetings with employees' on some intervals is necessary to hear employees' request and to give appropriate response timely. This practice will contribute to improve the problem related with job satisfaction.

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APPENDIX A-QUESTIONNAIRE

ST. MARRY UNIVERSITY

SCHOOL OF GRADUATES STUDIES-GENERAL MBA

My name is Hana Tameru. This questionnaire is designed to collect first-hand information for a project conducted in partial fulfilment of Master degree under the title of an assessment of Employees Job Satisfaction in the case of Asku and Berhane Investment Group (ABIG). The completion of the research substantially depends on your cooperation and the information you give in this questionnaire. Furthermore, the information you provide will be solely used for academic purpose. So, kindly, you are requested to give a genuine response to each questions.

The survey will be confidential and will not be used for other purpose other than this paper. Thank you for taking your treasured time to fill out the questionnaire. I appreciate your collaboration in advance.

Part 1: the following questions are about your demographic information. Please put a (√) mark in the box that contains information which best represents you.

1. Gender; () male () female

2. Age
() 18- 25 () 26- 30 () 31 - 35 () 36 - 40 () 51 and above () 41- 45

() 46 – 50

3. Education level
() elementary school complete () high school complete () Certificate () Diploma
() 1st degree/first degree () 2nd /master's degree/ and above

4. For how many years have you worked in this organization?

Less than a year () () 1 – 3 years () 4 – 7 years () 8 – 11years
() 12 – 15 years () 16 and above years

5. Gross Monthly salary

() 1000 -25000 () 2500-3500 () 3500-4500 () 4500-5500 () above 5500

Part 2: This part of the questionnaire is designed to collect necessary data in order to assess the level of job satisfaction of employees through the factors that influence employee job satisfaction of the organization. Therefore, you are kindly requested to read the following statements and putting (√) mark in the box that best matches your perception on the statement given.

No.	Items	Strongly Agree በጣም አስማማለዉ.	Agree አስማማለዉ.	Neutral አስተያየት የለኝም	Disagree አልስማማም	Strongly Disagree በጣም አልስማማም
	Career development and Advancement related issue					
1	I am satisfied the opportunity for promotion on my job. በሥራ በታዩ ዕድገት ለማግኘት ያለው ዕድል በጣም ጥሩ ነው።					
2	Those who do well their job get fair chance of being promoted in this company. በዚህ ድርጅት በሥራቸው ጥሩ ውጤት ያስመዘገቡ ሠራተኞች የተሻለ ዕድገት የማግኘት ዕድል አላቸው።					
3	People get promotion as fast here as they do in other places. ሌላ ተመሳሳይ የሥራ ቦታ አንድ ሠራተኛ ሊያደግ በሚችልበት ፍጥነት በዚህ ተቋምም ተመሳሳይ የማደግ ዕድል አለ።					
4	My company encourages its employees to improve their position through education. ድርጅቱ ስራተኞቹ በትምህርት የስራ ደረጃቸውን እንዲያሻሽሉ ያበረታታል።					
	Work Condition Related Issue					
5	I am satisfied with the overall physical surroundings. ድርጅቱ ላይ ባለው አካባቢያዊ ሁኔታ (የአቃዎቹ አቀማመጥ እና ለስራ ምቹ መሆን) ደስተኛ ነኝ።					
6	My daily task or responsibilities is well suited to my abilities and skills. የየለት ስራዬ ወይም ሃላፊነቴ ካለኝ ችሎታ እና ክህሎት ጋር ይቀናጃል።					
7	My daily task is not too much for one person. በየለት የምሰራው ስራ አንድ ሰው መስራት ከሚችለዉ በላይ ነዉ።					
8	The nature of my work gives me opportunity for learning new things and personal growth. የስራ ባህሪዬ አዲስ ነገርን እንድማር እና ራሴን እንዳሳድግ እድል ፈጥሮልኛል።					
9	Problems in the workplace are addressed quickly and adequately. በስራችን ቦታ ችግሮች በፍጥነት እና በተገቢዉ መንገድ ይፈታሉ።					

10	I am satisfied with the overall job security of my organization. በስራ ቦታችን ባለዉ የጸጥታ ሁኔታ ደስተኛ ነኝ።					
11	I am satisfied with work relationship with the people around me. በስራ ቦታዬ ባሉት ሰዎች መካከል ባለዉ የስራ ግኑኝነት ደስተኛ ነኝ።					
Recognition Related Issue						
12	I am satisfied with recognition that I receive by my extra effort that I contribute into my work. ከአለተአለት ከምስራዉ ስራ በተጨማሪ ለማረጋገጃ አስተዋጽኦ በሚሰጠኝ እዉቅና ደስተኛ ነኝ።					
13	I am satisfied with Recognition that I receive for tasks well done. በጥሩ ብቃት ለምስራዉ ስራ በማገኘዉ እዉቅና ደስተኛ ነኝ።					
14	I am satisfied with the awards given by the management for good work. በጥሩ ብቃት ለተሰራ ስራ የድርጅቱ አመራሮች በሚሰጡት ሽልማት ደስተኛ ነኝ።					
Compensation and Benefit Package related Issue						
15	I am satisfied with the organization bonus and incentive program. ድርጅቱ በሚሰጠዉ የጉርሻ እና የማበረታቻ ፕሮግራም ደስተኛ ነኝ።					
16	The benefits we receive are better than most other organizations offer. የምናገኛቸዉ ጥቅማጥቅሞች ሌሎች መስል ተቋማት ከሚሰጡት የተሻለ ነዉ።					
17	The company benefit package includes different benefit that employees deserve to have. የድርጅቱ ጥቅማጥቅም ሰራተኛዉ ሊያገኘዉ ሚገባዉን የተለያዩ ጥቅማጥቅሞች ያካትታል።					
18	I feel I get fair benefit packages for extra job that I perform in the company. በድርጅቱ ውስጥ ለምስራዉ ተጨማሪ ስራ ተገቢዉን ጥቅም አገኛለሁ ብዬ አስባለዉ።					
Pay/Salary Related Issue						
19	I feel I am being paid a fair amount of salary for the work I do. የሚከፈለኝ ክፍያ ከስራዬ ጋር ተመጣጣኝ እንደሆነ ይሰማኛል።					
20	My company salary/pay scheme is better than other organizations for similar job. በድርጅቱ ውስጥ ያለዉ የደሞዝ እርከን በሌሎች መስል ተቋማት ካለዉ የደሞዝ እርከን የተሻለ ነዉ።					
21	I feel satisfied with my chances for salary increases. ባሉኝ የደሞዝ ጭማሪ የማግኘት ዕድሎች እርካታ ይሰማኛል።					

	Relationship Between Supervisor and Employees Related Issue					
22	There is good communication between Managers and other employees in job related interaction. በድርጅቱ ሰራተኞች እና አመራሮች ጥሩ የሥራ መግባባት አለ።					
23	I am satisfied with the way my supervisor trains his/her employees and share good knowledge related to the job. አለቃዬ በሰሩ/ሯ ላሉት ሰራተኞች በሚሰጠው/በምትሰጠው ስልጠና እና ጠቃሚ እውቀት ደስተኛ ነኝ።					
24	I am satisfied with the way my supervisor provides solution for different problems. አለቃዬ ለተለያዩ ችግሮች መፍትሄዎችን የሚሰጥቸው/የምትሰጥቸው መንገዶች ደስተኛ ነኝ።					
25	Job performance evaluations done by my supervisor are fair and based on clear standards. በአለቃዬ ሚስጠኝ የሥራ ግምገማ ፍትሃዊ እና በግልጽ በተቀመጠ መለኪያ ነው።					
26	My supervisor delegates work assignments fairly. አለቃዬ የሥራ ክፍፍልን በፍትሃዊ መንገድ ያደርጋል/ታደርጋለች።					
	Company Policy and Employees commitment Related Issue					
27	I am fully aware of my company's policy and procedures. የድርጅቱን ፖሊሲ እና አጠቃላይ የሥራ ሂደት በሚገባ አወቃለወ።					
28	I am satisfied with the company policy and the way in which they are administered. በድርጅቱ ፖሊሲ እና የአስተዳደር መንገድ ደስተኛ ነኝ።					
29	I feel a strong sense of belonging to this organization. ለተቋሙ ጠንካራ የባለቤትነት ስሜት ይሰማኛል።					
30	I wouldn't leave my organization right now because I feel well satisfied by what I have. አሁን ላይ ተቋሜን አለቅም ምክንያቱም አሁን ላይ ባለኝ ነገር ደስተኛ ነኝ።					

Part 3: Comments and Suggestions

1. What is the best thing for you when working at this company?

በድርጅቱ ውስጥ ላቺ/ላንተ የተሻለ ምትልዉ/ምትይዉ ነገር ምንድን ነዉ?

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2. What changes would you like to see the most in this company related to job satisfaction?

ከስራ እርካታ ጋር በተገናኘ በድርጅቱ ውስጥ መለወጥ አለበት ብለክ/ብለሽ ምታስበዉ/ቢዉ ነገር ምን አለ?

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3. Any suggestions you would like to share, please write it down.

ማንኛዉም አይነት አስተያየት ካሎት?

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Thank you!!!!!!!!!!!!!!

APPENDIX B- INTERVIEW QUESTION

To gather information from the management bodies on the level of employee job satisfaction on ABIG employees, interview session conducted with the Chief Human resource manager for question related to the overall policies and strategy on employee job satisfaction, with compensation and benefit manager for question specifically related to compensation and benefit police. Also the interview conducted with other managers from each department of the company related to their work force level of job satisfaction. Finally, the results analysed and discussed in the analysis part. The questions mentioned on the interview session stated as below;

1. Does the company police and strategy include factors that increase the level employee job satisfaction and what strategy should be derived to improve the job satisfaction of employees and reduce turnover of employees of the agency?
2. How do you manage questions that come from employees related to benefit package, career development and other related factors that can make the employees satisfied or dissatisfied?
3. According to your view, do you think the turn over that existing on you company has relationship with the level job Satisfaction of the employees?
4. What kind of challenges does your department face related to the Job satisfaction of the employees?
5. What do you suggest for the top management of the company?

