



**ST.MARY'S UNIVERSITY**

**SCHOOL OF GRADUATES**

**THE EFFECT OF EMPLOYEE JOB SATISFACTION ON EMPLOYEE  
JOB PERFORMANCE: IN THE CASE OF ALEMAYEHU NIGUSSIE  
POLYPROPLENE WOVEN BAG MANUFACTURING**

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**JUNE, 2020**

**ADDIS ABEBA ETHIOPIA**

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## **LIST OF ACRONYMS**

ANPP Alemayehu Nigussie propylene

PP Propylene

SPSS Statistical Package for Social Science

SHRM Society for Human Resources Management



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## **ABSTRACT**

*Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. Employee satisfaction is becoming more challenging for companies including those in the industry due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, and differences in the level of employer employee expectations. The study sample sizes of 63 employees are taken for the research study. Data for the study were collected primarily through semi-structured questionnaire. The study adopts descriptive and explanatory statistics analytical techniques to analyze the variables, using Statistical Program for Social Sciences (SPSS). Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. Findings are reported in the form of tables and figures and appropriate recommendations given.*

*The study reveals the dual direction of the relationship that composes a cycle cause and effect relationship, so satisfaction leads to performance and performance leads to satisfaction through number of mediating factors. Successful organizations are those who apply periodic satisfaction and performance measurement tests to track the level of these important variables and set the corrective actions.*

***Keywords: Job Satisfaction, job performance, organization***

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

In today's increasing competitive environment, Organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitor to achieve their goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their productivity and attain overall organizations objectives (Indermun & Bayat, 2013). Therefore, organizations are concerned about the relations between employee and the level of satisfaction and considered to be critical issue in relation with organization performance and improvement. Locke (1976) defined employee satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. "There are many factors that affect employee's job satisfaction. Job satisfaction derives from intrinsic factors that are related to extrinsic factors which are related to instrumental values (Watson, 2012). While Aziri (2011) mentioned that job satisfaction is under the influence of many factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions.

### 1.1 Background of the Study

Employees play crucial role in terms of ensuring organizational success. No organization can succeed without a certain level of commitment and effort from its employees. Organizations often attempt to satisfy their employees to gain their commitment and loyalty. However, it is not easy for organizations to be successful in satisfying employees because people work for a wide variety of reasons, some want material success while others might emphasize on challenging jobs. People will be more committed and more productive during their job if they are more satisfied. The content of Herzberg's theory has widely been accepted as relevant in motivating employees to give off their best in organizations. The effectiveness and success of an organization lies on the peoples who perform and work with the organization. Employees must

be satisfied in an organization to be able to perform their duties to change environment and to give meaningful contribution to the success of the organizational goal. Employees need to acquire the relevant skills, working condition, reasonable reward, job securities, work status, appropriate company policy and administration, good interpersonal relationship among the employees, and all things that employees can motivate and satisfy need to take in to account. Employees that are satisfied with their job perform better and are less likely possibly to be late, absent than those who are dissatisfied employees. Employees, who are more productive and are able to stay longer on job are said to have higher job satisfaction ratings. This shows that, assessing employee job satisfaction is very important (Saiyadain, 2004).

According to Simatwa (2011), job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions

The labor market today is growing and changing fast. It is the responsibility of the manager of the organization to adapt to these changes to be able to make the organization profitable. To be able to do this, it is crucial to satisfy the key employees in the organization since they are the ones that drive the company forward. Employee satisfaction is becoming more challenging for companies due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer-employee

expectations, the high cost associated with hiring new talents, among others. Employers' need for strategic effort directed at satisfying current employees is now urgent than ever to improve retention rates and decrease the associated costs of high turnover. Voluntary turnover is a huge problem for many organizations. According to Young (2006), companies are faced with people leaving to join other companies. The average worker is changing jobs ten times between ages of 18 and 37 continuously. Young asserts that one answer to this issue is to believe that you can purchase knowledge to replace what you are losing. McCrea (2001) suggests that employees today change jobs frequently and do not have the company loyalty that existed 30 years ago when your valued employees were hired. The article, "The battle for brainpower" (2006), also states that loyalty to employers is fading therefore companies need to raise productivity by managing talent better. The hunt for talent has gone global as the globalization creates demands.

Employee job satisfaction assessment is one of the concerns of managements in Ethiopia too. Previous studies shows that managers need to give attention to the importance of giving proper recognition of their employees, developing proper reward system, increase ability of employee commitment, ensure a safe, open and trusting work environment to motivate employees better, focus on both intrinsic and extrinsic reward elements to motivate employees. These all are related to employee job satisfaction (Habte 2016).

Employee Job satisfaction is the rate of enjoyment people receive from their work. This research evaluates employee job satisfaction and its effect on performance in case of Alemayehu Nigussie polypropylene and woven manufacturing. It focuses on the relative importance of employee job satisfaction factors and their impacts on the overall job satisfaction of employee. Relationship with management, compensation and benefits and work environment are important factors contributing to job satisfaction. It also investigates the impacts of personal variables like age, sex differences, education level, work experience, and position in the organization.

## **1.2 Background of the company**

Alemayehu Nigussie polypropylene woven bag factory was established in 1998. It was located south west direction far from 25 km from the capital city of Ethiopia. The company manufacturing 96% polypropylene, 1% masters batch and 3 % filler. When the company was established there were 110 Ethiopian employees. The initial capacity of the factory was one tape

plant machines, 20 circular weaving machines, one automatic cutter and 10 sewing machines. The founder and the owner of the company is Mr. Alemayehu Nigussie.

Organizations use policies and procedures to outline rules outline courses of action to deal with problems. Organization's policies and procedures to make employees understand the organization's views and values on specific issues, and what will occur if they are not followed. Policies are general statements of how an organization wants to behave and procedures define exactly how to do a task or perform step by step .A policy can be security related also and that can be used to identify risks and mitigate risks.

The organizations use paper-based policy manuals, passing out binders containing the employee handbook by using these policies the company gain the following benefit

#### Consistent processes

Consistency in practices is also right for employees individually. They know what they're responsible for, what's expected of them, and what they can expect from their supervisors and co-workers. This frees them up to do their jobs with confidence and excellence.

#### Better quality service

When employees follow procedures, they perform tasks correctly and provide consistent customer service. This enhances the quality of your organization's products and services. And, in turn, improves your company's reputation. Employees can know they are fulfilling their roles and take pride in their work.

#### A safer workplace

When your staff is following policies and procedures, workplace accidents and incidents are less likely to occur. This reduces liability risks for your organization and limits interruptions in operations. Your employees can feel safe and comfortable in the workplace, knowing that their managers and co-workers are looking out for their best interest. They can rest assured that they'll be taken care of if something does happen.

### **1.3 Statement of the Problem**

Job satisfaction represents a collection of attitudes that workers have about their jobs. There are a number of issues that affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours and how they respects on their jobs. Many Human resource departments of companies face the problems of job satisfaction every day (Zhu1, 2013). Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism (Singh, and Pandey, 2013).

Employees in an organization have always been key assets as their departure could have significant effect on the implementation of the organization's business plans and may eventually cause a parallel decline in productivity. As such, employee satisfaction is important in the long-term growth and success of a company. Employee satisfaction would ensure customer satisfaction and effective succession planning (Mello, 2007). Employee satisfaction would also improve investor's confidence, as they are concerned with organization's capacity to perform in such ways that would positively influence the value of their investment in the company.

Stella achieng odembo (2013) has conducted a study on the relationship between job satisfaction and employee performance within the telecommunication industry in Kenya: a case of airtel Kenya limited. The research findings indicate that the current level of job satisfaction at Airtel is quite low. With the constant changes in ownership and resultant management teams which always comes with a myriad of new ways of doing things. Most of these new strategies have not performed well in the market because the employees themselves do not believe in them and will therefore not perform optimally to meet these goals. This has led to the dismal performance of the company as a whole and that is why Safaricom still leads by a huge margin with close to ten million subscribers and an 80% market share as compared Airtel's less than two million subscribers and a less that 15% market share. It's important to note that these two companies were formed on the same year; therefore the difference in success should not be too huge. Due to the above-mentioned job satisfaction issues, Airtel has been unable to emerge from its 'doldrums' and he asked 250 employees of the company and conclude that job satisfaction has positive impact on performance.

Tamrat Ayele (2016) also conducted an assessment of employee job satisfaction in the case of commercial bank of Ethiopia north Addis district grade three city branches. The researcher stated that efficient banking service delivery system includes the existence of viable work place, job design procedure, planned policies and smooth interaction between the customers and the institution. It also includes employee's competency, punctuality, neatness of office equipment and time effectiveness in providing the service. Although the above mentioned factors are efficient service delivery ways for banks, commercial bank of Ethiopia has some limitations in performing these factors. For example, sometimes the interaction between the customers and the employees are not smooth and also regarding time effectiveness in providing the service. 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 discussed issue in the Banks top level and operational level managers. The reason is that employee satisfaction is the root cause for success in the banking industry. Employees are the catalyst for these activities. Meanwhile I found a research conducted on job satisfaction of the bank employees of CBE and the result shows that 51% employees are not satisfied by the banks over all benefits, salaries, and so on. In addition to that the bank clearly indicates, in the corporate strategy of the bank, to increase the job satisfaction level of employees more than 80%. In conditional meetings employees also raising 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 compliant on the employee's promotion of the bank''. And conclude that the major causes of dissatisfaction of CBE's employee are because of poor opportunities for promotion and transfer opportunities. Also low or poor access of sponsored trainings & seminars are the major cause.

Employee satisfaction is increasing in importance, as the competition for talent is high and still growing. It is not hard for a competitor to compete with individual elements of employment such as salaries and benefits. Boyens (2007) focuses on the reasons of involuntary turnover, voluntary turnover, and promotion for employees to leave a particular company. Furthermore, he says that the two types of turnover are the most devastating for organizations. The effect of voluntary turnover includes loss of performance, knowledge, expertise, relationship, and loss of the time and resources that it took to train the employee. This leads to a feeling of insecurity and affects



the performance of the employees who are left because of the constant disruption of services and too much change which as a result affects the general performance of the company.

The management of Alemayehu Nigussie pp. woven manufacturing company did not work on employee job satisfaction to achieve the established objectives of the organization. As per the researcher physical observation made in company and document analysis and get staff turnover this indicates the existence of the problem; and factors influence job satisfaction and the level of job satisfaction is unclear in the organization. A very challenging issue in Alemayehu Nigussie pp. woven manufacturing is decline in professional workers and rising turnover. The organization is failed to attract and retain high quality professional staffs due to some reasons.

This research would observe these problems motivated to determine current level of employee job satisfaction in the organization in light of relevant theories and also identifies the factors affecting employee job satisfaction. This study will help human resources consultants, managers, and policy makers to understand the satisfaction level of an employee and its effect on performance as well as what factor influences. Understanding of this phenomenon will support management and policy makers to understand company employees' job satisfaction factors and decrease professional employee turnover. The aim of this research is the employee to come to our work with happily and to go with safely.

## **1.4 Objectives of the research**

### **1.4.1 General objective**

The general objective of the study is to examine the effect of employee job satisfaction on job performance in the case of Alemayehu Nigussie polypropylene woven bag manufacturing company.

### **1.4.2 Specific objectives**

1. To assess the level of employee job satisfaction with regard to payment, promotion, safety, correlation with management, management support
2. To assess the level of employee job satisfaction with regards to demographic variables such as gender, age, level of education, management level
3. To determine the effect of employee job satisfaction on employee job performance

## **1.5 Hypothesis**

Hypothesis 1: Job satisfaction has a positive impact on employee job performance

- H1a: Salary pay has positive impact on employees' job performance
- H1b: Promotion has positive impact on employee job performance
- H1c: Job safety and security have positive impact on employee performance
- H1d: Working conditions have positive impact on employee performance.
- H1e: Relationship with co-workers has positive impact on employee job performance.
- H1f: Relationship with supervisors has positive impact on employee job performance.

Hypothesis 2: Employee job satisfaction varies with regard to age, gender, educational level and managerial level.

- H2a: There is a statistically significant mean difference between employee job satisfaction levels with regard to age.
- H2b: There is a statistically significant mean difference between employee job satisfaction levels with regard to gender.
- H2c: There is a statistically significant mean difference between employee job satisfaction levels with regard to educational level
- H2d: There is a statistically significant mean difference between employee job satisfaction levels with regard to managerial level

## **1.6 Significance of the study**

This study is conducted to explore the effect of job satisfaction on job performance in the case of Alemayehu Nigussie pp. woven bag manufacturing co. Based on the research findings, the researcher will recommend effective ways of improving employee's satisfaction level in these organizations to get their assurance. Moreover, the results of the study help the management of the organization, students, employees, researchers and policy makers in many aspects. This study serves as a work of reference for students and researchers. It also helps the top management of the organization to devise mechanisms to increase employee job satisfaction and performance.

### **1.7 Scope of the study**

The scope of the study is to examine the relationship between job satisfaction and job performance. This research is explanatory as well as descriptive in nature and mainly uses questionnaire to collect primary data from respondents. Thus, the researcher will use measurement scales to collect data regarding independent (job satisfaction) and dependent variable (job performance). Moreover, this study will be conducted a single company called Alemayehu Nigussie pp. woven bag manufacturing.

### **1.8 Limitations of the study**

The major limitations of this study were resource constraint including time, finance and access to information. Besides, to obtain information from the respondents was somehow difficult due to the corona virus (COVID 19). The sample size is limited, as the studies target only the total employees. The research findings would also be limited to for Alemayehu Nigussie PP woven bag manufacturing Oromia liyu zone kebele 04 Alemgena Sebeta.

### **1.9 General organization of the study**

This study is organized into five chapters. Chapter one discusses introduction composed of background of the study, statement of the problem, objective of the study, hypotheses, and significance of the study, scope of the study, limitations of the study and organization of the study. Chapter two deals with literature review including the theories of job satisfaction, job performance, importance of job satisfaction and the definition of job satisfaction dimensions such as salary, promotion, nature of work, the relationship between management and co-workers and safety at the work place and the effect of job satisfaction on employee performance with theory , Chapter three discusses all about research design, sources of data, study population, sample size, sampling techniques, data collection instrument, method of data analysis, and ethical consideration, Chapter four also discussed introduction, demographic characteristics of the survey respondent, reliability and validity test, hypothesis testing, Chapter five deals all about introduction, summary, conclusion and recommendation.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter will serve as the foundation for the development of the study. It will discuss the relevant literature relating to the factors that affect employee job satisfaction. It will specifically focus on theoretical review, past studies on the subject in determination to highlight the relationship of previous research and this research and a review of some of the literature on the variables of the research.

### 2.2 Theoretical Review

#### 2.2.1 Theories of job satisfaction

Scholars and researchers have produced wide-ranging theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects.

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).

#### 2.2.2 Herzberg's Two Factor Theory

The research will be conducted by Herzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received will be categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these

characteristics as “motivators”. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as “hygiene” factors (Robbins, 2001).

**Hygiene factors**, or extrinsic motivators, tend to represent more tangible, basic needs—i.e., the kinds of needs included in the existence category of needs in the ERG theory or in the lower levels of Maslow’s hierarchy of needs. Extrinsic motivators include status, job security, salary, and fringe benefits. It’s important for managers to realize that not providing the appropriate and expected extrinsic motivators will sow dissatisfaction and decrease motivation among employees.

**Motivation factors**, or intrinsic motivators, tend to represent less tangible, more emotional needs—i.e., the kinds of needs identified in the “relatedness” and “growth” categories of needs in the ERG theory and in the higher levels of Maslow’s hierarchy of needs. Intrinsic motivators include challenging work, recognition, relationships, and growth potential. Managers need to recognize that while these needs may fall outside the more traditional scope of what a workplace ought to provide, they can be critical to strong individual and team performance.

The factor that differentiates two-factor theory from the others we’ve discussed is the role of employee expectations. According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. That is, intrinsic motivators tend to increase motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent. This is due to employees’ expectations. Extrinsic motivators (e.g., salary, benefits) are expected, so they won’t increase motivation when they are in place, but they will cause dissatisfaction when they are missing. Intrinsic motivators (e.g., challenging work, growth potential), on the other hand, can be a source of additional motivation when they are available.

## **2.3 Empirical Review**

### **2.3.1 Effect of talent development on Job satisfaction**

An organization that wants to strengthen its bond with its employees must invest in the development of their employees (Woodruffe, 1999). It entails creating opportunities for promotion within the company and providing opportunity for training and skill development that

let employees to improve their employability on the internal and the external labor market (Meyer & Smith, 2003). They argue unambiguously that organizations will do a better retention job by spending more resources on training and development. An organization that provides education and training will be more competitive and productive and will win the loyalty of its workforce. Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties .It is an effective way to enhance employee retention.

Learning opportunities have generally referred to three dimensions of learning on the job: opportunities to learn new things on the job, having a job that requires one to be creative, and being able to influence what happens on the job. Another study found challenging and extensive learning opportunities to be associated with better psychological functioning, subjective health, and coping styles (Taylor, 2004).

Taylor (2004) concluded that the dramatic difference in higher rates of job satisfaction for employees in small companies relative to large companies could be attributed to the extent of workplace learning opportunities available in small companies. Also claims that if employees feel they are not learning and growing, they feel they are not remaining competitive with their industry peers for promotion opportunities and career advancement. Once employees feel they are no longer growing, they begin to look externally for new job opportunities.

Lee-Kelley et al. (2009) also focused on organizational and personal factors which might affect retention. The investigations showed that the perception of the importance of learning to employees and the quality of work climate is a strong predictor of employee intentions to remain with their current employer. The researchers suggest that human resource management should formulate policies that put more emphasis on employee development and training in order to retain the needed talent for effective performance. One of the ways they recommend organizations achieve this is by ensuring that opportunities for personal advancement and growth are consistently available. However, the conundrum is that the more employable organizations

makes their employees through training and development opportunities the more their mobility capital increases (Cappelli, 2000). Studies have shown that if employers do not attend to employees training needs they leave. If employers do develop them, some will leave anyway but the organization will benefit from their competence for the duration of their tenure. Mello(2007), however contends that if the training given to employees is off- the -job, then they will go out to explore their skills acquired. Consequently, researchers suggest that training and development given to employees should be based on- the- job to development their skills and competencies on their current jobs. Nonetheless, employees should be given the chance to grow in their careers since employees with greater opportunities for self-growth and development are as well committed to the organization. Currivan defines organizational commitment as the degree to which an employee feels loyal to an organization. Similarly, Steers & Porter (1991), define organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Meyer (1999), describe committed employees as people who stay with the organization through thick and thin. They attend work regularly and put in a full day. Committed people protect company assets, share company goals, vision, and ethics. Give the antecedents of commitment as procedural justice, expected utility of internal roles, employment security, job investments and training.

In their research into the factors influencing employee retention, identified that the first important indicator of employee retention is their organizational commitment. They commented that employees with a high organizational commitment are those who have a strong identification with the organization, value the sense of membership within it, agree with its objectives and value systems, are likely to remain in it and, finally, are prepared to work hard on its behalf.

### **2.3.2 Effects of Reward on Satisfaction**

Reward is something that an organization gives to the employees in response of their contribution and performance. A reward can be extrinsic or intrinsic, it can be a cash reward such as bonuses or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions etc., yet these incentives alone are not enough. Employees judge the quality of their job in the intrinsic satisfaction (the personal reward they gain from their work). Using intrinsic rewards to increase

employee commitment and retention is achievable in any organization. While it is both an art and science, it has basic component of human nature that are fundamental. When these intrinsic approaches are understood and ingrained in the organization's culture, productive employees remain. It has been asserted that, when pay and benefits are comparable to the market, it is the intangibles that make for a dedicated workforce. Reward is something that an organization gives to the employee so that the employees become motivated for future positive behavior (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Johnson, 2004). Recognition and reward programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying "thank you" to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Johnson, 2004)..

The Society for Human Resources Management (SHRM) says that rewards are one of the keys to avoiding turnover, especially if they are immediate, appropriate, and personal. The Hay Group and Fortune magazine study of the "Most Admired Companies" also cites rewards and recognition as a key driver of employee retention, as it create a culture that motivates and supports employees. In the absence of a structured program and an accompanying workplace philosophy about recognizing good work, it is easier for employees to leave. "People don't quit jobs, they quit relationships," said Ferris, paraphrasing the conclusion of a Gallup study (Murray, 2007). A valued employee is more likely to stay in employment than unvalued employee is. Sutherland (2004) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention. Recognition is one of the most important methods of rewarding people. Employees need to know not only how well they have achieved their objectives or carried out their work, but also that their achievements are appreciated. Recognition needs are linked to the esteem needs of Maslow's hierarchy of needs. Recognition can be provided by positive and immediate feedback and praises where it is well



observed (Armstrong, 2006). Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization. Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruffe, 1999). An organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson, 2007).

## **2.4 Importance of Job Satisfaction**

Employee satisfaction or dis-satisfaction is related with organizational development. If the employees are satisfied by working in the organization, it is better for the organization. Employees are the root element of an organization. That's why job satisfaction is a major considerable matter for an organization. Now we're going to discuss about the importance of job-satisfaction.

1. 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

2. It Gladdens the managers:-High job satisfaction develops the quality of the employees. They get encourage to perform their own duty and responsibility with more dignity. As a result Managers get proper feedback from the workers and they do good attitude with the workers. So job satisfaction gladdens the managers.

3. Reduces the Absenteeism:-Job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. This matter brings eagerness and inspiration among the employees to perform their job. Employees attend in their working place regularly. So it reduces the absenteeism of the employees.

4. Reduces the labor turn-over:-Job satisfaction depends on the employee's mental satisfaction to his working condition. When employees don't get facility and opportunity in their work place

then they remove their place. This creates negative impact on the organization. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turn over.

5. Reduces the industrial dispute:-In organization the disputes occurred between worker & supervisor, worker & worker or one factory with other factory. This occurrence is called industrial dispute. As a result company faced losses and they cannot continue their productivity in the factories. Job satisfaction reduces the industrial dispute

6. It increases the productivity:-High satisfaction brings high productivity in the organization. When employees get satisfaction and assurance of their job then they do more work than before. They continuously perform their job. So automatically production increases in the organization.

7. Reduces the accident:-Every day there are many accidents occurs in the organization. The main reason is for no concentration and feel tiredness among the employees to perform their job. This is negative sign for them. But when they get job satisfaction then they give more concentration on duty. The different accident will be reduces. So job satisfaction progress the organization.

8. Increases the quality of the products:-High quality products needed for the success of the organization. When a company gives proper training to employees, they become eager to give full concentration in their work. They maintain the quality of the product and try to increases the quality.

9. High morale of the worker's:-Job satisfaction creates positive morality among the workers, because this fulfilled employee's expectation. It develops the workers mental expectation. So it is related with high morale of the worker's.

10. Increases the discipline:-The success of an organization depends on the employee working discipline. Job satisfaction creates discipline among the employees in the organization. So it helps to bring success in the organization.

## **2.5 Determinants of 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 greater understanding of the dimensions of job satisfaction has led to increasing interest in improving job design. According to (Newstrom, 2007), determinants of job satisfaction are broadly categorized into two personal factors and organizational factors.

### **2.5.1 Personal Variables**

Various personality variables have been linked to job satisfaction. The personal variables include factors such as: age, gender, educational level, service year and position in the organization.

#### **Age**

Herzberg et al. (1967) have theorized that age has a curvilinear relationship to job satisfaction. As a person begins a job, satisfaction is high. Satisfaction declines for several years and then begins to rise. Also found that job satisfaction and age are positively correlated. He disagreed with Herzberg in that he found the relationship between age and job satisfaction to be linear rather than curvilinear.

#### **Gender**

Evidence indicates that autonomy seems to be more important for men than women, to experience a high degree of job satisfaction. On the other hand, Supportive supervision has more impact on woman's job satisfaction than men's. Men tended to seek respect and recognition from their jobs where as for women economic consequences were of more relevance (Khandelwal, 1988)

#### **Education Level**

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvise individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.

- Highly educated employees possess rationality and thinking power.
- Education develops individual wisdom and evaluation process.

### **Service Year in the Organization**

People who are satisfied with their jobs tend to remain in them longer than those who are dissatisfied. Person with more job experience are more satisfied with their jobs when compared to those who are less experienced (Venkatachalam and Reddy, 1996; Malni, 2001).

### **Position in the Organization**

There exists a differential opportunity to satisfy various motivational needs within different levels in the organization (Khandelwal, 1986). Generally it has been found that the higher is one's position in an organization the greater is the level of job satisfaction (Saiyandain, 1977; Kumar et al 1981, Panda.2001). This could be explained by the fact that the higher the status of the individual in the organizational hierarchy the more he enjoys both relatively better working conditions and rewards than lower level employees.

### **2.5.2 Organizational Factors**

The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors.

Following these four main variables comes in this category:-

#### **2.5.2.1 Career Development**

Career development provides opportunities that can be mutually beneficial for both employees and employers. Career development is an opportunity for employees to continually take part in more advanced or diverse activities (e.g., training, networking) that result in improving skills, gaining new skills, taking greater responsibility at work, improving their status and earning higher income. Employees who partake in job training, continuing education and other types of professional development can refine and acquire new skill sets that could help advance their career. In addition, a more knowledgeable staff may translate into various advantages for employers. Building more well-rounded employees by preparing them to better handle tasks and be successful in their roles helps organizations become more effective and efficient. For

example, cross-training employees would mitigate the loss of productivity while backfilling a position.

(Heery and Noon 2001) define promotion “getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employee in the organization”. (Grobler et al. 2002) define promotion as “going towards upward position in the organization”. If organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high. When employees get promotion they will be more committed to their organization.

Training provides chances to employees’ enhance their knowledge and skills for effective development. Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees’ development that is good for competencies (Martensen and Gronholdt 2001).By getting these training programs employees able to get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Aim of these training and management programs to amend employees’ skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities.

### **2.5.2.2 Relationship with Management**

The relationship an employee has with his or her supervisor is a central element to the employee’s affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisors. One of the components of a good relationship is effective communication. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction. In addition, management’s recognition of employees’ performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

Employees frequently associate their perception of their supervisor with their overall attitude toward the organization. In fact, management issues are one of the major sources driving up employee turnover. This reason alone speaks to the multiple implications the employee/management relationship has on an organization. Poor management has widespread

consequences, ranging from diminished employee morale and reduced productivity to damage to an organization's reputation. Developing effective communication practices and respecting Employee's work and opinions lead to better relationships between managers and their staff. These efforts indicate that management has a vested interest in their employees.

Recognition is defined as "in organization employees are rewarded by different status, this process is called as recognition" (Danish et al., 2010). (Robbins 2001) described that through the recognition employee get appreciation and status like as a part of organization. (Barton 2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. (Romano 2003) pointed out that recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employee feel rewarded and motivated. By giving recognition to the employee's competitive advantage can be achieved. Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases motivation and performance of employees.

### **2.5.2.3 Compensation and Benefits**

Employees may expect to see enhancements in their compensation and benefits packages. Given that conditions will improve at different rates for different businesses, organizations that cannot offer competitive salaries within their market may need to consider shifting their total rewards strategy.

Pay could be one of the important determinants of job satisfaction because it helps fulfill so many of employee needs including their basic needs and upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 2001). (Derlin and Schneider 1994) stated that researchers in some studies have concluded that pay and fringe benefits are an important variable to be considered in the study of job satisfaction (in Waskiewicz, 1999).

Money is the indicator of motivation. Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and (Wu 2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. NL (2012)

described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees.

#### **2.5.2.4 Work Environment**

The work environment can be described as the environment in which people are working. Employers understand that employees spend a large amount of their time at work, and therefore, companies take steps to ensure the work environment is conducive for employees to be productive, satisfied and engaged in the workplace. Promoting elements that sustain a healthy work environment leads to satisfied and engaged employees.

Work environment involves all the aspects which act and react on the body and mind of an employee. Under organizational psychology, the physical, mental and social environment where employees are working together and there work to be analyzed for better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized.

Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organization as well as growth of an economic. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. All aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees.

Another area large context of working condition has to do of concern within the policies regarding employees. Any sense of job insecurity may lead to drop in the degree of satisfaction derived from the job. A number of studies have shown that the degree of job satisfaction is directly proportionate to the degree of job insecurity (Panda, 2001; Rangaswamy and Makhandeyar, 1998).

### **2.6 Theories of Job Performance**

Job performance is defined as a role of the individual's performance on particular objectives that consist of defined standard job descriptions (Murphy and Kroecker, 1988). It depicts behaviors and actions that are managed by the employees which contribute to an organization's goals

(Rotundo and Sackett, 2002). In another, Campbell et al. (1990) define job performance to comprise apparent behaviors that people observe in their job that are important in achieving organizational goals, and these behaviors must be related to the goals of the organization. Contrary to this rigidly behavioural meaning of job performance, Motowidlo et al. (1997) suggest that instead of exclusively the behaviors themselves, performance is behaviors with an evaluative aspect. This definition is in agreement with the dominant technique used to determine job performance which is performance ratings from supervisors and colleagues (Newman, 2004). Motowidlo et al. (1997) call attention to this evaluative in defining the performance domain. They also firmly maintain that job performance is as a result of behaviors and not outcomes.

## **2.7 Review of empirical studies on the relationship between job satisfaction and job performance**

The Hawthorne studies are recognized for setting the pace for researchers on the effect of employee attitude on performance. After the Hawthorne's work, more researchers have emerged to critically investigate the idea that —a happier worker is a productive worker. Most of their literature review proposed a weak and conflicting relationship between job satisfaction and performance. Upon further review of literature, Iaffaldano and Muchinsky (1985) proposed that the statistical relationship between job satisfaction and performance was 0.17 which signifies that job satisfaction and performance slightly related. They further declared that the said relationship between the two variables was as a result of —management fall and —illusory. This result is in favor of the views of researchers and organizations, managers as well as human resource practitioners who perceive the relationship between job satisfaction and performance as insignificant. Further study disagrees with the finding of Iaffaldano and Muchinsky (1985). Organ (1988) proposes that the inability to determine a strong relationship between the two variables is attributable to the narrow definition that is given to job performance. Organ (1988) challenged that when performance is defined to take into consideration critical behaviors not normally revealed in performance appraisal for example organizational citizenship behavior, its link with job satisfaction improves. According to Organ and Ryan (1995), research inclines to back Organ (1988) argument because job satisfaction has relationship with organizational citizenship behavior.



## 2.8 Conceptual Framework

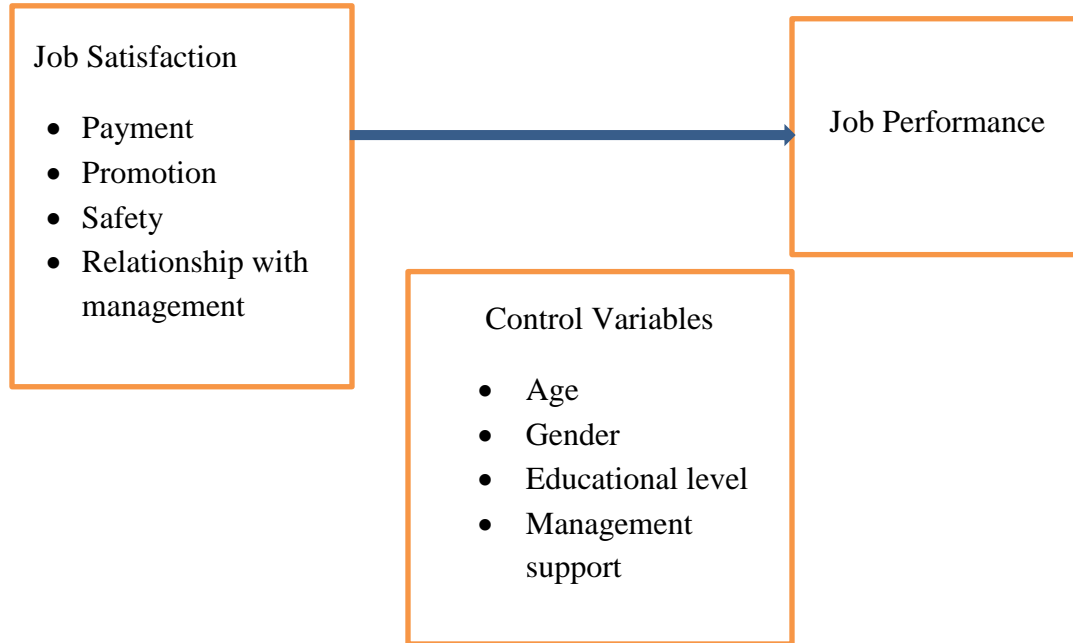


Figure2. 1 Frame work of the study

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design**

The main objective of this research is to assess and identify the major factors that determine the employee job satisfaction and their impact on job performance in the case of Alemayehu Nigussie polypropylene woven bag manufacturing. Therefore, this study applies a causal or explanatory and descriptive research design as it attempts to unlock the cause and effect relationship between job satisfaction and job performance. In this research, both qualitative and quantitative data will be gathered. Quantitative method is implemented for subjective assessment of respondent's (employee) attitudes and opinions. Qualitative researchers are interested in understanding the meaning people have created in particular how they make sense of their world and the experience they have in the world.

#### **3.2 Sources of Data**

The data for the study was collected from primary and secondary data sources.

##### **Primary data**

Primary data were obtained directly by structured questionnaire which include close ended questions in retrieving data and current status of factors affecting employee job satisfaction of Alemayehu Nigussie polypropylene woven bag manufacturing. Questionnaire is preferred method of data collection instrument since it helps to secure information at a time.

##### **Secondary data**

A secondary source of data was obtained from review of related literature from published journals, books, internal records, internal portal, the internet and relevant documents (documents related the study). Most knowingly secondary data was increase an understanding of importance and factors employee job satisfaction.

#### **3.3 Study Population**

Study population was population of all who working in the Alemayehu Nigussie pp. woven bag manufacturing and selected by simple random sampling According to the human resource data, 900 employees work in the company in two sites in the first site they have around 300 employees

the left one employee are in the second site therefore the researcher focuses in this sites. Simple random sampling method was applied and thus all employees have equal chance of being included in the sample.

### 3.4 Sample size

The employee's those working in the Alemayehu Nigussie woven bag manufacturing is 900 in two branch of the company one branch have 300 employee and the other branches also contain 600 because of location I am selected the first branch and from those employee I am selected 90 because the data must be representative and must show each position and must conduct each department or low level structure. Because of this we can use Yemane formula to identify the sample size of our study.  $n = N / (1 + Ne^2)$

Where n= corrected sample size, N = population size, and e = Margin of error (Moe), e = 0.05

In the sample size calculator I am use

- confidence level 95%
- margin error 5%

#### Sample determination

Strata	Population Frequency N	Multiple Factor	Sample Size n
Top Level	30	0.1	10
Middle Level	90	0.3	28
Low Level	180	0.6	52
Total	300	1	90

### 3.5 Sampling Technique

Stratified random samplings are used since the population consists of employees from top level, mid-level and lower level management. Then after, simple random sampling method have

employed select respondents from each stratum to ensure that all employees are given equal chance of being selected to avoid sample bias and to make generalization.

### **3.6 Data collection instrument**

The researcher was use a questionnaire which is developed based on the objectives of the research (Likert scale). Two different sets of structured questionnaires are used for the study including open and close-ended questionnaires. The uses of open and close-ended questionnaires ensure that quantitative data can be captured. Both open and close-ended questions are used in capturing qualitative data responses from the employees with regard to their perception about the effect of employee job satisfaction on performance. The questionnaires are having 4 sections consisting of 16 questions. The first section dealt with the demographic characteristics of the respondents, section two paid particular attention to the determinants of employee job satisfaction. Section three dealt with the extent of employee job satisfaction while the last section required to stimulating information on challenges of employee job satisfaction.

The questions have been designed in to some sections. Section A consists of socio-demographic information to obtain personal information from respondents. The other two Sections deal with questions to help test the research hypothesis. Some of the questions require respondents to indicate their level of agreement to the items in the research model. Items in the questionnaire will be measured using a five-point Likert Scale, with 1 representing „strongly disagree“ and 5 representing „strongly agree“.

Job satisfaction was measured by scale developed by Wanous & Lawler (1972). This measurement scale has total of 15 items divided into 7 dimensions namely Payment, Promotion, Relationship, Nature of Work, Recognitions, Safety at the work place, Training and development. The reliability (Cronbach  $\alpha$  coefficient or internal consistency between item) of the measurement scale was  $\alpha=0.7$

Job performances are assessed by using the performance appraisal report developed by the company (from HR department). The researcher uses this appraisal report completed by the employee's immediate supervisor.

### **3.7 Method of data Analysis**

Correlation analyses are used to assess the relationship between job satisfaction and job performance. Moreover, linear regression analysis is used to test the effect of job satisfaction on job performance. Furthermore, analysis of variance (ANOVA) is used to assess the mean difference employee job satisfaction based on age, sex, level of education. For qualitative data gather thorough interview and secondary source are analysis thematically.

### **3.8 Ethical Considerations**

Before starting the actual data collection the purpose of the study, the right to participate and refuse was told to the study subjects. Verbal consent from the study subjects was obtained. Confidentiality of the information was guaranteed by not writing their name and anything that enable to identify study participants. In addition to that a respondent's answer kept in a confidential place.

The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disrespect. All respondents had a right to privacy, to safety, to know the true purpose of the researcher, to obtain research results and to abstain from answering questions.

# CHAPTER FOUR

## DATA ANALYSIS AND DISCUSSION

### 4.1 Introduction

In this chapter the data collected through questionnaire and interview were analyzed and discussed.

The researcher are planned to distribute 90 questionnaire based on the sample size because of the current situation(covid-19) the researcher spread 75 questionnaire, from those 63 questionnaire were returned (a response rate was 84%). Therefore 63 questionnaires were used for analysis. The collected data were processed by means of the computer software using statistical package for social science (SPSS) version 23. Before gathering the main survey data, the researcher has conducted a pilot test on 15 respondents. The objective of this pilot test is to check whether the respondent easily understood the question or not, to avoid doubt words, to remove redundant word if there and to insure the validity and reliability of data. The researcher has also translated the original questionnaire from English to Amharic so that respondents can easily understand and respond to the research questions.

### 4.2 Demographic characteristics of survey respondents

Table 4.1 Age distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Age 21-30	41	65.1	65.1	65.1
31-40	18	28.6	28.6	93.7
41-50	2	3.2	3.2	96.8
50 and above	2	3.2	3.2	100.0
Total	63	100.0	100.0	

Source: own survey data, 2020

As shown in the above table 4.1 there is four categories of age distribution 21-30, 31-40, 41-50 and above 50 respectively. In the first category out of the total respondents 41 employees were belongs to this age category and that represents 65.1% of the respondents. The researcher found that 18 respondents are lies in the next age category and represents 28.6% of the total respondents. In the third and fourth age category there are 2 respondents in both level of age and represents 3.2 % of the total respondents. Generally the researcher conclude that the greatest number of responders was very young and it is a valued ability for the company since this age group will serve for a long period and because of this the job satisfaction level is different among age.

Table 4.2 Gender distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender Male	25	39.7	39.7	39.7
Female	38	60.3	60.3	100.0
Total	63	100.0	100.0	

Source: own survey data, 2020

The sample consists of 63 defendants as shown in the above table shows 25 employees were male, and they represent 39.7% of the sample. The lasting 38 employees were female and they represent 60.3% of the total sample. As indicated in the above table numbers of respondents female were greater than male. Therefore depends on gender the job satisfaction also different from gender variability.

Table 4.3 Current job position of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Current Job Position</b> Loom	13	20.6	20.6	20.6
Singer	9	14.3	14.3	34.9
Packing	6	9.5	9.5	44.4
Winder	7	11.1	11.1	55.6

Technician	7	11.1	11.1	66.7
Management	5	7.9	7.9	74.6
Security	3	4.8	4.8	79.4
Other	13	20.6	20.6	100.0
Total	63	100.0	100.0	

Source: own survey data, 2020

In table 4.3 we can see that 13 of the respondents are Loom Operator and has represents 20.6% of the respondents. The second job position Singer is 9 respondent and scored 14.3% of from total respondent. Packing and Winder both job position are equal frequencies of each represent 7 respondents and 11.1% of the total respondents. Out of the respondents there are 5 Manager and takes 7.9% of all the respondents. From the total respondent of the survey the security job position respondent are 3 and represent 4.8 % of the total respondent In addition to that 13 respondents are Other job position and holds 20.6% of the respondents. It is clear that from the table 4.3 Loom Operator and Other are both take the largest number of respondents..

Table 4.4 Work experience of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Work Experience</b>	Less than 5 years	23	36.5	36.5	36.5
	5-10 years	30	47.6	47.6	84.1
	More than 10 years	10	15.9	15.9	100.0
	Total	63	100.0	100.0	

Source: own survey data, 2020

As described in table 4.4 there are 3 categories namely first (less than a 5year) ,the second(5-10 years) and third (more than 10 years) .in the first years of the respondents are 23 who serves the company and represent 36.5% of the respondents. In the second category 30 employees are serving the company for 5 up to 10 years which is 47.6% of the respondents. In the last category more than 10 years respondents are serving the company are 10 and represents 15.9 % of all respondents. As displayed in the table 4.4 most of the company employee lies between 5-10



years. Due to his the employee assume that if work more it needs more payment because of this reason the job satisfaction varies regarding to the work they served.

Table 4.5 Marital status of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Marital Status</b>	Single	19	30.2	30.2	30.2
	Married	34	54.0	54.0	84.1
	Divorced	5	7.9	7.9	92.1
	Widowed	5	7.9	7.9	100.0
	Total	63	100.0	100.0	

Source: own survey data, 2020

From the above table 4.5 we can conclude that 19 employee of the respondent are single and 30.2 of the total respondent. 34 of the respondent from the total population are married and 54.0% of the total population size. The third and the fourth marital status is divorced and widowed are score equal frequency of the respondent those are 5 respondent and the percent are 7.9 of the total respondent. This implied that from the total respondent are more of them are married therefore the job satisfaction is varies among marital status.

Table 4.6 Monthly income of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Monthly income</b>	Less than 2000 birr	24	38.1	38.1	38.1
	2001-4000 birr	24	38.1	38.1	76.2
	4001-6000 birr	9	14.3	14.3	90.5
	More than 6001 birr	6	9.5	9.5	100.0
	Total	63	100.0	100.0	

Source: own survey data, 2020

As shown in the above table 4.6 there is four categories of monthly income this are less than 2000 birr, from 2001-4000 birr, from 4001-6000 birr and greater than 6001 birr respectively. In the first and the second class of the total respondents are 24 employees were less than 2000 birr and from 2001-4000 birr respectively and that represents each 38.1% of the respondents. The third category monthly income are from 4001-6000 birr therefore 9 respondents are lies in this level and represents 14.3% of the total respondents. In the last stage greater than 6001 birr are 6 employee of the total respondent and represents 9.5% of the total sample size. Therefore, the researcher determine that the greatest number of responders ware monthly income below 4000 birr due to this the employee become dissatisfied by job and uses less effort of the ability.

Table4.7 Job satisfaction of the respondent

		Frequency	Percent	Cumulative Percent
Salary compared with the work I perform	Highly dissatisfied	11	17.5	17.5
	Dissatisfied	15	23.8	41.3
	Neutral	31	49.2	90.5
	Satisfied	6	9.5	100.0
	Total	63	100.0	
Overtime composition	Highly dissatisfied	8	12.7	12.7
	Dissatisfied	13	20.6	33.3
	Neutral	27	42.9	76.2
	Satisfied	9	14.3	90.5
	Highly satisfied	6	9.5	100.0
	Total	63	100.0	
Opportunities for promotions	Highly dissatisfied	14	22.2	22.2
	Dissatisfied	20	31.7	54.0
	Neutral	19	30.2	84.1
	Satisfied	7	11.1	95.2
	Highly satisfied	3	4.8	100.0
	Total	63	100.0	
Promotional policy	Highly dissatisfied	7	11.1	11.1
	Dissatisfied	26	41.3	52.4
	Neutral	19	30.2	82.5
	Satisfied	8	12.7	95.2
	Highly satisfied	3	4.8	100.0
	Total	63	100.0	

Relation with co-workers	Highly dissatisfied	11	17.5	17.5
	Dissatisfied	6	9.5	27.0
	Neutral	17	27.0	54.0
	Satisfied	16	25.4	79.4
	Highly satisfied	13	20.6	100.0
	Total	63	100.0	
Relation with immediate supervisors	Highly dissatisfied	9	14.3	14.3
	Dissatisfied	11	17.5	31.7
	Neutral	26	41.3	73.0
	Satisfied	11	17.5	90.5
	Highly satisfied	6	9.5	100.0
	Total	63	100.0	
Relation with management	Highly dissatisfied	11	17.5	17.5
	Dissatisfied	12	19.0	36.5
	Neutral	21	33.3	69.8
	Satisfied	11	17.5	87.3
	Highly satisfied	8	12.7	100.0
	Total	63	100.0	
Work schedule	Highly dissatisfied	8	12.7	12.7
	Dissatisfied	11	17.5	30.2
	Neutral	24	38.1	68.3
	Satisfied	17	27.0	95.2
	Highly satisfied	3	4.8	100.0
	Total	63	100.0	
Work load	Highly dissatisfied	5	7.9	7.9
	Dissatisfied	15	23.8	31.7
	Neutral	23	36.5	68.3
	Satisfied	14	22.2	90.5
	Highly satisfied	6	9.5	100.0
	Total	63	100.0	
Acknowledgement for contribution and efforts	Highly dissatisfied	13	20.6	20.6
	Dissatisfied	19	30.2	50.8
	Neutral	20	31.7	82.5
	Satisfied	6	9.5	92.1
	Highly satisfied	5	7.9	100.0
	Total	63	100.0	
Praises for exceptional efforts	Highly dissatisfied	17	27.0	27.0
	Dissatisfied	21	33.3	60.3
	Neutral	19	30.2	90.5

	Satisfied	3	4.8	95.2
	Highly satisfied	3	4.8	100.0
	Total	63	100.0	
Health and safety policy	Highly dissatisfied	14	22.2	22.2
	Dissatisfied	11	17.5	39.7
	Neutral	22	34.9	74.6
	Satisfied	11	17.5	92.1
	Highly satisfied	5	7.9	100.0
	Total	63	100.0	
Security in the physical environment	Highly dissatisfied	8	12.7	12.7
	Dissatisfied	16	25.4	38.1
	Neutral	22	34.9	73.0
	Satisfied	13	20.6	93.7
	Highly satisfied	4	6.3	100.0
	Total	63	100.0	
Opportunity to develop improve skills	Highly dissatisfied	12	19.0	19.0
	Dissatisfied	20	31.7	50.8
	Neutral	21	33.3	84.1
	Satisfied	6	9.5	93.7
	Highly satisfied	4	6.3	100.0
	Total	63	100.0	
On the job training programs and activities	Highly dissatisfied	14	22.2	22.2
	Dissatisfied	19	30.2	52.4
	Neutral	17	27.0	79.4
	Satisfied	8	12.7	92.1
	Highly satisfied	5	7.9	100.0
	Total	63	100.0	
Other	Highly dissatisfied	8	12.7	12.7
	Dissatisfied	8	12.7	25.4
	Neutral	32	50.8	76.2
	Satisfied	10	15.9	92.1
	Highly satisfied	5	7.9	100.0
	Total	63	100.0	

Source: own survey data, 2020

#### **4.2.1 Salary compared with the work I perform**

Salary is the elementary requirement for employee if the employees are dissatisfied with compensation and salary it leads to turn over the company this is huge impact on company resource, time and productivity. From table 4.7 the most employee 31 (49.2%) of the total population are neutral for job satisfaction that means neither satisfied nor dissatisfied. 15 (23.8%) from the total population are dissatisfied this implies that those employee are not working the job happily and does not use the maximum ability of performance. The other 11 employee are highly dissatisfied with job this are 17.5% of the total respondent. The last 6 respondent are satisfied with salary compared with the work I perform However , the study indicate that 49.2 % (percent) of Alemayehu Nigussie PP woven manufacturing company employee are neither satisfied nor dissatisfied that means neutral with their salaries compared with the work they perform.

#### **4.2.2 Overtime composition**

In the second category of table 4.7 it shows the respondents rate by their overtime composition. From the table we can understand that 8 employees are highly dissatisfied by their overtime composition which shares 12.7% of respondents and 13 employees are dissatisfied by their overtime composition which shares 20.6% of respondents. Out of total respondents 27 employees, 42.9%, are neutral by the overtime composition. 14.3% of the respondents are satisfied and 9.5% of the respondents are highly satisfied by their overtime composition, 9 employees and 6 employees respectively. From table 4.7 we can easily understand that 42.9% of the company employees were neutral by their overtime composition for to motivating the employees to be efficient than before they must give enough attention for salary as well as overtime composition.

#### **4.2.3 Opportunities for promotions**

Promotion is a device used by management to reward employees for better performance to increase their morale and job responsibility. On the contrary, the employees of the company were assessed on their level of satisfaction with the opportunities for promotion in their companies. The findings appear that there is highly dissatisfaction with the opportunities for promotion is 22.2% (14) of the employees. 20(31.7%) employee of from the total respondent are dissatisfied

with the opportunities for promotion in addition to this 19 employee are neutral and represent 30% of the total size. However, from the data collected 12.7% are satisfied with the opportunities for promotion. 3 employees are highly satisfied by opportunities for promotion. This is demonstrating in Table 4.7. From the total respondent 53.9% are dissatisfied (highly dissatisfied and dissatisfied) this implies that the organization recruits new employee instead of promotion existence staffs this may cause turnover of employee.

#### **4.2.4 Promotional policy**

Table 4.7 revealed that 7 (11.1%) highly dissatisfied, 26(41.3%) dissatisfied, 19(30.2%) neutral, 8 (12.7%) satisfied while 3 (4.8%) highly satisfied. From the result the majority (55.4%) of the respondents dissatisfied (highly dissatisfied and dissatisfied) with the promotional polies in Alemayehu Nigussie PP woven manufacturing company this are its own impact on employee's job satisfaction.

#### **4.2.5 Relation with co-workers**

Relationship among employees at the workplace increases over socialization and interaction between them. The researcher data collected on the extent of job satisfaction with relationships with co-workers are clarified as the relationship factors with co-workers revealed that 17.5% (11 employees) highly dissatisfied from total respondents, 6.5% (9 employees) dissatisfied, 27% (17 employees) are neutral neither dissatisfied nor satisfied, and 25.4% (16 employees) are satisfied although 20.6% (13 employees) highly satisfied. Data collected revealed that a majority 46% of employees are satisfied (highly satisfied and satisfied) with co-worker relationship. As shown in Table 4.7

#### **4.2.6 Relation with immediate supervisors**

In this category the researcher found that more of the respondents, 41.3% (20 employees) of respondents, are neutral by the relationship with their immediate supervisor. Next to this rate are dissatisfied and satisfied that means share equal percentage of respondent 17.5% each and hold 11 employees. The other respondents who respond highly dissatisfied are 14.3 (9 employees). There are 9.4(6) employees have a good relationship or highly satisfied with their immediate supervisor.

#### **4.2.7 Relation with management**

Relationship among employees and managerial position are the basic need for the company to achieve the objective of the company together. The researcher gain from the respondent the following information dissatisfied and satisfied with management relation share equal percentage of respondent 17.5% each and hold 11 employees. 21(33.3%) employee are neutral 12 (19%) dissatisfied by relation with management, while the other 3 (4.8%) employee are highly satisfied. In general the most 36.5% employees are dissatisfied (highly dissatisfied and dissatisfied) for the relation with management.

#### **4.2.8 Work schedule**

Respondent were asked on their extent of their satisfaction on their work schedules after that data collected revealed that most of employees are neutral with work schedule or 38.1%(24 employees) this means that most of employee is neither dissatisfied nor satisfied with company work schedule. Highly dissatisfied employees are 12.7% (8), dissatisfied employee are 17.5% (11 employees), satisfied employee with the work schedule of the company are 27% (17) and highly satisfied 4.8% (3) employees are suitable for work schedule. From table 4.7 we can understand that most employee work without any plan of work this leads to the employee to unsatisfied with the job.

#### **4.2.9 Work load**

Table 4.7 presented that 5 (7.9%) Highly dissatisfied, 15(23.8%) Dissatisfied, 23 (36.5%) neutral, while 14 (22.2%) satisfied and the other 6(9.5%) are highly satisfied. From the result the majorities (36.5%) of the respondents are neutral by work load and dissatisfied (Highly dissatisfied and dissatisfied) and satisfied (Highly satisfied and satisfied) are equal percent share 31.5%.

#### **4.2.10 Acknowledgement for contribution and efforts**

Table 4.7 showed that 13(20.6%) Highly dissatisfied, 19 (30.2%) dissatisfied, 20 (31.7%) neutral, 6 (9.5%) satisfied, while 5(7.9%) highly satisfied. From the result the majority (50.8%) of the respondents dissatisfied (Highly dissatisfied and dissatisfied) with the acknowledgement for contribution and efforts this had impact on employee job satisfaction.

#### **4.2.11 Praises for exceptional efforts**

People need to know that their jobs have value-that their work is essential. People want jobs that provide opportunities for personal satisfaction and growth. Employees are more likely to have that feeling if they know that their work is accepted. 17(27%) Highly dissatisfied, 21(33.3%) dissatisfied, 19 (30.2%) neutral, highly satisfied and satisfied are share equal amount of frequency 3(4.8%).From the result the popular (60.3%) of the respondents dissatisfied (Highly dissatisfied and dissatisfied) with Praise for exceptional effort. Table 4.7 gives further details.

#### **4.2.12 Health and safety policy**

Employees want to identify what they are expected to do and how to do their jobs safely and efficiently. Highly dissatisfied employees are 22.2% (14), dissatisfied and satisfied employees are share equal frequencies 17.5% (11 ), neutral employee with health and safety policy of the Alemayehu Nigussie PP woven manufacturing company are 34.9% (22) and highly satisfied with it are 7.9% (5) employees. From table 4.7, 39.7 % of company workers are dissatisfied (highly dissatisfied and dissatisfied) with the health and safety policies of their companies.

#### **4.2.13 Security in the physical environment**

In this type of environmental analysis of job satisfaction 8 (12.7%) employees of respondents are highly dissatisfied, 25.4% (16 employees) of respondents are dissatisfied on the security in the physical environment. The table 4.7 shows that 22(34.9%) employees are indifferent (neutral). Out of the total respondents 20.6% (13 employees) are satisfied and the other 4(6.3%) respondents are highly satisfied. In general we can say that the majority of respondents 38.1 are dissatisfied (highly dissatisfied and dissatisfied) by the security in the physical environment.

#### **4.2.14 Opportunity to develop/ improve skills**

Table 4.7 discovered that 19% (12 employee) are highly dissatisfied, 20 (31.7%) employees are dissatisfied, 33.3% (21 employees) are neutral for opportunities to develop skills, 6 (9.5%) satisfied while 4 (6.3%) respondents are highly satisfied. From the result the majority (50.7%) of the respondents dissatisfied (highly dissatisfied and dissatisfied) with opportunity to improve skill in Alemayehu Nigussie PP woven manufacturing company this are its own impact on employees job satisfaction because the company does not give chance to innovator or creator employees.



#### 4.2.15 Job training programs and activities

Training plays an important role in the effectiveness of organizations and to share knowledge from one to another from experienced people to the new get in the employee. Training has implications in personal development as well as productivity. Table 4.7 exposed that 14 (22.2%) employee are highly dissatisfied, 19(30.2%) employees are dissatisfied, and other 17 (27%) employees are neutral, 8 (12.7%) satisfied and 5(7.9%) respondents are highly satisfied. This shows that a majority of 52.4% are dissatisfied (highly dissatisfied and dissatisfied) with the job training programs and activities.

#### 4.2.16 Determination of job satisfaction

	N	Mean	Std. Deviation	Minimum	Maximum
Salary	63	2.8730	1.86212	1.00	7.00
Promotion	63	4.0317	1.85758	1.00	7.00
Relation with co-worker	63	3.7460	1.49157	1.00	7.00
Relation with Managers	63	4.5873	1.84596	1.00	7.00
Nature of the work	63	4.4921	1.68363	1.00	7.00
Recognition	63	4.0635	2.20610	1.00	7.00
Safety at the work place	63	4.1111	2.48292	1.00	7.00

Source: own survey data, 2020

Table 4.9 Ranks of job satisfaction factors	
	Mean Rank
Relation with Managers	4.63
Nature of the work	4.52
Safety at the work place	4.10
Recognition	4.08
Promotion	4.05
Relation with co workers	3.76
Salary	2.87

Source: own survey data, 2020

A good relationship among employees and managerial create a positive work environment in the company because of this the majority of the respondent select this 4.63 of mean rank and to achieve the objective of the company must work together. Depending on the nature of work, that is, complexity, confidentiality, risk and other considerations may affect the level of employee satisfaction keep this in mind the gives this one for the second rank 4.2 of standard deviation. Workplace safety is a key issue for employers and employees everyone has a responsibility to ensure the safety of him or herself and others affected by their work activities in the workplace depends on this respondent gives the third rank 4.1 standard deviation. Recognition are the basic things to create innovator or creator employee they must enough recognition for those respondent because of this the respondent give the fourth rank 4.08 standard deviation. 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 was revealed as a determinant. The study revealed that some employees view promotion as a determinant of job satisfaction among and gives the fifth ranks 4.05 standard deviation. 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. Besides, absenteeism level could be reduced and performance increases through socialization and interaction among employees and gives the six ranks. Every employee aims to achieve certain

economic and social objectives. Employee satisfaction relates to the level of salary/payment system in the organization, because level of salary strategies cannot be transferred. An efficient payment system results in organizational growth and expansion and exhibits a positive relationship between employee job satisfaction and performance. For detail clarification see table 4.9.

#### 4.2.17 Evaluate the Performance of the organization regarding to job satisfaction dimension

Table4.10 Evaluate the Performance of the organization regarding to job satisfaction dimension

		Frequency	Percent	Cumulative Percent
Salary	Excellent	5	7.9	7.9
	Good	12	19.0	27.0
	Average	21	33.3	60.3
	Poor	17	27.0	87.3
	Very Poor	7	12.7	100.0
	Total	63	100.0	
Promotion	Excellent	3	4.8	4.8
	Good	18	28.6	33.3
	Average	21	33.3	66.7
	Poor	16	25.4	92.1
	Very Poor	5	7.9	100.0
	Total	63	100.0	
Relationship with co-worker	Excellent	13	20.6	20.6
	Good	19	30.2	50.8
	Average	11	17.5	68.3
	Poor	17	27	93.7
	Very Poor	3	4.8	100.0
	Total	63	100.0	
Relationship with manager	Excellent	14	22.2	22.2
	Good	22	34.9	57.1
	Average	9	14.3	71.4
	Poor	13	20.6	92.1
	Very Poor	5	7.9	100.0
	Total	63	100.0	

Nature of the work	Excellent	16	25.4	25.4
	Good	10	15.9	41.3
	Average	28	44.4	85.7
	Poor	4	6.3	92.1
	Very Poor	5	7.9	100.0
	Total	63	100.0	
Recognition	Excellent	7	11.1	11.1
	Good	11	17.5	28.6
	Average	29	46.0	74.6
	Poor	8	12.7	87.3
	Very Poor	8	12.7	100.0
	Total	63	100.0	
Safety at the work place	Excellent	7	11.1	11.1
	Good	15	23.8	34.9
	Average	20	31.7	66.7
	Poor	12	19.0	85.7
	Very Poor	9	14.3	100.0
	Total	63	100.0	

Source: own survey data, 2020

#### 4.2.17.1 Salary

According to the collected data shown in table 4.10, of the total respondents 7.9%(5) of Alemayehu Nigussie PP woven Manufacturing Company employees were excellent in the evaluate based on salary. Gives good to the evaluation were 19% which is 12 employees. From those average are 33.3% (21) employees. From the total respondents 27% had given poor to the evaluation of the performance of the organization. There are 7 employees who had very poor in performance evaluation and represented 12.7% of the total sample. As the result shows in table 4.10 of the total respondents only 33.3% were average in the evaluation the performance of organization.

#### 4.2.17. 2 Promotion

The innovation of an employee from one job position to other job position that highly salary range, with highly job responsibility the study revealed that 4.8%(3) employees outlook promotion is excellent in Alemayehu Nigussie company. In the other hand 18(28.6%) employees are good, 33.3% (21 employee) of the total respondent are good, and 16 (25.4%) and 5(7.9%) employees are very poor and poor respectively for the performance of the organization

to evaluate from these perspectives. In general in Alemayehu Nigussie PP woven manufacturing company the promotion is good this leads the employee to stay and create new things.

#### **4.2.17. 3 Relationship with co workers**

Work place relationships are with important effects for the individuals in those relationships and the organizations in which the relationship develop because this 13(20.6%) employee have excellent, 30.2%(19) respondent are good implication are there in the company, other 11(17.5) employee are average works done by company to make the relationship between co-workers. Employees that are 17(27%) are believe poor work done by the company and 3 (4.8%) are very poor woks done in this site. From table 4.10 we can understand that the Alemayehu Nigussie PP woven Manufacturing 50.8% of the respondent assume a good work is done to make friendship with employee each other.

#### **4.2.17. 4 Relationship with managers with managers**

Good relationship increases peoples importance in staying at work which can maintain high job satisfaction and good employee managers relationship leads to a positive intervention. Based on this the respondent gives their opinion as follows 14 (22.2%) employees are excellent,22 (34.9%) employees good, 9 (14.3%) employees are average,13 (20.6%) and 5(7.9%) employees are poor and very poor respectively. Table 4.10 showed that 57.1 respondent are believes that a good work is done by yhe company to make a relationship between employee and managers.

#### **4.2.17. 5 Nature of the work**

Depending on the nature of the work as the extent to which the job provides the individuals with stimulating tasks ,opportunities' for learning and personal growth and the chance to be responsible and accountable result .employee prefer jobs that matched with their competencies are mentally linked depends on this the researcher found from table 4.10 25.4% (16) respondent excellent,15.9% (10) good,44.4% (28) average, 6.3% (4) poor and 7.9% (5) are very poor. From the result the majority 44.4% are believe that there is average works in Alemayehu Nigussie PP woven bag manufacturing company for the nature of the work.

#### **4.2.17. 6 Management recognition**

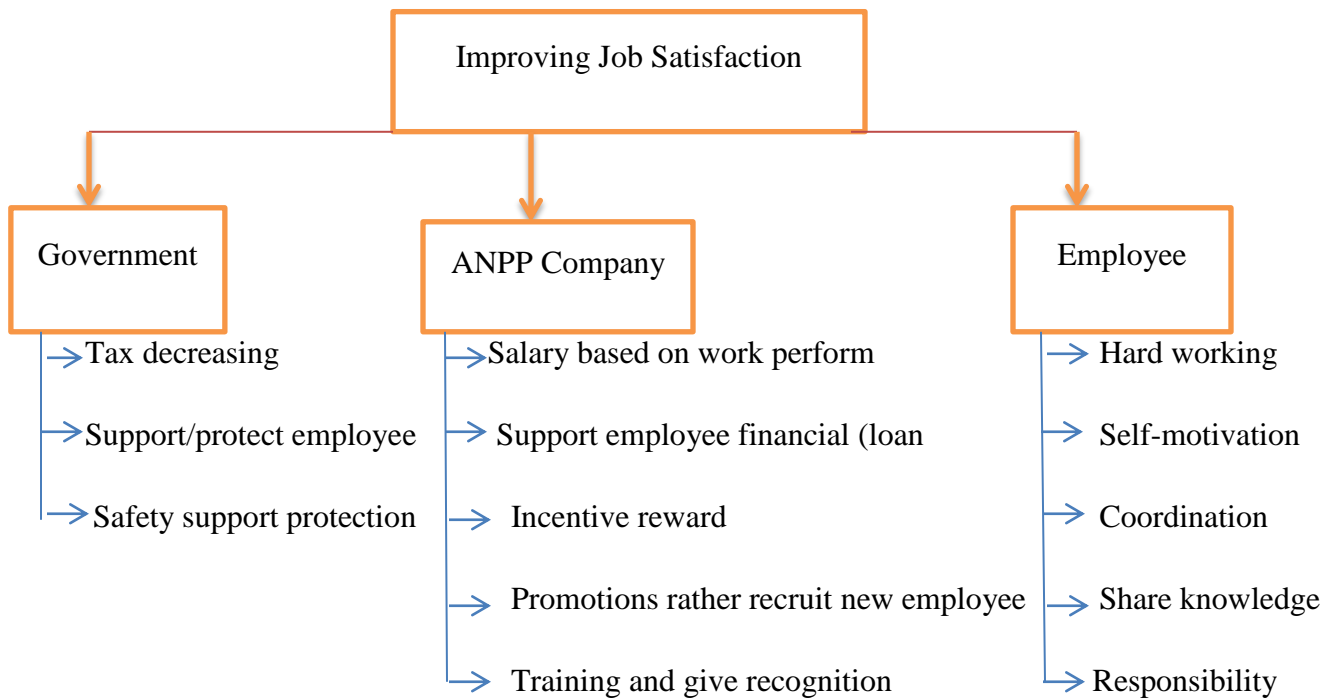
Employees are more likely to have that feeling if they know that their work is recognized. Management recognition in Alemayehu Nigussie woven bag manufacturing is average 46% in

general. From table 4.10 we can conclude that 7(11.1%) excellent, 11 (17.5%) good, 29 (46%) average, and poor and very poor are share equal amount of frequency 8(12.7%) each. Totally the most respondent is average 46% this means the employee are either have no knowledge what we do in the company or you do not need to know others jobs.

**4.2.17. 7 Safety at the work place**

Table 4.10 showed that 7(11.1%) excellent, 15 (23.8%) good, 20 (31.7%) average, 12 (19%) poor and 9 (14.3%) very poor. Totally the majority respondents are trust a good work place in Alemayehu Nigussie woven bag manufacturing.

**4.2.18 Mechanisms to improve employee job satisfaction**



**Figure4.2** Improving job satisfactions

### 4.3 Reliability and validity test

#### Reliability

Reliability refers to the consistency, stability, and repeatability of a data collection instrument. A reliability instrument does not respond to chance factors or environmental conditions; it will have consistent results if repeated overtime or if used by two different investigators. Reliability demonstrates that the operations of a study such as the data collection procedures can be repeated, with the same results, (Yin 1994).

In order to ensure reliability, statistics analysis was implemented to examine the internal consistency of the instruments utilized. Cronbach's was used as an examination indicator to determine the reliability of the measurement scale of the pilot test. The value of Cronbach's  $\alpha$  is generally required to be over 0.7 and the calculated results were over 0.7. It was observed that the reliability of all the variables was 0.872 which is greater than 0.7. This meant that the measurement scales in this paper were reliable

Table4.11 reliability taste

Cronbach's Alpha	N of Items
.872	15

Source: own survey data, 2020

#### Validity

Validity was concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables (dependent and independent) discussed in literature review. The validity of the instruments used in the study was estimated after a pretest. Experts in the field were consulted about the content of the instruments, ambiguity of question items and their relevancy. There after the instruments were given to raters who evaluated the importance of each item and a content validity index was computed.

## 4.4 Hypothesis Testing

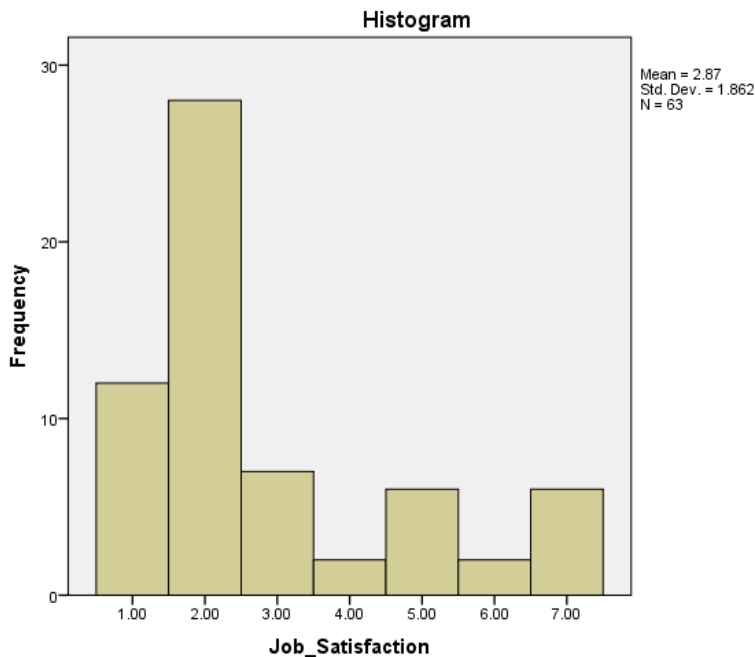
### 4.4.1. Assumptions of regression analysis

#### Assumptions

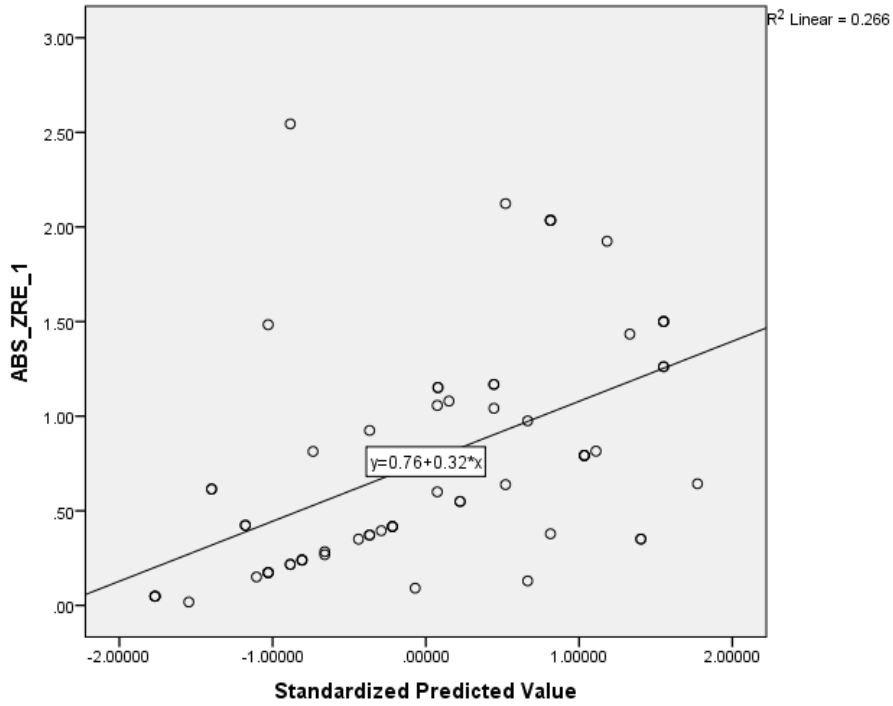
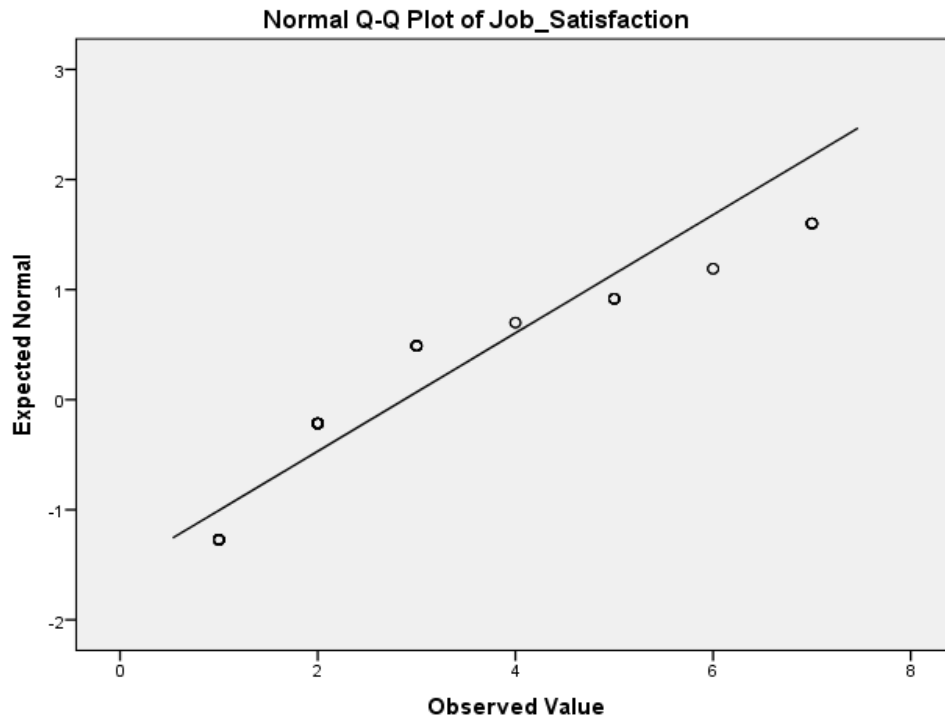
In order to accept the regression result, most common assumption such as normality, linearity, homoscedasticity, multicollinearity problem should be considered and fulfilled. All assumption is clearly set below

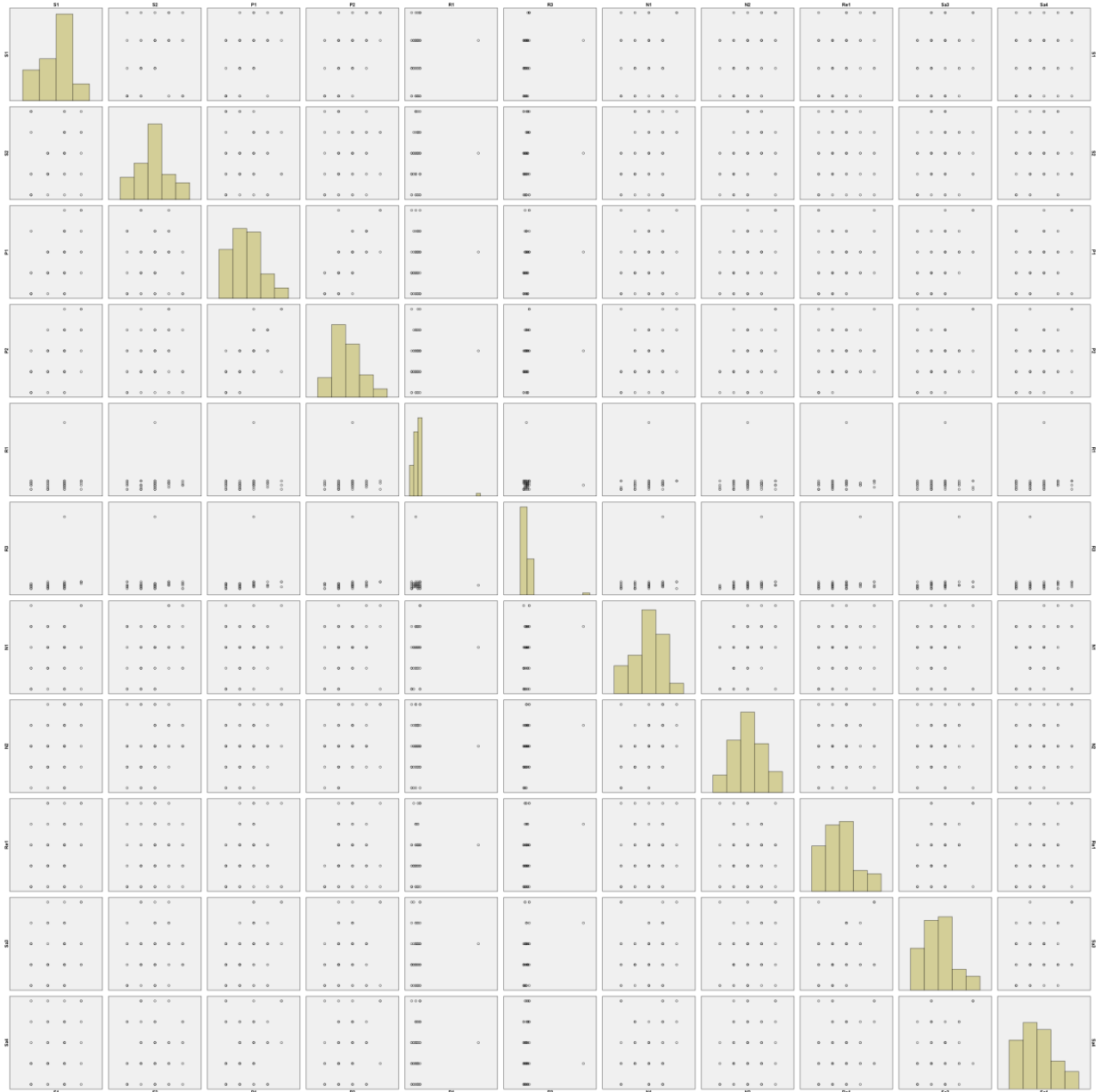
Model		Collinearity Statistics	
		Tolerance	VIF
1	Salary	.235	4.261
	Promotion	.369	2.711
	Relation with co work	.510	1.960
	Relation with Managers	.388	2.578
	Nature of work	.297	3.365
	Recognition	.323	3.098
	Safety at the work place	.229	4.368

a. Dependent Variable: Employee performance









#### 4.4. 2 Regression Analysis of Employee Job Satisfaction on Employee Job Performance

Table4.12 Regression Analysis of Employee Job Satisfaction on Employee Job Performance

Variable	Parameters Estimate	Standard Error	t Value	Pr> t		
Intercept	0.78321	0.1922	3.782	0.0019	R-square	0.7362

	Employee Job Satisfaction	1.022	0.7211	17.754	<.001	Adj R-square	0.7214
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a. Dependent Variable: Employee Job Performance.

b. Predictors: (Constant), Employee Job Satisfaction.

Table 4.11 provided R<sup>2</sup> value = 0.7214 (72.14%). This implied that employee job satisfaction had impact on employee job performance. The model is predicting 72.14% of the variance in employee job satisfaction combining all factor together simultaneously; meaning that 72.14% of the variance on employee job performance can be predicted from employee job satisfaction factors taken in the model, while the remaining 27.86% of the variance on employee job performance could have been affected by other factors not considered in the present study. That is the remaining value of 27.86% is explained by other variables that are useful and contribute to employee job performance but not included in this particular model.

The estimates of the model coefficients for  $\beta_0$  (Intercept) is 0.78321, and  $\beta_1$  (employee job satisfaction) is 1.022. Therefore, the estimated model between employee job performance and employee job satisfaction is presented thus:

Employee job performance = 0.78321 + 1.022 employee job satisfaction.

The regression equation shows that employee job performance has a positive relationship with job satisfaction. It implies a unit increase in employee job satisfaction will increase the employee job performance by 1.022.

### Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ( $t_{cal} > t_{tab}$ ), otherwise accept it. At 95% level of significance ( $\alpha = 0.05$ ).

The t-calculated is given as 16.05

The t-tabulated is given as:  $t_{0.05, (63)} = 1.9502$ .

### Decision

Since  $t_{calculated} = 16.05 > t_{tabulated} = 1.9502$ . We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence there is significant relationship between employee job satisfaction and employee job performance.

# CHAPTER FIVE

## SUMMARY, CONCLUSIONS, AND RECOMMENDATION

### 5.0 Introduction

In this chapter we start evidence resulting from this study in three sections. The first section discuss summary of findings. The second section presents conclusions based on those findings and relevant literature. The final section presents recommendations for practice.

### 5.1 Summary of Findings

- ✓ 49.2 % respondent of Alemayehu Nigussie PP woven manufacturing company are neither satisfied nor dissatisfied with salary.
- ✓ The process used to determine the promotion is one of the main causes of being unacceptable in the company. The majority of respondents are dissatisfied by the process to determine promotion.
- ✓ Data collected revealed that a majority of employees are satisfied with the relationship between co-workers and dissatisfied with the relation between immediate supervisor as well as managers of the company.
- ✓ The most respondent are dissatisfied with the job training programs and activities.

### 5.2 Conclusion

The results of this study as indicated by the frequency distributions, percentages and hypotheses showed that composition, promotion, relation with co-worker, relation with managers, nature of the work, recognition, and safety at the work place are influenced employee job satisfaction. There were positive significant relationships between composition, promotion, relation with co-worker, relation with managers, nature of the work, recognition, and safety at the work place and employee job satisfaction. Also, employee job satisfaction had a significant positive relationship with employee performance. Thus, the study concludes that employee job satisfaction impacts on employee job performance.

### **5.3 Recommendation**

Based on the data collected, analysis and interpretation the researcher made the following main recommendation

Tax incentive the study has revealed that employees in the case study organizations are overburdened with high income tax. Tax on salaries and over time of employees in the Alemayehu Nigussie woven bag manufacturing sector appears to be higher. It is therefore recommended that government should minimizing employee income tax so that employees would benefit.

Training it has emerged from the study that training is inadequate for employees in the study organizations and based on the views of the respondents, it is recommended that management should attach important to training. There should be consistent training programmed for both existing and newly recruited employees as a way of communicating knowledge and skills to rise the organizational ladder because majority of the employee company they don't have certificate to give training more important for the company.

Motivation it was found from the study that motivation level is low in the area of wages and salaries and other benefits when I compare with the area life and educational grant.

The section of the analysis discusses in the job satisfaction among the Alemayehu Niguse woven bag manufacturing workers poor communication, lack of promotion, lack of motivation, inadequate training, low salary, unsafe environment, poor health and safety policies, this shows a poor attention gives for employees.

Safety work place and nature of the work in the organization on our study they don't have clinic and emergency treatment as well the working environment is not favorable, there is no enough shower for the employee after work if the employee will take shower and due to hot on the machine. Generally, the company owner as well as the manager must see the employee job satisfaction, salaries depend on job load, work place safety, turn over minimization, leader ship style, the relationship between employee and management. And also we are recommended for the next researcher to do on how to full fill the gap of knowledge that employee have on job satisfaction, and how to measure this satisfaction or criteria of job satisfaction to better understanding and make the owner to prepare the training place.

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**Appendix**  
**ST.MARY'S UNIVERSITY**



**SCHOOL OF GRADUATES**  
**DEPARTMENT OF GENERAL MANAGEMENT**

**Dear survey respondents:**

The objective of this study is to test the effect of employee job satisfaction on job performance in the case of Alemayehu Nigussie Polypropylene woven bag manufacturing company. The study is conducted in partial fulfillment of the Degree of Master of Business Administration in St. Mary's University. The questionnaire has three parts. Part one consists of biographic questions. Part two includes Likert scale questions used to gauge employees' level of job satisfaction. Under part three, survey respondents are asked to suggest mechanisms to improve the level of job satisfaction in the organization. The information you are going to provide will be kept confidential and hence will only be used for the study purpose. Therefore, there is no need to write your name, address or other personal information. The survey will take 20 minutes and hence feel free to give your honest answer to the questions. I thank you very much for your willingness to participate in the study by sparing your precious time.

**General instruction:**

- No need to explain your identity such as name, address and other personal information
- Please tick mark (✓) where appropriate and supply information where necessary in the table.
- Please try to give honest answers on the space provided

**Thank You!**

Munir Yasin

**Email: [teshagerteka18@gmail.com](mailto:teshagerteka18@gmail.com)**

**Phone: +251921406315**

## **PART I: SOCIO-DEMOGRAPHIC INFORMATION**

The following questions are intended to measure the biography of survey respondents. Please encircle on the answer of your choice from the given alternatives.

1. Could you please specify your age?
  - A. Less than 20
  - B. 21-30
  - C. 31-40
  - D. 41-50
  - E. 50 and above
2. Could you please specify your gender?
  - A. Male
  - B. Female
3. What is your current job position in the company?
  - A. Loom
  - B. Singer
  - C. Packing
  - D. Winder
  - E. Technician
  - F. Management
  - G. Security
  - H. Other, please specify \_\_\_\_\_
4. Could you please specify your work experience in years?
  - A. Less than 5 years
  - B. 5 – 10 years
  - C. More than 10 years
5. Could you please specify your marital status?
  - A. Single
  - B. Married
  - C. Divorced
  - D. Widowed
6. Could you please choose your monthly income from the given options?
  - A. < 2000 birr
  - B. 2001 – 4000 birr
  - C. 4001 – 6000 birr
  - D. > 6001 birr

**PART II: EXTENT OF JOB SATISFACTION**

7 The following 16 statements are intended to measure your level of job satisfaction with the help of five-point Likert scale (1= Highly Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Highly Satisfied). Please use a tick mark (√) to indicate your level of job satisfaction from the given response categories.

<b>Job satisfaction dimensions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>A. Salary/PAY</b>					
1. Salary compared with the work I perform					
2. Overtime compensations					
<b>B. PROMOTION</b>					
1. Opportunities for promotions					
2. Promotional policy					
<b>C. RELATIONSHIP</b>					
1. Relationship with co-workers					
2. Relationship with immediate supervisors					
3. Relationship with management					
<b>D. NATURE OF WORK</b>					
1. Work Schedule					
2. Workload					
<b>E. RECOGNITION</b>					
1. Acknowledgement for contributions and efforts					
2. Praises for exceptional efforts					
<b>F. SAFETY AT THE WORKPLACE</b>					
1. Health and safety policy (health insurance, etc.)					
2. Security in the physical environment					
3. Opportunity to develop improve skills					
4. On the job training programs and activities					
<b>H. OTHER</b>					
Generally, how are you satisfied with your job?					

**PART III: DETERMINATION OF JOB SATISFACTION**

8 Could you please rank the following factors affecting job satisfaction in terms of how they are important to you? Please rank them as 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup> and 7<sup>th</sup>?

- 1. Salary /Pay \_\_\_\_\_
- 2. Promotion \_\_\_\_\_
- 3. Relationship with co-workers \_\_\_\_\_
- 4. Relationship with managers \_\_\_\_\_
- 5. Nature of the work \_\_\_\_\_
- 6. Recognition \_\_\_\_\_
- 7. Safety at the work place \_\_\_\_\_

9. How do you evaluate **the performance of the organization** in terms of the following factors affecting employee job satisfaction? Please choose the appropriate answer from the given alternatives.

- 9.1 Salary /Pay:** A) Excellent B) Good C) Average D) Poor E) Very poor
- 9.2 Promotion:** A) Excellent B) Good C) Average D) Poor E) Very poor
- 9.3 Relationship with co-workers:** A) Excellent B) Good C) Average D) Poor E) V. poor
- 9.4 Relationship with managers:** A) Excellent B) Good C) Average D) Poor E) V. poor
- 9.5 Nature of the work:** A) Excellent B) Good C) Average D) Poor E) Very poor
- 9.6 Recognition:** A) Excellent B) Good C) Average D) Poor E) Very poor
- 9.7 Safety at the work place:** A) Excellent B) Good C) Average D) Poor E) Very poor

**PART V. MECHANISMS TO IMPROVE EMPLOYEE JOB SATISFACTION**

10. What should be done by the following stakeholders to improve the job satisfaction of Alemayehu Nigussie woven bag factory workers?

- a) Alemayehu Nigussie Polypropylene woven bag manufacturing company

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b) Employees of Alemayehu Nigussie Polypropylene woven bag manufacturing company

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c) Government of Ethiopia and Oromia region

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**ST.MARY’S UNIVERSITY**  
**SCHOOL OF GRADUATES**  
**DEPARTMENT OF GENERAL MANAGEMENT**

**Interview Guide for Human resource and General Manager**

This study is conducted to test the effect of employee job satisfaction on job performance in the case of Alemayehu Nigussie Polypropylene Woven Bag Manufacturing Company. The study is conducted in partial fulfillment of the Degree of Master of Business Administration in St. Mary’s University. Please answer each statement as carefully and frankly as possible. Your responses will be kept confidential. Your maximum cooperation is highly appreciated.

**Introduction**

Please provide a brief demographic information about your

1. Age .....
2. Gender .....
3. Level of education.....
4. Job position .....
5. Years of experience in this organization. ....
6. Have you ever tried to assess the level of employee job satisfaction in the organization?
7. What do you think are the major factors affecting employees’ level of job satisfaction in the organization?
8. Do you conduct performance appraisal practices? How often? What form of appraisal? Who are the evaluators? What are the objectives of performance appraisal?
9. What do you think are the major factors affecting employees’ job performance in the organization?
10. What is expected from the following stakeholders to increase employees’ level of job satisfaction and job performance in the organization?
  - a) Woven bag manufacturing company: \_\_\_\_\_
  - b) Government: \_\_\_\_\_
  - c) Employees: \_\_\_\_\_

**Thank you for your time and attention**

**ክፍል ሀ. ስለ ቅጽ ሞዴል ሁኔታ መጠይቅ**

የሚከተሉት ጥያቄዎች ስለ ቅጽ ሞዴል ሁኔታ የሚጠይቁ ናቸው እባክዎ ከተቀመጡት አማራጮች ትክክለኛው መልስ ላይ ይህን (✓) ምልክት ያድርጉ

1. ያታ ሀ. ወንድ ለ. ሴት

2. እድሜ

ሀ. ከ 20 ዓመት በታች ለ. ከ 21-30 ዓመት ሐ. ከ 31-40 ዓመት

መ. ከ 41-50 ዓመት ሰ. ከ 50 ዓመት በላይ

3. የስራ ክፍል -----

4. የስራ የአገልግሎት ዘመን

ሀ. ከ5 አመት በታች ለ. ከ5-10 አመት

ሐ. ከ10 አመት በላይ

5. የጋብቻ ሁኔታ

ሀ. ያገባ ለ. ያላገባ

ሐ. አግብቶ የፈታ መ. ባል/ሚስት የሞተባት/በት

6. የወርሀዊ ደሞዝ ሁኔታ

ሀ. ከ 2000 ብር በታች ለ. ከ 2001-4000 ብር

ሐ. ከ 4001-6000 ብር መ. ከ 6001 ብር በላይ



**ክፍል ለ.የስራ እርካታን የሚሰጡ**

7. የሚከተሉት 16 ነጥቦች ዐላማቸው የእርሶን የስራ እርካታ መለካት ነው በሊከርት ባለ 5 ነጥብ በመጠቀም (1 =በጣም አረካሁም , 2=አረካሁም, 3= መካከለኛ 4= ረክቻለሁ, 5= በጣም ረክቻለሁ).እባኮዎ ከተቀመጡት አማራጮች ትክክለኛው መልስ ላይ ይህን (√) ምልክት ያድርጉ

የስራ እርካታን የሚሰጡ ነጥቦች	1	2	3	4	5
<b>ሀ. የክፍያ ሁኔታ በተመለከተ</b>					
1 ለስራ አፈፃፀም ስለሚከፈል ክፍያ					
2 ከስራ ሰዓት በተጨማሪ ስለሚደረግ ክፍያ					
<b>ለ. የስራ እድገትን በተመለከተ</b>					
1.ድርጅቱ ሰራተኛውን በሞያው ለማሳደግ ያለው ሁኔታ					
2.ድርጅቱ ለእድገት የሚሰጠውን እድል በተመለከተ					
<b>ሐ. መልካም ግንኙነትን በተመለከተ</b>					
1.ከስራ ባልደረባ ጋር ያለውን ግንኙነት በተመለከተ					
2.ከስራ አመራር ጋር ያለው ግንኙነት					
3.ከድርጅቱ አስተዳደር ጋር ያለው ግንኙነት					
<b>መ. የስራውን ባህሪ በተመለከተ</b>					
1.የስራው መርሀ ግብር					
2.የስራ ጫና					
<b>ሰ. እውቅናን ስለማግኘት በተመለከተ</b>					
1.ላበረከትከው /ሽ ተግባር ምስጋና ስለማግኘት					
2.ለተሰራው የስራ እውቅና የሚከፈል ክፍያ					
<b>ረ. የስራ ቦታ ደህንነትን በተመለከተ</b>					
1.የጤና ዋስትናን በተመለከተ					
2.የስራ ቦታ ለጤና አመቺ ስለመሆኑ					
3.ክህሎትን ለማሳደግ የሚሰጥ እድል					
4.የስራ ላይ የስልጠና መርሀ ግብርን በተመለከተ					
<b>ሠ. ተጨማሪ</b>					
ባጠቃላይ ለስራ /ሽ ላይ እንዴት እረካህ/ሽ/?					

**ክፍል ሐ. የስራ እርካታ የሚገልፁ ሀሳቦች**

8. ከሚከተሉት አማራጮች የትኛው ምክንያት ለእርሶ በጣም አስፈላጊ ነው እባክዎ በደረጃ ያስቀምጡት ልክ እንደዚህ 1ኛ፣2ኛ፣3ኛ፣4ኛ፣5ኛ፣6ኛ ና 7ኛ

- 1. ክፍያ/ደሞዝ \_\_\_\_\_
- 2. የስራ እድገትን \_\_\_\_\_
- 3. ከስራባልደረባ ጋር ያለው ቅርበት \_\_\_\_\_
- 4. ከቅርብ አለቃ ጋር ያለው ቅርበት \_\_\_\_\_
- 5. የስራውን ባህሪ \_\_\_\_\_
- 6. እውቅናን \_\_\_\_\_
- 7. የስራ ቦታው ደህንነትን \_\_\_\_\_

9. የስራ-ተኛውን የስራ እርካታ ከሚያመጡ ምክንያቶች ጋር ተያይዞ የድርጅቱ የስራ አፈፃፀም ያለው መስተጋብር ከሚከተሉት ምክንያቶች አንፃር እንዴት ትመዝገብላለሽ

**9.1 ክፍያ/ደሞዝ**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.2 የስራ እድገትን**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.3 ከስራባልደረባ ጋር ያለው ቅርበት**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.4 ከቅርብ አለቃ ጋር ያለው ቅርበት**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.5 የስራውን ባህሪ**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.6 እውቅናን**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

**9.7 የስራ ቦታው ደህንነትን**

ሀ በጣም ጥሩ      ለ. ጥሩ      ሐ. መካከለኛ      መ. ዝቅተኛ      ሰ. በጣም ዝቅተኛ

ክፍል መ. የሰራተኛውን የስራ እርካታን የሚያሳድጉ ዘዴዎች

10. ከዚህ በታች የቀረቡት ባለድርሻ አካላት በአለማየሁ ንጉሴ ድርጅት የስራ ሂደቱ የተሟላ እንዲሆን ምን ማድረግ ይጠበቅባቸዋል ?

ሀ. አለማየሁ ንጉሴ መዳበሪያ ማምረቻ ድርጅት :-

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ለ. የአለማየሁ ንጉሴ መዳበሪያ ማምረቻ ድርጅት ሰራተኞች :-

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ሐ. የኢትዮጵያና የኦሮሚያ ክልል መንግስት :-

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## **DECLARATION**

I, the witnesses, announce that this thesis is my original work, prepared under the guidance of Dr. Ephrem Assefa (PHD). All sources of materials used for the thesis have been correctly acknowledged. Any part of this thesis has not been reported or copied from any report of the university and others.

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Name

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Signature

St. Mary's University, Addis Ababa

June, 2020

## **ENDORSEMENT**

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

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Advisor

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Signature

St. Mary's University, Addis Ababa

June , 2020