ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

DETERMINANTOF   EMPLOYEES   JOB SATISFACTIONIN THE CASE OF BGI

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DECLARATION

I Mahlet Tefera declare that this thesis entitled determinant of employees   job satisfactionin the case of BGI is my original work, prepared under the guidance of Dr. Birhanu Endashaw (PhD). All sources of material used for the thesis have been duly acknowledged.

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Name Signature

St. Mary's University, Addis Ababa   May, 2020

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LIST OF ABBREVIATIONS

BGI   gerorges brewery p.l.c

SPSS   Statistical Package for the Social Science

ANOVA   Analysis of Variance

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Abstract

Organizations give more importance to employees instead of capital. To make sure that their goals are achieved these companies foster sure that their goals are achieved these companies' foster help of strong policies. The general objective of this study is to identify determinant of employee's job satisfaction in BGI Ethiopia. This study would have a practical importance for the managers especially planning officers and the human resource department. Descriptive and explanatory types of research design were employed. Using the simple random sampling techniques, 278 sample size were selected. Primary data was used as a source of data. The collected data was analyzed and interpreted using statistical package for social science (SPSS). Frequencies and inferential statics have been used. For the study job satisfaction was the dependent variable and salary, promotion, work environment and relation among supervisors were independent variables. Exceeding all the determinants, work environment has a stronger significant effect on employee's job satisfaction.

Key words: job satisfaction, promotion, work environment, salary& benefit, relation with supervisors

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizations give more importance to employees instead of capital. To make sure that their goals are achieved these companies foster sure that their goals are achieved these companies" foster help of strong policies. If the Human resource department is satisfied, the employees will be satisfied. These motivated employees then work with better loyalty and pay the company back with a good productivity and low turnover rate (Somiaet.al, 2013). Similarly job satisfaction can also affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover .it is also considered as a strong predictor of overall individual well-being as well as a good predictor of decision of employees to leave a job. So companies should take account job in their plan (Serrano and Vieira, 2005).

However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment, (Mosammud, 2011). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees. According to Patterson(2001) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life Boshoff(2001) that covers fair wages, benefits, other employment conditions, good working condition. Smooth relation with supervisors and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. Even though employees are much important and job satisfaction influence the profitability of the organization, meeting employee's job satisfaction is becoming more challenging for companies.

On the other hand, regardless of whether the firms are governmental or private, job satisfaction of their employees will determine the success of their business. High satisfaction in their job will

lead to higher productivity, higher involvement and less likely hood of resignation compared to the employees who are less satisfied. Job satisfaction also plays an important role in minimizing the negative behaviors in the workplace such as frequent absence, lack of discipline in performance and high turnover. (Jegan and Gnanadhas, 2011), In addition to this lack of incentives and low staff moral can in turn, undermine the confidence in the administration, leading to increase stress for the workers and to serve customers with less respect (Hind.et.al, 2013).

Even though employees are much important and job satisfaction influence the profitability of the organization, meeting employee's job satisfaction is becoming more challenging for companies.

1.2 Problem Statement

Even though BGIusesthe most recent technology, the workload also increased from time to time. In a situation the employees may not be satisfied with their job. Since, the work requires interaction between employees, managers and the customers, and if employees are not satisfied with their work, the interaction will not be smooth. This type of relation affects the plan of the firm to improve its customer's satisfaction and to increase its competition in the industry. In addition to this, the salary paid for employees who are on the same status is differed based on the grade levels. All the above ideas are the main motivations to undergo this study. In manufacturing, service delivery system also includes the existence of viable work place, job design procedure, planned policies and smooth interaction between the customers and the institution. Besides that, it includes employee's competency, punctuality, neatness of office equipment and time effectiveness in providing the service. Even though all the above and other factors affect the way of effective service delivery, BGIEthiopia cannot do best on it.

Job satisfaction is not an easy feeling since the employees are always in question to meet their limitless needs. Nowadays, employee's satisfaction is a daily discussion issue in the Firms top level managers and operational level managers especially in salary. The reason is that employee satisfaction is the baseline to be successful in the market industry. In addition to this in conditional meetings employees also raise many questions about being dissatisfied with the work

load and salary they earn, working conditions, work status, and on other issues as well. There is also high employee's turnover and employee compliant on the employee's promotion of the firm.

Therefore standing from above issues, the paper will try to conduct a research on job satisfaction of employees of BGI Ethiopia. This study was employed to investigate determinants of employee's job satisfaction in the BGI Ethiopia.

1.3 Research Questions

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

- What are the determinants of job satisfaction?
- Does work environment influence job satisfaction?
- How does salary and benefits affect job satisfaction?
- Does promotion affects job satisfaction?
- Does the relationship between staffs and managers have an effect on job satisfaction?

1.4 Objectives of the Study

1.4.1 General objective

The general objective of this study is to identify determinant of employee's job satisfaction in BGI Ethiopia.

1.4.2 Specific objective

The specific objectives of the study were

- To identify determinants of employees job satisfaction.
- To examine the effect of work environment on employees job satisfaction.
- To examine the influence of salary and benefits on employee's satisfaction
- To examine if promotion influence job satisfaction.
- To analyze the effect of staffs and managers relationship on job satisfaction

1.5 Definition of terms and concepts

- ✓ Job satisfaction: - is an attitude towards work related condition in organization perspective. (Okpara, 2006).
- ✓ Relationship with supervisors: - Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002).
- ✓ Working condition: - Factors that affect employees" were being on operation or office: amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, it means that having all necessary materials to operate employees" job activities, (Gyekye, 2005).
- ✓ Promotion: The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities, (Soeters, 2006).
- ✓ Salary: - is a payment for employees within organization for achieving the expected task with in a specific time and it is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert labor force (Frye, 2004).

1.7 Significance of the study

This study would have a practical importance for the managers especially planning officers and the human resource department. It also helps to improve employee's job satisfaction in order to meet the customers need and to improve their satisfaction through satisfying employees. In addition to this, it helps to identify factors affecting employee's job satisfaction and its impact on their performance and to take action. The recommendation and conclusion of this study supports the policy makers to recognize the weakness and strength regarding employee's job satisfaction, benefits and other related issues which helps to decrease employees' high turnover. This research also used as the input for further study in the topic.

1.8 Scope of the study

The research considers BGI Ethiopia head office. The sample consist labor and office employees. From these 278 employees are selected randomly. The study will uses close ended questionnaire to collect primary data. The study includes factors of job satisfaction such as salary & benefit, promotion, working condition and relation among managers. However, there may be other factors like job security, type of work, location of the branch, policy of the firm, etc that affect employee's job satisfaction in which this study is not explored. In addition to this, the data was analyzed and interpreted by using frequencies and percentage with regression and correlation analysis, there may need of analyzing it by using other models.

1.9 Limitation of the study

The result of this study may not represent the whole job satisfaction of employees of BGI Ethiopia. Because it only includes the head office employees. This research focuses only on head office, but there may be need of studying the outline offices employees' job satisfaction. In addition, this study only considers factors like salary and benefit, work environment, relation with supervisors and promotion. But there may other factors which affect job satisfaction.

1.10 Organization of the study

The first chapter presents an overview of the study .It consists of background of the study, statement of the problem, objective of the study ,research question, hypothesis of the study, definition of terms ,significance of the study ,scope of the study and organization of the study. Chapter two presents literature review, concepts, definitions and conceptual framework. Chapter three provides an in depth discussion of the research methodology used to investigate the research problem. The design for the sample selection and size, research instruments used, and the statistical techniques used to analyze the data is highlighted. Chapter four focuses anticipated results from the research study. Chapter five will deal with summary, conclusion, limitation and recommendation. Conclusions are drawn based on the predicted results and the possible practical implications of the research findings

CHAPTER TWO

LITRATURE REVIEW

2.1 Concept of job satisfaction

Job satisfaction is the most researched areas of organizational behavior. Different scholars also say different things and arguments. Job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008). Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting and demonstrating high rates of absenteeism. As a result these employees may withdraw from the position psychologically and display disruptive behavior such as not being punctual, not attending meetings or wandering about trying to look busy. Dissatisfaction produces a series of withdrawal cognition in which employees examine the costs and benefits associated with leaving their job. Employee's turnover rate is influenced by their satisfaction level at the work place. if they are dissatisfied the turnover rate may also increase. This situation results an increase in cost of recruitment, selection and training employees, Gazioglu and Tansel (2002). Job satisfaction is also considered to be dispositional in nature Staw and Ross (1985). It was discovered from the dispositional perspective that assessing personal traits can give clear indication in the forecast of job satisfaction. Disposition considers how personal characteristics can influence the level of job satisfaction and individual genetic makeup has been identified as a factor.

Job satisfaction plays significant role in both personal interests and organization success and therefore valuable to study for multiple reason Lim (2008). In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labor behavior and influence

work productivity and therefore worth to be studied (George and Jones, 2008). This is in line with the believe that happier workers are more productive, but Staw (1986) debunks this assertion. Nevertheless, job satisfaction contributes immensely to organizations in the following dimensions. Improved job satisfaction encourages productivity and has inherent humanitarian value (Smith et. al., 1969). In addition, job satisfaction directly impacts the level of employees" commitment and absenteeism at the workplace (Hardy et. al., 2003). Besides, job satisfaction ensures that counter productive work behaviors are minimized according to Organ and Ryan (1995) found that job satisfaction enhances organizational citizenship behaviors. Moreover, it enhances employees „retention level and avoids the cost of hiring new ones (Murray, 1999). It has also been demonstrated that satisfied employees have better health and long live and satisfaction on the job carries over to the employee's life outside the job. From the management point of view a satisfied work force translates in to higher productivity due to fewer interruption caused by absenteeism or good employees quitting. (van derzee,2009).

2.2 Job Satisfaction and performance

According to Locke (1969), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job, which leads to high performance level whereas dissatisfied employees have negative attitude toward work that yields low performance result. Job performance on the other hand, comprises apparent behaviors that people observe in their job that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization (Rotundo and Sackett, 2002). The burgeoning literature of organizational behavior and organizational psychology suggest that, job satisfaction and performance relationship is the most researched area (Judge et al., 2001). Their relationship has been studied widely over decades and the growing interest in the study of the two phenomena is unusual (Spector 1997).

2.3 Theories on job satisfaction

Different scholars had their own on job satisfaction. they also had different argument on it in different time. scientific movement by Frederick Winslow Taylor (1911) which considers human being as economic man and money is believed to be the biggest reason for job satisfaction. However, this idea was criticized by the Hawthorne Studies (1924-1933) by Elton Mayo and Associates about the nature of human being. They argue that apart from money, there are other important elements such as personal morale, positive interrelationships, management understanding of individual employee and group behavior as other factors that contribute to employee satisfaction.

2.3.1 Maslow's Theory of Motivation/Satisfaction

Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization. The theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate. Therefore, next higher level of need must be initiated to inspire the individual so as to feel satisfied (Luthans, 2005).However, needs are affected both by weight attached to them and the level at which an individual wants to meet those needs (Karimi, 2007).

2.3.2 Herzberg's Two-Factor Theory

The Two Factor Theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfiers are aspects of the job that stimulate employees „job satisfaction and it considers aspects of a job such as recognition, achievement, responsibility, advancement and the work itself. Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors which are not necessary motivating but their absence at the workplace bring forth dissatisfaction Herzberg et al. (1959).

2.3.3 Equity Theory

The proponent of this theory, Adams (1963) proposes that workers consider their input (what they put into a job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-outcome ratio of their colleagues in other organizations. State of equity is said to exist if they realize that their ratio is equivalent to that of their colleagues in other organizations (Robbins, 2005). Similarly, there is inequity if the ratio is not corresponding. Equity brings forth satisfaction among employees while inequity leads 18 to dissatisfaction. Perry et. al. (2006) found those employees satisfaction increases with rewards only when these rewards are valued and observed as equitable.

2.3.4 Job Design Theory

This theory suggests that the job aspects of an employee will show the level of his or responsibility in the organization. In following Moynihan and Pandey (2007), job transparence causes greater job satisfaction as job clarity generates such employees who are more satisfied with the work, committed to the work and concerned with the work. The theory states five features of a job. That is including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self-control, the more independent a worker feels, the more responsibilities he or she assumes.

2.3.5 Vroom's Expectancy Theory

Vroom (1964) suggests that the motivations of people to work to realize their dreams depends on assumptions that the objective is worthy, and are certain that what they do will aid them accomplish their goals (Weihrich and Koontz, 1999). Robbins (2005) posits that this theory is founded on three variables namely valance, expectancy and instrumentality. Valance refers to the strength of individuals" preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated (motivational effort) toward superior performance (first-level output) to 19 gain promotion (second-level output) (Luthans, 2005).

2.4 Factors influencing job satisfaction

Researchers have found that a number of variables are related positively to job satisfaction while others are more of an indicator of job dissatisfaction. A great understanding of the dimensions of job satisfaction has led to increasing interest in improving job design. According to (Nel, 2004), determinants of job satisfaction are broadly categorized in to two, personal factors and organizational factor. The following are some of Personal factors. Age: One of the regular findings in job literature is the positive relation between age and satisfaction. Older employees are said to have a high level of organizational satisfaction compared to younger ones (Eicharet al., 1991).According to the initial debates concerning age and employee satisfaction, young people have higher expectations from their jobs; however, most often they cannot find opportunities to satisfy these expectations and are, therefore, disillusioned. The natural result of this disillusion is dissatisfaction with the work environment. Gender: Although the relation between gender and job satisfaction has been the focal point of many studies, it has not, so far, been really clarified (Witt and Nye, 1992). While significant differences were found in some studies in the relation between gender and general satisfaction level Spector(1997), others have not been able to determine important and significant differences. This implies that the effects of gender on satisfaction are liable to change according to the organization being studied, the work done and the work environment.

Academic level: Since higher-level jobs tend to be more complex and have better working conditions, pay, supervision, autonomy, and responsibility, the level at which an individual works within the organization might also exert some influence on the satisfaction of employees. Therefore, most researchers have found out that employee satisfaction increases as the level of the job increases within an organization hierarchy Howard and Frink (1996). However, some researchers have found negligible associations between employee satisfaction and job level and it has been reported that employee satisfaction decreases as job level increases. The academic position held could have significant effects on employee satisfaction. Since those who have become professors are less apprehensive while doing their work and are able to create a relatively more independent working environment for themselves, their satisfaction level is likely to be higher than that of the other academic staff. On the other hand, those with lower academic positions discomfort and their satisfaction level tends to be lower than that of professors.

Therefore, academic position in the institution has been included in the study as an important variable. Work experience: people who are satisfied with their job tend to remain in them longer than those who are dissatisfied. Person with more experience are more satisfied with their jobs when compared to those who are less experienced Luthans, F., (2001). Position in the organization (status):- there exists a differential opportunity to satisfy various motivational needs within different levels in the organization Wae (2001). Generally it has been found that the higher is one"s position in an organization the greater is the level of satisfaction Saiyandain(1977). This could be explained by the fact that higher the status of the employee is more enjoys both relatively better working condition and rewards than lower level employees do.

2.5 Organizational factors influencing job satisfaction

2.5.1 Salary and Benefit

According to Jitendra (2013), this is the most important factor for employee job satisfaction. Benefits can be described as the amount of reward that a worker expects to gain from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following points may be delineated under this category, Salaries or wages, Bonus and incentives. For retention and turnover, salary and benefits are very important tools. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention. By considering these points this research hypothesized that: H1: salary and benefit has effect on job satisfaction employees of BGI Ethiopia

2.5.2 Working environment

Employees are highly motivated with good working conditions as they provide a feeling safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. The working environment consists of broader dimension such as work and context .work include all the ,all the different characters of the job like the job is carried out and

completed involving the task like tasks ,training, control on once own job related activities , a sense of achievement from work , variety on tasks and the intrinsic value for task. The other dimension of job satisfaction is context comprise of the physical working condition and social work condition Gazioglu&Tanselb (2006). According to Hytter(2008), work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure etc. But work environment affects job satisfaction of employees working in the firm. Therefore by keeping in mind the finding of the previous studies, this study hypothesized that H2: There exists a strong relationship between working environment and job satisfaction.

2.5.3 Relationship with Supervisors

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. The relationship with immediate supervisor, Communication between employees and senior management, treatment to employee highly affect job satisfaction Ting (1997). Employees want supervisors who have a bond with them and who trust them understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job. Supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. Cooperative and supportive relationships with colleagues are very important, and contribute to higher levels of employee job satisfaction, Ellickson(2002).by taking account all the above findings this study hypothesizes H3: there is strong and significant correlation between relationships with Supervisors and job satisfaction.

2.5.4 Promotion and job satisfaction

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for Promotion determines the degree of satisfaction to the employee. It includes Opportunity for promotion, Equal opportunity to grow despite being male or female, training program, Opportunity for use of skills and abilities Ellickson (2002). Opportunities for promotion are important determinants of employee job satisfaction. The satisfaction of self-actualization in the workplace is enhanced

by creating opportunities for promotion, allowing autonomy, providing challenging assignments and the optimal utilization of individual"s ability. This also influences the satisfaction of employees Hoole&Vermeulen (2003).based on this findings the following hypothesis has been formulated. H4: The existence of promotion significantly affects job satisfaction.

2.6 Importance of job satisfaction

Job satisfaction impacts person general wellbeing for the simple reason that people spend good part of the day at work .it has been linked to many variables including performance, absenteeism and turnover.

1. It makes Employees more productive and high performer: researchers like cook(2008) found weak relationship between job satisfaction and performance .however research conducted by organ(1988), have found that there is a strong connection between job satisfaction and performance.

2. Reduce employees' absenteeism: job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. But if they are not satisfied with their job, they would be more likely to call in sick even when they are well enough to work.

3. Reduce turnover: job satisfaction depends on the employee's mental satisfaction to his working condition. When employees don't get facilities and opportunity in their work place then they remove their place. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turn over.

4. It provides better working environment:-job satisfaction provides better working environment in the organization. Employees can submit their problem to the authority. Then authority takes appropriate actions to solve the problem or discuss with the employee. So the environment is become calm in the organization.

5. It improves team work: if the employees are satisfied on their work they become more volunteer to do activities in a group and their attention would be on their work rather counting the time to go home.

6. Enhanced customer satisfaction and loyalty: since the industry is more related to serving customers and if there are satisfied employees on their work, the serving process also become smooth and customers become satisfied.

2.7 Empirical literature review

According to Phil (2009), job satisfaction is very subjective to each employee. The factors which dissatisfy one employee may satisfy the other. Through taking account above idea, there are different myths regarding job satisfaction. One of them is satisfied employee is more productive Newby(1999).On the contrary, Jex(2002) states that some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational work environment. It is more related to internal (mental) state of employees. Job satisfaction is a widely studied topic by different. Those researches found different results .a research done by muhamuda (2011), which was done on pharmacists" shows that more than 60 percent of the respondents were dissatisfied on their job. In addition to this 62 percent of them were dissatisfied with work environment, 60.4 percent of them were dissatisfied with salary and benefit ,more than 65 percent of them were also dissatisfied with relation among supervisors and 55 percent of them were dissatisfied with promotion. All the above factors were also positive and significant correlation with job satisfaction.

The other research were done on firms by Panchanatham and Sowmya (2011) and shows that, all the factors salary and benefit, work environment , promotion and relation with manager supervisors) have a correlation coefficient of greater than 0.85 which mean that there was strong and positive relation between those factors and job satisfaction .According to Gedefaw (2012), a research conducted on Ethiopian secondary school teachers shows more than 55 percent of the respondents were dissatisfied with salary and benefit, work environment and relation among supervisors and co works. In contrast with this a research conducted by Nezaam(2005) which was done on mining industry ,shows that employees were satisfied on work environment, promotion and salary and benefit. Therefore by considering all the above findings, this research tries to identify the determinants and assess the current level of job satisfaction of employees.

2.8 Conceptual frame work of the study

According to Upton, (2001), a conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Therefore based on the overall related literatures and theoretical frameworks, the following conceptual frame work has been developed. As expounded in the literature review salary and benefit, work environment, promotion and relation among management (supervisors) has significant impact on employees' job satisfaction. So employees job satisfaction has taken as dependent variable while salary and benefit, work environment, promotion and relation among supervisors as independent variable.
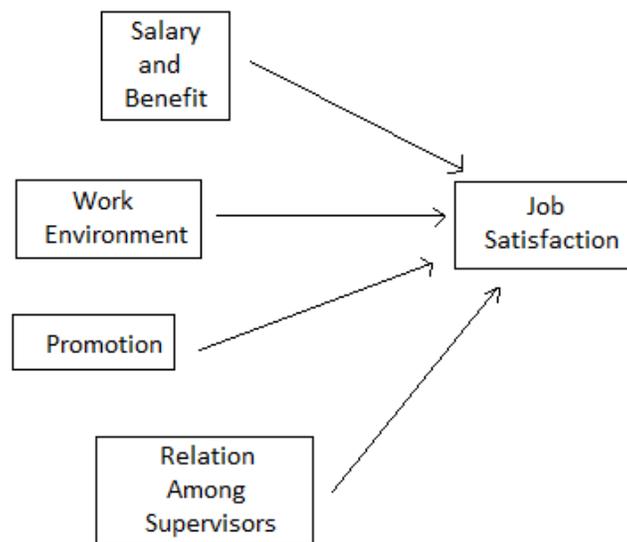
Fig. Conceptual Framework Diagrammatically

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is simply the framework of the study. From different types of research designs, descriptive and explanatory types of research design are employed as a main research design for this study to the realization of intended objective. The reason behind using explanatory research design is because; it is better to connect ideas to understand cause and effect of something or to explain what is going on. (Creswell, 2015) stated that the explanatory method of research is a technique for gathering information about the cause of present existing condition and its effect.

3.2 Population and Sampling Techniques

As per the information collected from the company, there are approximately 1,000 employees which are the target population for this study. Systematic random sampling method has been employed for this study. From those, 278 has been selected. Robison (2001) also proposes that the appropriate sample sizes for most research to be greater than 30 and less than 500. Therefore the sample size 278 is representative .To determine the sample size, sample size formula the following can be used:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where N= population, no =sample size, n=adjusted sample size

Therefore :-

1000/1+ (384-1)/1000 = 278

While the total population number is 1,000, the researcher selected 384 to be the sample size. Since, random number can't be used for a sample size the researcher has dedicated the Robinson method to come up with the adjusted sample size, 278.

3.3 Sources of Data

Primary data

According to Cano (2004), Primary data are fresh data that are gathered for the first time and thus happened to be original in character. Primary data of the study was information gathered from employees" of the firm. Closed -ended questionnaire will be prepared and delivered to employees of BGI Ethiopia. In order to gather the primary data the questionnaire will be filled by those available employees in each branch during the period of distributing the questionnaire. Secondary sources like journals, books and thesis has been also used as a reference.

3.4 Method of Data Analysis

The data generated will be to test employee satisfaction level on the promotion, salary and benefits, the relationship they have with their immediate supervisor and staffs and the work environment attributes within the firm. Every responses assigned some score in this overall satisfaction level was determined. Respondents will be asked to rate their satisfaction with various aspects of their work along a 5- point Likert scale, range from 1=strongly dissatisfied to 5=strongly satisfied. The collected data will enable us to analyze and interpreted using statistical package for social science (SPSS) version 20. Frequencies and inferential statics have been used. In the regression model there are dependent and independent variables. For this study job satisfaction is the dependent and salary, promotion, work environment and relation among supervisors are independent.

CHAPTER FOUR

DATA PRESENATION AND ANALYSIS

4.1 Introduction

In this chapter, the data that are collected through the structured questionnaire summarized and analyzed in order to realize the ultimate objective of the study. This chapter contained the data presentation, analysis and discussion of the sample population based on the primary data collected. The demographic facts obtained from the respondents were summarized using frequency distribution. Scale typed questionnaires were analyzed by using descriptive statistics, correlation, regression, T-test and ANOVA and particularly regression and independent t-test are used to test the research hypotheses and answering the research questions. The data was analyzed using SPSS version 26. A total of 278 questionnaires were distributed. Out of the 278 questionnaires 270 were returned, which is about 97.2% of the total distributed.

4.2 Descriptive Statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability (spread). This section presents the descriptive statistics of the data regarding.

4.2.1 Age of Respondents

Regarding age distributions, Staff in the age range between 30-39 amounted to 129(47.8%) of the total respondents. Respondents above 50 years of age were the least percentage of the total sample with 27 (10%) of contribution.

This implies that most of the respondents are below the age of 40 years of age. The age descriptive frequency is presented in table 4.1.

Table 4.1. Age Distributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	77	28.5	28.5	28.5
	30-39	129	47.8	47.8	76.3
	40-49	37	13.7	13.7	90.0
	Above 50	27	10.0	10.0	100.0
	Total	270	100.0	100.0	

4.2.2 Gender Distribution of Respondents

Even though, the gender distribution evenly distributed, the female respondents constituted the largest share of the gender composition representing 139 (51.5%) while 131 (48.5 %) were males, as shown on Table 4.2.

This implies that the gender distribution of the respondent samples is evenly distributed. This can give a room for the study result to be reliable regarding gender related issues, since it encompasses both genders in a balance.

Table 4.2 Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	131	48.5	48.5	48.5
	Female	139	51.5	51.5	100.0
	Total	270	100.0	100.0	

4.2.3 Position Distribution of respondents

From the five positions of the respondents the officer position resulted around 33%, about 7.4% of the respondents were in the other positions with least percentile contribution. The detailed data is give below on table 4.3.

It is believed that mostly employees under the manager position are expected to more unhappy and unsatisfied. In the study the position distribution shows that, more than 50% of the respondents were under the position of manager, this shows the study results can be relied on.

Table 4.3 PositionDistribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	88	32.6	32.6	32.6
	Coordinator	60	22.2	22.2	54.8
	Manager	74	27.4	27.4	82.2
	Director	28	10.4	10.4	92.6
	Other	20	7.4	7.4	100.0
	Total	270	100.0	100.0	

4.2.4 Respondents Marital Status

The following table, table 4.4, represents the marital status of the respondents.

Table 4.4 Respondents Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	104	38.5	38.5	38.5
	Widowed	26	9.6	9.6	48.1
	Single	96	35.6	35.6	83.7
	Divorced	44	16.3	16.3	100.0
	Total	270	100.0	100.0	

As the table shows, Staffs that are married filled the largest number of respondents with 104 (38.5%). Single, divorced and widowed marital status consisted 96 (35.6), 44 (16.3%), and 26 (9.6%) the total respondents respectively.

This implies most of the respondents have a family responsibility. Hence, the result of the study can show the job satisfaction level of BGI Ethiopia employees that have family load and responsibility. This can also create a good opportunity to see how obliged people respond to satisfaction on their job.

4.2.5Education Level of the Respondents

Regarding educational level distributions, Staffs in the diploma level filled the largest number of respondents with 37.4%. Masters, degree and other level of education consisted 14.8%, 33.3%, and 14.4% the total respondents respectively. Summary of educational level distributions frequency is presented in table 4.5.

Table 4.5 Education Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	40	14.8	14.8	14.8
	Degree	90	33.3	33.3	48.1
	Diploma	101	37.4	37.4	85.6
	Other	39	14.4	14.4	100.0
	Total	270	100.0	100.0	

As shown in the table above (Table 4.5), regarding educational level distributions, Staffs in the diploma level filled the largest number of respondents with 37.4%. Masters, degree and other level of education consisted 14.8%, 33.3%, and 14.4% the total respondents respectively.

This demography gives the research a boost to show the level of satisfaction that the staff on lower level of education have in accordance to the job.

4.3 Descriptive Analysis of Variables

The following results are focused on displaying the descriptive statistics of job satisfaction, salary and benefit, employees' promotion, work environment, and relation with managers and staff responses to the queries in the questionnaire.

4.3.1 Descriptive Analysis of Job Satisfaction

The table below shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). As the mean of the result shows (X=3.02), the majority are neutral for the questions provided, neither agreed nor disagreed.

Table 4.6 Descriptive Analysis of Job Satisfaction

Job Satisfaction	Minimum	Maximum	Mean	Standard Deviation
My work is meaningful to me	1	5	3.18	1.379
The job is challenging and interesting to me	1	5	2.42	1.296
I am glad in paid for the work that I do	1	5	3.36	1.432
There are good opportunities for promotion	1	5	3.13	1.494
		Total	3.02	

As the mean on the analysis showed that, respondents were found that they are neutral about their work, if it is meaningful to them or not. It draws an ambiguity to decide the issue in regards to agreement and disagreement. Looking to the standard deviation, 1.38 implies that the answers of the respondents were distributed with in this value apart from the mean, thus the answers are concentrated around neutrality.

The respondents disagreed that their job is challenging and interesting to them. Which means they found their job to be easy and boring to them.

Most respondents are happy about how they get paid. The analysis shows that they are glad in paid for the work that they do. Apart from this, the standard deviation of the respondents answer showed that there is some gap in agreement of the case. Even though it can be concluded that most are glad, it can't be said all are happy, since the standard deviation is somewhat higher.

As the mean on the analysis showed that, respondents were found that they are neutral about the opportunity of promotion, if there is opportunity and or not. It draws an ambiguity to decide the issue in regards to agreement and disagreement. Looking to the standard deviation, 1.49 implies

that the answers of the respondents were highly distributed with in this value apart from the mean, thus the answers are not concentrated around neutrality.

4.3.2 Descriptive Analysis of Salary and Benefit

Table 4.7 shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). As the mean of the result shows (X=2.7), the majority are neutral that salary and benefit influence employees' job satisfaction.

Table 4.7 Descriptive Analysis of Salary and Benefit

Salary and Benefit	Minimum	Maximum	Mean	Standard Deviation
Currently the amount of money paid for my work is enough	1	5	3.45	1.409
The bonus which is paid to the employees is satisfactory and fair	1	5	2.21	1.178
The benefits that are offered by BGI like medical, insurance and other benefits is better as compared to other companies in the industry	1	5	2.68	1.251
Other allowances that are offered are also satisfactory	1	5	2.46	1.301
		Total	2.7	

Respondents slightly agreed that the current amount of money paid for their work is enough. Even though there are some ambiguity in between agreement and neutrality its more aligned to neutrality, also by considering the deviation.

The mean of the frequency showed that the respondents disagree to the statement "the bonus which is paid to the employees is satisfactory and fair", hence the bonus which is paid to the employees isn't satisfactory and fair. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence concluded as the bonus which is paid to the employees isn't satisfactory and fair.

The respondents disagreement to the statement "the benefits that are offered by BGI like medical, insurance and other benefits is better as compared to other companies in the industry"

shows that the benefits that are offered by BGI like medical, insurance and other benefits isn't better as compared to other companies in the industry. The standard deviation also shows that the response of the most respondents is the same.

The mean of the frequency showed that the respondents disagree to the statement "Other allowances that are offered are also satisfactory", hence the allowances which are paid to the employees aren't satisfactory. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence concluded as allowances which are paid to the employees aren't satisfactory.

4.3.3 Descriptive Analysis of Employees, Promotion

The table below shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). As the mean of the result shows (X=2.92), the majority respondents responded that the influence of promotion on job satisfaction.

Most respondents also agreed for the following questions as the mean of the respondent shown;

Table 4.8 Descriptive Analysis of Employees' Promotion

Employees' Promotion	Minimum	Maximum	Mean	Standard Deviation
There is high Opportunity to use new technologies and to upgrading oneself	1	5	2.59	1.372
There is also high opportunity for promotion and transfer.	1	5	3.37	1.428
The way of employee's promotion is fair and according to the policies and regulations	1	5	3.33	1.470
BGI is committed to professional development	1	5	2.39	1.337
		Total	2.92	

The mean of the frequency showed that the respondents disagree to the statement "There is high Opportunity to use new technologies and to upgrading oneself", hence there isn't high Opportunity to use new technologies and to upgrading oneself. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence concluded as There is no high Opportunity to use new technologies and to upgrading oneself.

Most respondents agreed there is high opportunity for promotion and transfer. The analysis showed that There is also high opportunity for promotion and transfer. Apart from this, the standard deviation of the respondents answer showed that there is some gap in agreement of the case. Even though it can be concluded that most have agreed, it can't be concluded for all, since the standard deviation is somewhat higher.

Respondents slightly agreed that the way of employee's promotion is fair and according to the policies and regulations. Even though there are some ambiguity in between agreement and neutrality its more aligned to neutrality, also by considering the deviation.

Most respondents said that BGI isn't committed to professional development. The analysis shows that BGI isn't committed to professional development. Apart from this, the standard deviation of the respondents answer showed that there is a small gap in deviation from the mean for the case.

4.3.4 Descriptive Analysis of WorkEnvironment

Table 4.0 shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). As the mean of the result shows (X=2.87), the majority respondents responded that work environment and job satisfaction are neutrally related.

Most respondents also agreed for the following questions as the mean of the respondent shown;

Table 4.9 Descriptive Analysis of Work Environment

Work Environment	Minimum	Maximum	Mean	Standard Deviation
The working hour is comfortable	1	5	2.41	1.257
BGI has safe working environment	1	5	2.45	1.341
I am certain on strong Job security	1	5	3.30	1.476
I am satisfied with this good working condition and environment	1	5	3.33	1.526
		Total	2.87	

The mean of the frequency showed that the respondents disagree to the statement "The working hour is comfortable", hence the working hour is no comfortable. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence concluded as the working hour is no comfortable.

Most respondents are certain on their job security. The analysis showed that employees are certain on strong Job security. Apart from this, the standard deviation of the respondents answer showed that there is higher gap in agreement of the case. Even though it can't be concluded that most have agreed, it can't be concluded for all, since the standard deviation is somewhat higher.

Respondents slightly agreed that they are satisfied with this good working condition and environment. Even though there are some ambiguity in between agreement and neutrality its more aligned to neutrality, also by considering the deviation.

Most respondents said that BGI hasn't safe working environment. The analysis shows that BGI hasn't safe working environment. Apart from this, the standard deviation of the respondents answer showed that there is a small gap in deviation from the mean for the case. SO it can be concluded with BGI hasn't safe working environment.

4.3.5 Descriptive Analysis of Relations with Managers and Staffs

As Table 4.10 illustrates below, the mean of the result shows (X=2.6), the majority are neutral that relations with manager and staffs influence job satisfaction.

Most respondents also agreed for the following questions as the mean of the respondent shown;

Table 4.10 Descriptive Analysis of Relations with Managers and Staffs

Relations with Managers and Staffs	Minimum	Maximum	Mean	Standard Deviation
I am independent to make decisions up to limit of authority	1	5	2.27	1.183
My supervisor gives me feedback that helps me to improve my performance	1	5	2.98	1.306
It is clear for me that what my supervisor expects from me regarding my job performance	1	5	2.20	1.180
I have strong and smooth relationship among staffs	1	5	2.97	1.366
		Total	2.6	

My supervisor gives me feedback that helps me to improve my performance (X = 2.98)

I have strong and smooth relationship among staffs (X= 2.97).

The respondents responded with disagreement for the statement " It is clear for me that what my supervisor expects from me regarding my job performance". Which means they found their job to be easy and boring to them.

The mean of the frequency showed that the respondents disagree to the statement "I am independent to make decisions up to limit of authority", hence the employees of BGI are not let to make decisions independently. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence it can be concluded as the employees of BGI are not allowed to independently make decisions.

The mean of the frequency showed that the respondents disagree to the statement "Other allowances that are offered are also satisfactory", hence the allowances which are paid to the employees aren't satisfactory. The standard deviation of the respondents descriptive data analysis showed that the response of the respondents is concentrated, hence concluded as allowances which are paid to the employees aren't satisfactory.

Respondents slightly disagreed that the my supervisor gives me feedback that helps me to improve my performance. Even though there are some ambiguity in between disagreement and neutrality its more aligned to neutrality, also by considering the deviation.

Respondents slightly disagreed that the employees have strong and smooth relationship among staffs. Even though there are some ambiguity in between disagreement and neutrality its more aligned to neutrality, also by considering the deviation.

4.4 Scale Reliability Analysis

Reliability test was conducted to ensure internal consistency of the research instrument and Cronbach's alpha is used to measure the internal consistency of the measurement items. For this study we used 20 items in measurement of five variables and we came to know that the items in this study are reliable. According to Malhotra, (2007) the reliability coefficient which is more than or equal to 0.60 should be considered adequate to develop a questionnaire.Therefore, a low coefficient alpha indicates the sample of items perform poorly in capturing the construct motivating the measure. Conversely, a large coefficient alpha implies that the items testcorrelates with the true scores closely to Malhotra (2007).

Table 4.11 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.750	.743	20

4.5 Correlation Analysis

Like the demographic factors, the scale typed questionnaire entered to the SPSS software version 22 to process correlation analysis. Based on the questionnaire which was filled, the following correlation analysis was made.

Table 4.12 Correlation between Job Satisfaction, Salary and Benefit, Promotion, Relation with Coworkers and Work Environment

		JS	SB	EP	WE	RM
JS	Pearson Correlation	1	.398**	.481**	.506**	.489**
	Sig. (2-tailed)		.000	.000	.000	.000
		266	266	266	265	266
SB	Pearson Correlation	.398**	1	.416**	.483**	.338**
	Sig. (2-tailed)	.000		.000	.000	.000
		266	267	267	266	267
EP	Pearson Correlation	.481**	.416**	1	.455**	.491**
	Sig. (2-tailed)	.000	.000		.000	.000
		266	267	267	266	267
WE	Pearson Correlation	.506**	.483**	.455**	1	.473**
	Sig. (2-tailed)	.000	.000	.000		.000
		265	266	266	266	266
RM	Pearson Correlation	.489**	.338**	.491**	.473**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
		266	267	267	266	267

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

Pearson correlation test was conducted to know the degree of relationship between the independent variables and the dependent variable i.e. Job Satisfaction. The results of the correlation between these variables are shown in table 4.12. As it is indicated in the table there is significant correlation between independent variables and Job Satisfaction with p value of less than 0.01 (P<0.01). We can also see that all the correlations are positive (>0). In other words:

- Salary and benefit and Job Satisfaction have significant relationship (r=0.398 with p<0.01),

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- Promotion and Job Satisfaction have significant relationship (r=0.481 with p<0.01),

- Work environment and Job Satisfaction have significant relationship (r=0.506 with p<0.01),

- Relation with managers and staff and Job Satisfaction have significant relationship (r=0.489 with p<0.01),

4.6 Regression Analysis

Regression is a model for the relationship between a dependent variable and a collection of independent variables. It also used to model the value of a dependent scale variable based on its linear relationship or "straight line" relationship to one or more predictors. The researcher determines the relationship between a dependent variable and multiple independent variables using multiple regression analysis.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620[a]	.384	.374	.71193

    a. Predictors: (Constant), RM, SB, EP, WE
    b. Dependent Variable: JS

The model summary is in the above table which reports the strength of relationship between theindependent variablesand the dependentvariable. In the above table the R is a Pearson correlation between predictedvalues and actual values of dependent variable, with a value of 0.620. R^2 is multiple correlation coefficients that represent the amount of variance of dependent variable explained by the combination of four independent variables.

Table 4.14 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.091	4	20.523	40.492	.000[b]
	Residual	131.778	260	.507		
	Total	213.869	264			

The ANOVA tells us whether the model, overall, results is a significantly good degree of prediction of the outcome variable (Field, 2005). F-ratio is the test statistic used to decide whether the model as a whole has statistically significant predictive capability, considering thenumber of variables needed to achieve it. Since the significance result on the ANOVA table is 0.000 which is $p < 0.05$ and the regression mean square is greater than residual mean square with F value 40.492, the regression model fit to a good degree of prediction.

Table 4.15Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.215	.228		.943	.346
	SB	.147	.074	.114	1.988	.048
	EP	.252	.072	.209	3.508	.001
	WE	.323	.080	.248	4.052	.000
	RM	.287	.073	.232	3.941	.000

a. Dependent Variable: MP

From the table we can say that α is 0.215, and this can be interpreted as meaning that if all the independent variables were to be zero, the model predicts that there can only be21.5 % of Job Satisfaction. We can also read off the value of β from the table and this value represents the slope of the regression line. It is 0.147 forSalary and benefit and although this value is slope of the regression associated with a unit change in the outcome associated with a unit change in the predictor. Therefore, if Salary and benefit variable is increased by one unit, then the model predicts that 14.7% extra Job Satisfaction will be experienced. The same are true for promotion (25.2%), work environment (32.3%) and relation with staff and managers (28.7%) for which an increase in one unit of these respective variables can result in an increase in market performance by the percentage shown in the table.

From the regression analysis of this study, the researcher can now formulate a linear model properly written in an equation form as the following:

$$JS = (0.215) + (0.147)\ SB + (0.252)\ EP + (0.323)\ WE + (0.287)\ RM + \varepsilon(\text{Error Term})$$

4.7 Hypothesis Testing

Earlier in the paper, the four categories that underlie job satisfaction were shown. As it is shown in table 4.15 β values forall predictors are positive and it implies that all predictors (independent variables) have a positive relationship with market performance.

H1: Salary and Benefit has a positive influence on Job Satisfaction.

The result of the regression analysis which is showed in the above table shows that salary and benefit has a positive influence on Job Satisfaction. It has statistically significant effect on market performance at $p < 0.05$ level as p value of the predictor. Therefore the study fails to reject H1.

H2: Promotion has a positive influence on Job Satisfaction.

The result of the regression analysis shows that promotion has a positive influence on Job Satisfaction and statistically significant effect on market performance at $p<0.05$ level as a regression output has sig. value 0.000 which is less than 0.05. Therefore, thestudy fails to reject rather it accept H2.

H3: Work Environment has a positive influence on Job Satisfaction.

The result of the regression analysis shows that work environment has a positive influence on Job Satisfaction and statistically significant effect on market performance at $p < 0.05$ level as a regression output has sig. value 0.000 which is less than 0.05. Therefore, the study fails to reject rather it accept H3.

H4: Relation with managers and staff has a positive influence on Job Satisfaction.

The result of the regression analysis shows that relation with managers and staff and statistically significant effect on Job Satisfaction at $p < 0.05$ level as a regression output has sig. value 0.000 which is less than 0.05. Therefore, the study fails to reject rather it accept H4.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter briefly presents summary of the objectives, research methodology, key findings of the model, conclusion and suggests useful recommendations.

5.1 Summary of Major Findings

The research was undertaken generally to identify determinant of employee's job satisfaction in BGI Ethiopia.; specifically by identifying determinants of employees job satisfaction, examining the effect of work environment on employees job satisfaction, investigating the influence of salary and benefits on employee's satisfaction, examine if promotion influence job satisfaction, analyzing the effect of staffs and managers relationship on job satisfaction. Systematic random sampling was employed to select 278 sample populations for the study area.

The paper adopted quantitative research strategy and used self-administered questionnaire to collect data from the customers. Descriptive statistics like frequency mean and Pearson correlation analysis techniques were applied to analyze background information of respondents the necessary information was obtained by a structured questionnaire.A total of 278 questionnaires were distributed. Out of the 278 questionnaires 270 were returned, which is about 97.2% of the total distributed. The respondent's proportion was 139 (51.5%) female and 131(48.5 %) male, and majority of the respondents were officers32.6%, followed by managers 27.4% and then coordinators composing 22.2%.

Pearson correlation test was conducted to know the degree of relationship between the independent variables and the dependent variable. The results of the correlation showed that Salary and benefit, Promotion, and Relation with managers and staffhave significant relationship withJob Satisfaction.

On the base of the finding of mean value of all the independent variables, Employees' Promotion showed the highest effect with 2.92 followed by the effect of work environment. Salary and benefit and relations with colleagues showed 2.7 and 2.6 as their mean value of correspondence with employee's job satisfaction.

Using the correlation statistics it can be seen that all the independent variables has a significant effect on the dependent variable. In accordance, looking at each variable individually, Correlation coefficient statistics shows that work environment have a positive and significant relationship with job satisfaction with coefficient value of 0.56. While, promotion and relation with managers and staffs have moderate and least correlation to job satisfaction was seen by salary and benefit with coefficient value of 0.398. Moreover, the finding also indicated that there is a positive and significantrelationship among independent variables wherein a relatively moderate correlation observed between salary and benefit and work environment and promotion and relation with managers and staffs with coefficient value of 0.483 and 0.491 respectively.

5.2 Conclusion

The study was conducted to address five basic questions (specific objectives). These research questions were:

➢ What are the determinants of job satisfaction?

➢ Does work environment influence job satisfaction?

➢ How does salary and benefits affect job satisfaction?

➢ Does promotion affects job satisfaction?

➢ Does the relationship between staffs and managers have an effect on job satisfaction?

In line with those research questions investigations were made and the conclusions reached are dealt with in this section and these implications are presented below:

➢ According to the study made, the main determinants (not the only) of job satisfaction are work environment, promotion, relation with managers and staffs andsalary and benefit,

- All the hypotheses proposed by the researcher are accepted, the study fails to reject all of them,

- Exceeding all the determinants, work environment has a stronger significant effect on employee's job satisfaction,

- Promotion and relation with managers showed a moderately significant effect on employee's job satisfaction,

- Even though salary and benefit showed a significant effect, not to be rejected, the study has showed that salary and benefit low effect on employee's job satisfaction.

5.3 Recommendations

It is obvious that companies like BGI Ethiopia look for low absenteeism and low turnover rate. For these firms and other stakeholders about the topic employee's job satisfaction, on the basis of the above findings and conclusions, the following recommendations can be forwarded.

- As the study concluded, work environment has a stronger significant effect on employee's job satisfaction; this implies companies like BGI Ethiopia should employ a tough focus on the work environments of employees.

- After work environment, companies like BGI Ethiopia should employ a solid focus on creating a good relation between co works to have a good and satisfying relationships between managers and staff as a whole,

- Last but not least, the researcher also to consider developing a good policy for employee's promotion and salary and benefit.

The researcher recommends other interested researchers the following points.

- Since, the study is only conducted on BGI Ethiopia the study can only conclude results for firms in the same size, type of industry and employees behavior. Therefore, redoing the study on different types of firms with the same measurement might give a better and precise conclusion.

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APPENDIX I: QUESTIONNAIRE

QUESTIONAIRE FOR RESPONDENTS: Determinants of Employees Job Satisfaction in BGI <u>Ethiopia</u>

Dear Respondents,

This questionnaire is prepared to collect primary data for conducting a research on "determinants of employees' job satisfaction in BGI Ethiopia"- for the partial-fulfillment of MA in business administration the responses are to be kept confidential andwill be used for academic purpose only.

First of all, I would like to thank you very much for giving attention and your precious time to give response and for your willingness to answer these questions.

No need of mentioning name.

PART I. PERSONAL DATA

1. Age: A.20-35 [   ]   B.36-50 and above[   ]   C. above 50[   ]

2. Sex   A. Male [   ]   B. female

3. Marital status   A. Married[   ]   B. Widowed[   ]   C. Single[   ]   D. Divorced[   ]

4. Educational level   A. Masters[   ]   B. degree[   ]   C. Diploma[   ]

          D. other qualification[   ]

5. How many years do you spent in BGI?   A.1-5Years [   ]   B.6-10 Years[   ]

          C. 11-15 years [   ]   D.16-20 years[   ]   E. above 20[   ]

6. Position in the company: Officer [   ]   Coordinator[   ]   Manager[   ]

          Director[   ]   Other[   ] Specify_____

7. Is your work meaningful to you?

          A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

          D.Agree [   ]   E.Strongly agree [   ]

8. The jobis challenging and interesting to me?

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

9. There is no risk during working.

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

10. I am glad in paid for the work that I do.

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

11. There are good opportunities for promotion.

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

12.There is good working environment.

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

13. Generally am satisfied on my work.

A.Strongly disagree [   ]   B. Disagree [   ]   C.Neutral [   ]

D.Agree [   ]   E.Strongly agree [   ]

14. Which factor of the following factors do you consider to be a major factor that determines your job satisfaction?

A. Salary and benefit[   ]   B. Promotion[   ]

C. Relation with coworkers[   ]   D. Relation with managers[   ]

E. Work environment[   ]

15. Which of the factors mostly affects your job performance?

A. Salary and benefit[   ]   B. Promotion[   ]

C. Relation with coworkers[   ]   D. Relation with managers[   ]

E. Work environment[   ]

PART II. MAIN QUESTIONAIRE

A. Salary and Benefit

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	SALARY AND BENEFIT					
1	Currently the amount of money paid for my work is enough					
2	The bonus which is paid to the employees is satisfactory and fair					
3	The benefits that are offered by BGI like medical, insurance and Other benefits is better as compared to other companies in the industry					
4	Other allowances that are offered are also satisfactory.					

B. Employees Promotion

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	EMPLOYEES PROMOTION					
5	There is high Opportunity to use new technologies and to upgrading oneself					
6	There is also high opportunity for promotion and transfer.					
7	The way of employee"s promotion is fair and according to the policies and regulations					
8	BGI is committed to professional development					

C. Work Environment

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	WORK ENVIRONMENT					
9	The working hour is comfortable					
10	Has safe working environment					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11	I am certain on strong Job security					
12	I am satisfied with this good working condition and environment					
13	I am interested by Work itself, it is interesting and challenging					

D. Relationship with Managements and Staffs

	RELATIONSHIP WITH MANAGEMENT AND STAFF					
	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14	I have good relationship with my immediate supervisor.					
15	I am independent to make decisions up to limit of authority.					
16	I have recognition for tasks well done.					
17	My supervisor gives me feedback that helps me to improve my performance .					
18	It is clear for me that what my supervisor expects from me regarding my job performance.					
19	I have strong and smooth relationship among staffs					
20	Are the staffs in good relation to each other					

APPENDIX II: SPSS OUTPUT

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	77	28.5	28.5	28.5
	30-39	129	47.8	47.8	76.3
	40-49	37	13.7	13.7	90.0
	Above 50	27	10.0	10.0	100.0
	Total	270	100.0	100.0	

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	141	52.2	52.2	52.2
	Female	129	47.8	47.8	100.0
	Total	270	100.0	100.0	

Maritial Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	104	38.5	38.5	38.5
	Widowed	26	9.6	9.6	48.1
	Single	96	35.6	35.6	83.7
	Divorced	44	16.3	16.3	100.0
	Total	270	100.0	100.0	

Edu Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	40	14.8	14.8	14.8
	Degree	90	33.3	33.3	48.1

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		Frequency	Percent	Valid Percent	Cumulative Percent
	Diploma	101	37.4	37.4	85.6
	Other	39	14.4	14.4	100.0
	Total	270	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	98	36.3	36.3	36.3
	6-10 years	37	13.7	13.7	50.0
	11-15 years	104	38.5	38.5	88.5
	16-20 years	31	11.5	11.5	100.0
	Total	270	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	88	32.6	32.6	32.6
	Coordinator	60	22.2	22.2	54.8
	Manager	74	27.4	27.4	82.2
	Director	28	10.4	10.4	92.6
	Other	20	7.4	7.4	100.0
	Total	270	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	270	1	4	2.05	.907
Sex	270	1	2	1.48	.500
Maritial Status	270	1	4	2.30	1.144
Edu Level	270	1	4	2.51	.915
Experience	270	1	4	2.25	1.072
Position	270	1	5	2.38	1.243
My work is meaningful to me	267	1	5	3.18	1.379

The job is challenging and interesting to me	267	1	5	2.42	1.296
I am glad in paid for the work that I do	266	1	5	3.36	1.432
There are good opportunities for promotion	266	1	12	3.13	1.494
Which factor of the following factors do you consider to be a major factor that determines your job satisfaction	270	1.00	4.00	2.0630	1.25240
Which of the factors mostly affects your job performance	270	1.00	4.00	2.0444	1.25468
Currently the amount of money paid for my work is enough	267	1	5	3.45	1.409
The bonus which is paid to the employees is satisfactory and fair	267	1	5	2.21	1.178
The benefits that are offered by BGI like medical, insurance and other benefits is better as compared to other companies in the industry	267	1	5	2.68	1.251
Other allowances that are offered are also satisfactory	267	1	5	2.46	1.301
There is high Opportunity to use new technologies and to upgrading oneself	267	1	5	2.59	1.372
There is also high opportunity for promotion and transfer.	267	1	5	3.37	1.428
The way of employee's promotion is fair and according to the policies and regulations	267	1	5	3.33	1.470
BGI is committed to professional development	267	1	5	2.39	1.337
The working hour is comfortable	267	1	5	2.41	1.257
BGI has safe working environment	267	1	5	2.45	1.341
I am certain on strong Job security	266	1	5	3.30	1.476

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with this good working condition and environment	267	1	5	3.33	1.526
I am independent to make decisions up to limit of authority	267	1	5	2.27	1.183
My supervisor gives me feedback that helps me to improve my performance	267	1	5	2.98	1.306
It is clear for me that what my supervisor expects from me regarding my job performance	267	1	5	2.20	1.180
I have strong and smooth relationship among staffs	267	1	5	2.97	1.366
Valid N (listwise)	265				

Descriptive Statistics

	Mean	Std. Deviation	N
My work is meaningful to me	3.18	1.379	267
The job is challenging and interesting to me	2.42	1.296	267
I am glad in paid for the work that I do	3.36	1.432	266
There are good opportunities for promotion	3.13	1.494	266
Which factor of the following factors do you consider to be a major factor that determines your job satisfaction	2.0630	1.25240	270
Which of the factors mostly affects your job performance	2.0444	1.25468	270
Currently the amount of money paid for my work is enough	3.45	1.409	267
The bonus which is paid to the employees is satisfactory and fair	2.21	1.178	267

The benefits that are offered by BGI like medical, insurance and other benefits is better as compared to other companies in the industry	2.68	1.251	267
Other allowances that are offered are also satisfactory	2.46	1.301	267
There is high Opportunity to use new technologies and to upgrading oneself	2.59	1.372	267
There is also high opportunity for promotion and transfer.	3.37	1.428	267
The way of employee's promotion is fair and according to the policies and regulations	3.33	1.470	267
BGI is committed to professional development	2.39	1.337	267
The working hour is comfortable	2.41	1.257	267
BGI has safe working environment	2.45	1.341	267
I am certain on strong Job security	3.30	1.476	266
I am satisfied with this good working condition and environment	3.33	1.526	267
I am independent to make decisions up to limit of authority	2.27	1.183	267
My supervisor gives me feedback that helps me to improve my performance	2.98	1.306	267
It is clear for me that what my supervisor expects from me regarding my job performance	2.20	1.180	267
I have strong and smooth relationship among staffs	2.97	1.366	267

Descriptive Statistics

	Mean	Std. Deviation	N
JS	3.0188	.89949	266
SB	2.7004	.69917	267
EP	2.9195	.74879	267
WE	2.8712	.68996	266
RM	2.6021	.73072	267

Correlations

		JS	SB	EP	WE	RM
JS	Pearson Correlation	1	.398**	.481**	.506**	.489**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	266	266	266	265	266
SB	Pearson Correlation	.398**	1	.416**	.483**	.338**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	266	267	267	266	267
EP	Pearson Correlation	.481**	.416**	1	.455**	.491**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	266	267	267	266	267
WE	Pearson Correlation	.506**	.483**	.455**	1	.473**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	265	266	266	266	266
RM	Pearson Correlation	.489**	.338**	.491**	.473**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	266	267	267	266	267

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

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620[a]	.384	.374	.71193

a. Predictors: (Constant), RM, SB, EP, WE

b. Dependent Variable: JS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.091	4	20.523	40.492	.000[b]
	Residual	131.778	260	.507		
	Total	213.869	264			

a. Dependent Variable: JS

b. Predictors: (Constant), RM, SB, EP, WE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.215	.228		.943	.346
	SB	.147	.074	.114	1.988	.048
	EP	.252	.072	.209	3.508	.001
	WE	.323	.080	.248	4.052	.000
	RM	.287	.073	.232	3.941	.000

a. Dependent Variable: JS