



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

**DETERMINANTS OF EMPLOYEE'S JOB SATISFACTION:
(The Case of Wonji Sugar Factory)**

**By
Zenebech Shamebo**

June 2023
ADDIS ABABA, ETHIOPIA

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Factory)**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

Advisor

External Examiner

Internal Examiner

DECLARATION

I, declare that the thesis titled “Determinants of Employee’s Job Satisfaction (The Case of Wonji Sugar Factory)” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Wondwosen Kassa (PhD). Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for the award of any Degree here or in any other institution.

Name
St. Mary’s University, Addis Ababa

Signature
June 2023

ENDORSEMENT

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

WONDWOSSEN KASSA (PhD)
Advisor

Signature & Date

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ABSTRACT

Job satisfaction is important in enhancing employee's productivity. Accordingly, the main objective of this research was to identify factors that determine employees' job satisfaction. To realize the objective of the research, both primary and secondary data sources were employed. Data was collected from 70 respondents who were chosen using stratified random sampling. To analyze the data both descriptive and inferential statistics were used. As inferential analysis multiple linear regression was used. As a dependent variable employee job satisfaction was used. As independent variable pay and benefit, promotion opportunity, strong relationships with supervision and coworkers, working environment, and trust in leadership were used. Accordingly, the findings revealed that pay and benefit, promotion opportunity, strong relationships with supervision and coworkers, working environment, and trust in leadership are important determinants of employees' job satisfaction. Therefore, greater emphasis should be placed on factors identified above to enhance the employees' satisfaction at Wonji sugar factory.

Keywords: Job Satisfaction, pay and benefit, working conditions, relationship with co-workers and supervisor, promotion opportunities, and trust in leadership.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In order to identify areas of improvement industrial organizations need to assess their employee's job satisfaction periodically (Mone and London, 2014). As employees align their skills, competences and abilities to the organization objective, it results job satisfaction and improves organizational performance (Armstrong, 2014). The main reasons behind understanding and explaining the drivers of job satisfaction are utilitarian reasons and humanitarian interests (Getachew, 2020; Logsdon, 2001). The utilitarian reasons among others include to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, and increase organizational effectiveness. Similarly, the humanitarian interests include the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized. People would like to fulfill higher needs when they have their basic needs satisfied, including physiological, safety, and belonging needs (Maslow, 1954). The condition to satisfy these higher needs, which are esteem and self-actualization, should be present at work; meaning that the job itself should be meaningful and motivating.

Despite various definitions given by different researchers, Hoppock (1935) is the first to define job satisfaction as “any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job”. As stated by **Spector** (1997), employee job satisfaction is about how people perceive, think, and feel about their jobs. Others like Locke (1968) define it as “an emotional response that results from the employee's perceived fulfillment of needs and what they believe the company to have offered”.

The issue of job satisfaction is a growing concern in the academia and in the business world. It has also become a concern in the policy arena. Consequently, what are those determine an important area of research. Employees' job satisfaction is the result of interplay of a number of

factors. Any job-related factor can influence a person's level of job satisfaction or dissatisfaction (Ekechukwu et al., 2016). The major ones are pay, the work itself, promotions, supervision, workgroup, and working conditions (Getachew, 2020; Tariku, 2021). There is an ongoing debate about the role of job satisfaction on productivity and whether employee job satisfaction should be taken into consideration in the business world. This particular study tries to identify the factors that determine employee job satisfaction at Wonji sugar factory. The Wonji sugar factory was established in 1954 by a Dutch company, United N.V. Handles Vereeniging Amsterdam (HVA) with 5000 hectares of land both for sugar cane plantation and to build a sugar cane factory.

The Wonji sugar factory is found at Oromiya region near Adama City at 110 Kilo Meters from Addis Ababa. Commencing production in 1954, Wonji Sugar Factory is the oldest and the pioneer in the history of Ethiopia's sugar industry. It is located in the central part of the main East African Rift Valley at 8o 30` to 8o 35` longitude and 39o 20` latitudes and at an altitude of 1540 m. It is situated at about 107 km southeast of Addis Ababa. The total area under cultivation (estate proper and out growers) is about 7050 ha with an average cane yield of 155 tons/ha (Aregaw, 2000). The annual precipitation, mean maximum and minimum temperature of the area are 831 mm, 27oC and 15oC, respectively (Aregaw, 2003). At the Factory, sugarcane is cultivated using furrow irrigation.

1.2 Statement of the problem

The organization's business performance is the result of the relationship between human resource management practices and employee satisfaction. The link between employee management and job satisfaction is broad and clear in the area of human resource management and has a wide effect on every aspect of operational efficiency. Employee job satisfaction has strong implication on employee performance in any organization. Studies show that employee's job satisfaction increases employee's productivity at workplace. If satisfied workers have existed in the organization it enhances productivity, efficiency, goals, and ultimately high profit (Tariku, 2021).

Despite a strong belief that human resource management practices have a significant impact on staff satisfaction, managers often focus on improving employee's satisfaction at work place.

Thus they focus on equipment and resources, physical space, environment condition; relation with co-workers and leaders, performance appraisal and organizational climate. However, employee's satisfaction goes beyond organizations. Rast and Tourani (2012) suggest that organizations must motivate their employees to engage in activities that will benefit and help in attaining organizational goals. To achieve this, managers must set in motion work conditions that will help employees to achieve satisfaction.

Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies (Jain, 2013). There are a number of factors that affect a person's level of job satisfaction. Among others this include the level of pay and benefits, , the quality of the working conditions, the perceived fairness of the promotion system within a company, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements), and leadership and social relationships, (Gaeta and Pandey, 2011). Robbins (2001) identified poor and delayed payment of employees' salaries and allowances, poor top down communication, lack of motivation, recognition and incentives, inadequate working space in their respective offices as well as inadequate working tools and resources as challenges of employee's job satisfaction; Other like lack of training and career development opportunities, tribalism, political interference, delayed promotions, and corruption and job insecurity as a cause of employee's job dissatisfaction (Dorcas et al., 2016).

In this regard there are a number of studies done on identifying determinates of employee's job satisfaction in Ethiopia. A study by Tariku (2021) based on data collected from public sector employees in Addis Ababa using OLS regression found that pay and benefit, working environment, promotion opportunities, and relation with supervisors, work experience, and trust in leadership have significant and positive effect on employee satisfaction.

The general problem statement of this research paper is to identify what determinant factors affect job satisfaction of employees in Wonji Sugar Factory. The main concern as viewed from the researcher's viewpoint is that a lack of job satisfaction among these employees means that they do not conduct themselves in a productive manner. The researcher believed that context matter in determining job satisfaction.

Wonji Sugar Factory had been selecting people based on the staff personality and character previously, where they used to believe staff with good attitude staff is the key element whereas skills can be trained afterwards; as per the knowledge of the researcher there is no study so far done at Wonji Sugar factory on determinants of employee's job satisfaction. To look on the problematic, the research focused on study the factor that influences on job satisfaction of employees at Wonji Sugar Factory.

1.3 Objective of the study

1.3.1 General objective

The general objective of this research was to identify the various determinants that influence Job satisfaction of Wonji Sugar Factory.

1.3.2 Specific objectives

The study specifically tried to address the following specific objectives:

- To measure the level of employee job satisfaction at Wonji sugar factory.
- To identify factors that determine employees job satisfaction at Wonji sugar factory.

1.4 Research questions

- What is the level of job satisfaction among employees of Wonji sugar factory?
- What are the determinant factors that affect employees job satisfaction at Wonji sugar factory?

1.5 Significance of the study

This research addresses the problem of job satisfaction, considered as an important impulse influencing employee job satisfaction, with particular emphasis on the analysis of the importance of determinants that underlie it. Hence, the study tried to identify factors that determine employee's job satisfaction at Wonji sugar factory. Identifying the factors is important as job satisfaction has important in influencing productivity of employees so that profit and sustainability of a business. Consequently, the findings from this study provide what to do to

enhance satisfaction of employees; furthermore the study might contribute to the existing body of literature.

1.6 Scope of the study

There are a number of factors that determine job satisfaction of employees. Determinants of job satisfaction of employees are a very wide issue and difficult to cover within a given period. This particular research focused on the determinants of job satisfaction, specifically on pay and benefit, working environment, promotion opportunity, and relation with supervisor, and other individual characteristics) at Wonji sugar factory. Wonji sugar factory is selected because it is a place where I was raised and grew up.

1.7 Limitations of the Study

The data is solely taken from current workers. As a result, it is possible that it will alter in the future. The study has a brief period of validity. As a result, it may be unable to cover all bases. The questionnaire is sensitive to the preconceptions and biases of the responders. As a result, total accuracy cannot be guaranteed. Because the research was done promptly the researcher was unable to broaden the area of the examination. The researcher's use of a questionnaire as a study tool precluded the findings from being generalized.

1.8 Organization of the study

This research is organized into five chapters. The first chapter is introduction chapter that constitutes the background of the study, problem statement, and objectives, and research questions, significance of the study and scope of the study. The second chapter deals with literature review. It encompasses definition of terms and concepts, theoretical literature, empirical literature; it also conveys conceptual frame work. Chapter three includes research methodology, research design, sampling procedure and sample size determination, data collection, variable description and expectation, data analysis.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical literature

2.1.1 Definitions of concepts and terms

Job satisfaction refers to the degree of an individual's feelings and satisfaction with respect to the current job activities, achievements, and responsibilities as well as the degree of an individual's satisfaction with all aspects that directly or indirectly related to the current job and job content (Chang, 2007). Job satisfaction is one of the most complex areas facing today's managers when it comes to managing their employees. Despite its wide usage in everyday life, there is still no general agreement regarding what job satisfaction is. Here is no final definition of what job satisfaction represents. Different authors and researchers have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction include: Spector (1997) defined job satisfaction as the degree to which people like their jobs. Armstrong (2014) states job satisfaction refers to the attitudes and feelings people have about their work. Job satisfaction can be regarded as one aspect of life satisfaction as experiences on the job influence perception of the job (Davis and Newstrom, 1985). Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Pushpakumari (2008) stated job satisfaction as an affective or emotional response toward various facets of one's job.

Job satisfaction is defined as the psychological state of how an individual feels towards work, in other word, it is people's feelings and attitudes about a variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in (Tariku, 2021). The elements of job satisfaction are related to pay, promotion, work nature, supervision, workload, and relationship with colleagues (Mosadeghard, 2003). Employees' satisfaction is considered an all-around module of an organization's human resource strategies. According to Mosadeghrad (2003) job satisfaction relates to pay, promotion, benefits, work nature, supervision, and relationship with colleagues. Opkara (2007) also saw job satisfaction as an outcome of different factors like pay,

promotion, the work itself, supervision, relationships with co-workers, workload, and opportunities for promotions. According to Simatwa (2011), Job satisfaction means a function that is positively related to the degree to which ones 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, sound payment structure, incentive plans, and profit-sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, the atmosphere of mutual trust respect. Job satisfaction means the pleasurable emotional state of feeling that results from the performance of work (Simatwa, 2011).

The concept of job satisfaction has been developed by several scholars and researcher in different ways. Most of the time the definition of job satisfaction which is widely used in different organization is given by Robbins & Judge (2013) defined job satisfaction as a positive feeling about the job that comes from the evaluation of jobs. It is also individual perception about his /her job comes from the difference between the expected outcome and the real outcome of jobs. The term job satisfaction describes employee's sense and attitude about their jobs. The degree of satisfaction is explained into two extremes which are extreme Negative satisfaction and extreme positive satisfaction. (Armstrong, 2014) in his handbook of human resource management practice defined job satisfaction as people's feeling and attitude towards their work. He also mentioned the satisfaction of employees is the result of a positive and favorable attitude toward the job and job dissatisfaction is the consequence of a Negative and unfavorable attitude. According to Ivancevich et al (2013), the level of both intrinsic and extrinsic outcome determines individual job satisfaction and how he/she views the outcomes. They also state that each individual has a different value to the outcomes. The types of individual work value are determined by his/her education and work experience with work including intrinsic outcome. Employee satisfaction in any organization has the most important effect on its performance. When one individual likes his/or her job very much then he/her will have greater job satisfaction. This satisfaction makes employee productivity increase and the collection of individual

productivity can create huge success in the workplace. So managers in any organization give greater attention to factors that make employee satisfaction increase. Therefore, organizations should facilitate a good working environment for their employees would be perceived when they are gate reward, promotion, and benefit for their success within the organization. If satisfied employees existed in any organization, then they will create stability in the workplace, developing co-workers' relationships, and encouraging a working environment to be formed. Due to this organization productivity and profitability is becoming increase, good supervisor and subordinate relationship improve, and employee's turnover decreased and absenteeism become decrease.

2.1.2 Theories of job satisfaction

2.1.2.1 Herzberg's two-factor model

The two factors model of motivation developed by Herzberg (1968), presented by Armstrong (2014) investigated the sources of job satisfaction and dissatisfaction of employees. This model established two factors that affect employee satisfaction and dissatisfaction; the motivating factors in relation to the job itself which includes the interest of the work, the need for achievement, chances for advancement, and responsibility (accountability). These needs are caused by intrinsic motivators. Armstrong identified these factors using a phrase called "motivation by the work itself". On the other hand, the hygiene factors which originate from the context of the job which including pay and working condition.

2.1.2.2 Maslow's hierarchy of needs

Maslow (1994) developed the most known classification of need in 1954. Maslow suggested five hierarchical categories of needs that apply to human being in general. The hierarchy of needs starting from physiological needs and moving to the hierarchy of safety, social, and esteem needs respectively. The previous needs of hierarchy lead to the final need of self-fulfillment. If peoples move from lower hierarchy to higher one step by step we can say that psychological development takes place but the progress of psychological needs does not always need step by step movement. If the previously satisfied need exist then the individual can return to it.

Maslow's hierarchy of needs:

1. Physiological needs: the need for basic things (oxygen food, water)
2. Safety: The need to secure from danger, need for protection from the possibility of harm or injury
3. Social need: the need for sentiments, love, and trust as an attachment to a group
4. Esteem need: the need to have high appreciation from others, recognition from somebody, the need to have security, the need to have self-respect (self-esteem),
5. Self-fulfillment:- the need to establish (grow) latent qualities or abilities that may be developed and lead to the future success of usefulness, to become what an individual believes having the ability to become.



Figure 2.1: Maslow theory triangle

2.1.2.3 The expectancy theory of motivation

The expectancy theory motivation as anticipated by Vroom (1964) has been completed by Lawler and Dorman (1967, 1983) to state that satisfaction is a result of great accomplishment. In straightforward terms, they argued that the relationship between people's behavior at work and their objectives was not basic as described by most studies. This implies that motivation will be high when individuals know what they must do and expect that they will be encouraged with the reward and anticipate that remuneration will be beneficial. Expectancy theory was created by Vroom in 1964 (Armstrong, 2014). But individuals are regularly granted new conditions because of changes in jobs, payment systems, or working conditions forced by management. He also defined motivation as a procedure controlling choices from alternative activities.

2.1.2.4 Equity theory

The theory of Equity as characterized by Adams and Bond (2000) is concerned with the recognition individuals have around how they are being treated as compared with others. He argued that workers evaluate the reasonableness or something else of their rewards (results) in connection to their exertion or capabilities which they do by comparing their claim input/output proportion against that of other people. In case input/output proportion is seen to be unpromising, they will feel that there is compensation imbalance. Equity theory clarifies as it were one viewpoint of the forms of inspiration and work fulfillment, to spite of the fact that it may be noteworthy in terms of resolve and conceivably of performance (Armstrong, 2014). This hypothesis of inspiration is based on the assumption that people are influenced by a want to be equally treated of work.

2.2 Empirical Review

2.2.1 Determinants of job satisfaction

Job satisfaction is under the influence of a series of factors analogous as the nature of work, Salary, Advancement openings, Management, Work groups and Work conditions. A kindly Different approach regarding the factors of job satisfaction is handed by Rue and Byars. When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. Therefore the issue downfall job satisfaction and job dissatisfaction are two contrary and excludable sensations? There is no agreement regarding this issue among authors. Herzberg's Two Factor proposition is presumably the most constantly cited point of view. In fact the main idea is that workers in their work terrain are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. therefore all factors that have derived from a large empirical disquisition and divided in factors that cause job satisfaction(motivators) and factors that cause job dissatisfaction(hygiene factors)

Factors determining job satisfaction support the thesis that measuring and building employee satisfaction is a crucial component of the development and success of a business organization. Due to the importance of job satisfaction as a topic, numerous studies are undertaken to identify the factors that have the greatest impact on its level.

Different studies come up with different factors that determine job satisfaction. Identifying this factor is important to enhance productivity and improving job design. Nel (2004) broadly classified determinants of job satisfaction into two: personal factors and organizational/environmental factors. Personal factors include personal characteristics such as gender, age, academic level, work experience, and working position. Environmental or organizational factors among others include pay and benefit, working environment, promotion opportunity, supervisor relation, and trust in leadership.

Gender: the relationship between gender and job satisfaction has been the focus of a number of studies. For example Spector (1997) found that there is significant association between gender and job satisfaction. There are other studies which could not confirm this study. These results imply that the effect of gender on job satisfaction is liable to change according to the organization being studied, the work done, and the work environment.

Age: there are a number of studies focusing on the relationship between age and job satisfaction. Older employees are said to have a high level of organizational satisfaction compared to younger ones (Eichar et al., 1991). According to the initial debates concerning age and employee satisfaction, young people have higher expectations from their jobs; however, most often they cannot find opportunities to satisfy these expectations, therefore, disillusioned. The natural result of this disillusion is dissatisfaction with the work.

Level of education: Since higher-level jobs tend to be more complex and have better working conditions, pay, supervision, autonomy, and responsibility, the level at which individual works within the organization might also exert some influence on the satisfaction of employees. Among the factors that determine level of job is level of education. Therefore, most studies have found that employee satisfaction increases as the level of the job increases within an organization hierarchy Howard and Frink (1996). This implicitly means as the level of education increases job satisfaction increases. However, some studies found there is no association between level of satisfaction and job level.

Work experience: experience has association with job satisfaction. Often people stay in an organization when they are relatively satisfied. For example, Luthans (2001) found that the person with more experience is more satisfied with their jobs when compared to those who are less experienced.

Working Position (status): Generally, it has been found that the higher is one's position in an organization the greater is the level of satisfaction. This could be explained by the fact that the higher the status of the employee is more enjoys both relatively better working condition and rewards than lower-level employees do. Finding out exactly what makes people feel satisfied with their work can become a multi-faceted issue. According to Arnold and Feldman (1996), there are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects, (Mullins, 1996).

As stated earlier the environmental factors include: pay and benefit, working environment, promotion, relationship with the supervisor, and trust in the leadership.

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

Working environment: In this world there are several challenges. Among the challenge's employees face job or working environment. To meet employee`s satisfaction in the organization businesses must create a conducive working environment. Without this practice, organizations cannot achieve success and retention in the industry or industry competitions that satisfying employees will raise efficiency, productivity, and job commitment of subordinates (workers). Employees are essential inputs for business to meet their goals and missions. To achieve the objectives of the organization employees require a working environment that enhances them to work without problems. Several studies find out that among job satisfaction factors working environment has the greatest impact on employee's job satisfaction (Raziq & Maulabakhsh, 2015). A study by Langer et al (2019) found that centralized working environment has negative relationship with employee's job satisfaction and direct positive relationship with the working environment. Furthermore, working condition improvement can increase organizational performance (Mafini & Pooe, 2013). The impact of the physical working environment on employees' job satisfaction in the public sector studied by Meqdelawit (2020) found that there is a strong relationship between the physical working environment and job satisfaction. Because employees spend so much time in their work environment, it's important for the organization to have an adequate working condition, enhance employees for their good work done to boost their morale.

Promotion opportunity: Promotion can be given as an important success in the life of employees. It can create opportunities for high pay, responsibility authority, freedom, and status. So, the chance for promotion causes to occur job satisfaction to employees (Sageer et al., 2012).

Promotion is one of the extrinsic motivator factors for employee job satisfaction. To increase employees' motivation and satisfaction organizations should give growth opportunities to their workers. To attract and retain workers in the organization promotion practice is implementing by the manager that makes employees increase work performance. It is the mechanism to meet the operational goals and objectives of the organization. Promotions are basic features of an employee's life. Both private and public institutions are using promotion as a means of reward to increase workers' performance and productivity. Without an employee's acceptance promotion by itself cannot be a useful compensation method. Different scholars define promotion in several ways, but they agree on it is a shifting of the individual to the better significance and high compensation level of jobs. According to Ehsan Malik et al (2012) found out that promotion has an influence on job satisfaction, but the effect is not significant. Additionally, Tania et al (2019) study show that there is a weak positive relationship between promotion and employees' job satisfaction that means the level of satisfaction of employees is not significantly increase where they get the promotion. They also suggested that only promotion by itself cannot increase employee job satisfaction.

Supervisor Relation: Employee's job satisfaction is determined by their perception of immediate supervisors in the organization. Supervisors are first-line managers they have a chance to change individual performance to ward organization mission and goals which is the final mission of any managers in the organization. Good relationship between supervisors and employees plays a great role to accomplish organizational goals and objectives. According to Robinson (2013), there are the cognitive, affective, and behavioral attitudes of employees to ward supervisors. He mentioned that People have generally been more satisfied at work as a whole, the work itself, and their supervisors and work colleagues than they have been with their employee compensation opportunities. Supervisory support is one of the extrinsic factors of motivation in Herzberg's two factors theory. A good relationship between managers and employees makes employees feel satisfaction in their jobs. According to Armstrong (2014) quality of supervision made by supervisors is the most important determinant of workers' satisfaction. Both coworkers and supervisors have a significant influence on individual job satisfaction within the workplace. High job satisfaction is also the result of a cooperative and supportive relationship between co-workers and supervisors. If supervisors in the organization

provide support and cooperation, then workers will have a high level of satisfaction. This in turn brings high organizational commitment and firm success in terms of goals and profit. The relationship between managers and employees is not good can enhance employee turnover. If employees have high supervisor support then they may not feel all in all satisfaction about their jobs. On the other way if employees have low supervisory support they will have dissatisfaction with their jobs. So, organizations should be building a positive supervisory environment for employees (Baloyi et al., 2014).

Trust in Leadership: Leaders of organizations are important in coordinating work toward the organization's vision and goal. Robbins & Judge, (2013) defined a leader as the ability to influence a group to achieve a vision or set goals. He also states to meet optimal effectiveness in the organization leaders play important parts. Leaders' personal qualities and characteristics determine employee`s job satisfaction and performance which is crucial for organizational success. Their characteristics and behavior express in terms of the big five traits, such as extraversion, agreeableness, emotional stability, conscientiousness, and openness. Leadership is a process of effect between superiors and followers, where the leader influences the behavior of the employees to achieve organizational objectives. Organizational accomplishing its goals and objectives relies on the leaders of the organization and their styles of leadership (Voon et al., 2011). Different studies have been made on leadership characteristics and behavior found extraversion is the most important trait of effective leaders (Robbins and Judge, 2013). Empirical investigations on leadership behavior show that leadership behaviors have a direct impact on job satisfaction. Leadership style also affects employee`s job satisfaction and performance. Leader behavior has a direct significant influence on job satisfaction (Fattah, 2017). Employees' perception about their leader`s behavior is vital for employees' performance that comes from their satisfaction. Trust is a psychological state that emerges when you decide to accept one vulnerable to another person because you have high hopes for how things will turn out (Robbins & Judge, 2013). They also state that Transformational leaders inspire greater levels of trust in their subordinates, which leads to greater levels of team performance and contribution. A trust - worthy leader will be able to encourage workers to go above and beyond to achieve visionary organizational goals. Trust has been linked to positive job attitudes, organizational justice, psychological contracts, and effectiveness in terms of communication, organizational

relationships, and conflict management in leadership theories. Herminingsih's (2017) study found that trust in leaders is greatly influenced by transformational leadership. Every worker's trust in leaders can be based on a leader's kindness, capacity or potential, and can develop a feeling of security in the organization.

2.2.2 Importance of Employee Satisfaction

There is a view that job satisfaction may lead to increased productivity and benefit for institutions and employees. The importance of job satisfaction is several points, Increase the self-confidence and ambition of the individual working in the organization or institution, Satisfying the personal needs of the individual by reaching the level of ambition, Reduce the accumulated pressure on the individual as a result of the complexity of life, Increases performance and high performance for the individual. The effectiveness of any organization is linked to the efficiency of the human cadre and its ability to innovate and reflect the actual work; The consequence concerning job satisfaction is solely a composition about the psychological, physiological or environmental prerequisites so much surround the employee's affinity together with his colleagues and superiors along with his persona to that amount makes him speech I am colorful with my work. Satisfied personnel tend to modify greater then cope with pressure without difficulty compared in imitation of Frustration on them. Uncomfortable staff intentions to locate trouble everywhere; something small then at all rigid, they discovered such entirely challenging to an arrangement then deal with changing times. On the other hand, staffs that are happy with their jobs are involved in training programs that are eager to learn new techniques, software that eventually helps them in their careers. Satisfied staff accepts the challenges with a big smile offering even in the worst of circumstances.

2.2.3 Lower performance concern

Also, recent disquisition validation indicates that satisfaction may not inevitably lead to individual performance improvement but does lead to departmental and organizational position advancements. Ultimately there are still considerable debate job satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998). Employee dedication is one of the most significant factors that mortal resource directors in particular must have in mind. Hand dedication zilches generally measured with the dedication Questionnaire and can beget serious negative consequences when not in a high position. Usually three types of employee dedication

are considered affective dedication, normative dedication and continuity dedication. Affective dedication has to do with the cases when a worker feels an emotional connection to the company, normative dedication is a kind of dedication that appears in cases when the workers feels like he/she owes commodity to the company and continuity dedication comes as a result of the fact that the worker does not have an occasion to find a job nearly else. Research conducted by Vanderberg and Lance(1992) during which they surveyed 100 professionals in the information services for five months showed a strong relations between job satisfaction and workers dedication. Their disquisition proved that the advanced the degree of job satisfaction the more advanced is the position of workers dedication. Employee absenteeism causes serious added costs for companies, therefore directors are in endless read of ways how to drop and reduce it to its minimum. Presumably, the smart way to reduce employee absenteeism would be through an increase in the position of workers satisfaction. The main idea behind this approach is that the advanced the degree of job satisfaction is the lower employee absenteeism should be. Indeed though the goods are modest the fact that job satisfaction contributes to reduce the position of employee absenteeism remains. So satisfaction is worth paying attention to, especially since it's potentially under your control: unlike some of the other causes of absenteeism (e.g. illness, accidents). But as we said circumstances can alter this equation. As a director you could be implicitly encouraging absenteeism by administering company programs. Still, and if they must be “used or lost” this is enough If people are paid for sick days Strong stimulant for workers to be absent. In other words, you’ve helped produce a culture of absenteeism that can overcome the “satisfaction” effect. (Sweeney and McFarlin, 2005) When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. Still as with the other connections with satisfaction, there are moderating variables analogous as the degree to which people feel their jobs are important. Also, it's important to flash back that while high job satisfaction will not inevitably affect in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

For over 50 years research on job satisfaction has been attracting social science practitioners and theorists alike (Anderson, 1991). In spite of this abundance of insights however, job satisfaction remains to this day a popular research area, having said that, there is still no agreement as to the importance of specific factors influencing job satisfaction (Springer, 2011; Nair, 2007). To begin with, the set of these determinants varies considerably from study to study, with the authors

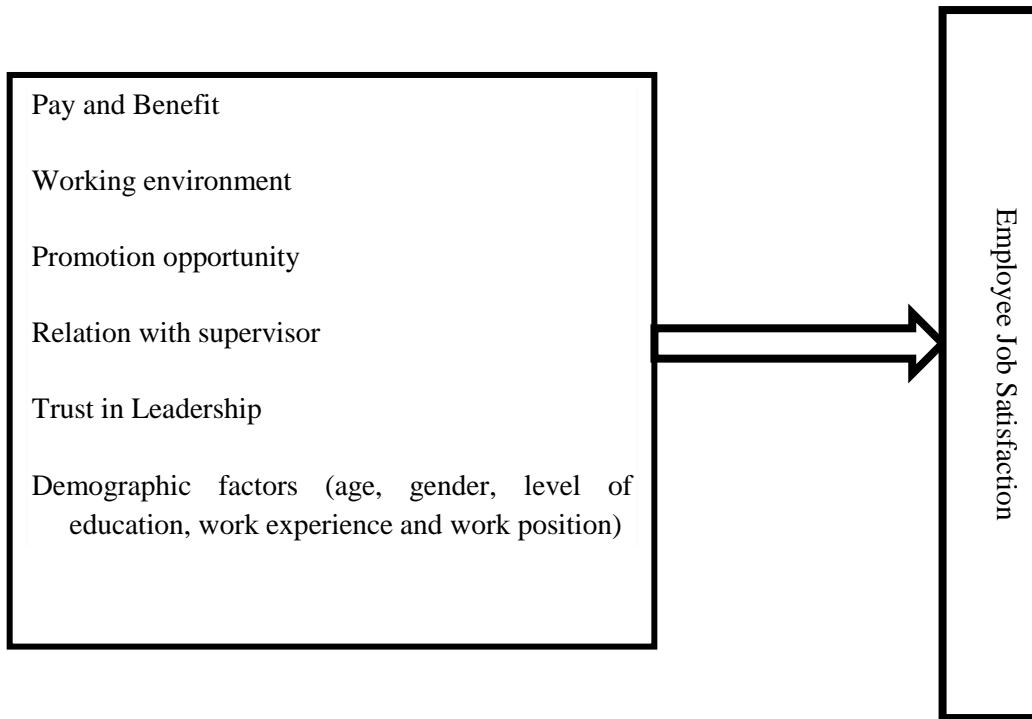
indicating the role of both objective (situational) and subjective (individual) factors in this process (Bednarska, 2016). While the former are shaped by the employer and have an impact on the level of base satisfaction, the latter affect the perception of work environment's characteristics and differentiate the strength of their impact (Borowska-Pietrzak, 2014).

The objective factors are directly related to work environment and include work content (internal rewards) and work conditions (external rewards). The current research concerns mainly the internal and external factors influencing employee satisfaction and job satisfaction, meaning factors related to the employee's internal characteristics and their broadly understood work environment. Despite the significant role of personality factors in shaping satisfaction, research has shown (Lambert et al., 2001) that factors related to work environment such as fair remuneration, positive relationships with co-workers, lack of conflicts, and a sense of autonomy are indeed more important. This, however, has not stopped researchers from emphasizing the importance of individual factors (Jasiński & Derbis, 2019). It is assumed that the individual level of job satisfaction is determined by personality factors (ranging from 10 to 30%), situational factors related to one's professional field (ranging from 40 to 60%), and the interaction between these two categories of variables (ranging from 10 to 20%) (Makin et al., 2000). Personality factors include the individual's baggage of professional experience and their traits (Judg & Klinger, 2008). However, in what concerns the professional field, attention is paid to: working conditions, job characteristics (including the nature, type and scope of duties), organizational climate, organizational culture, management system quality (determined, among others, by the level of the administration system's efficiency or lack thereof), hourly workload, the level of stress at work, remuneration, co-workers (the quality of interpersonal relations and the level of skills possessed by co-workers and superiors), ambiguities and conflicts in distributing assignments, and job market prospects (Winkler, 2009). Leymann (1996) argues that personality factors are much less important and should not be taken into account at all. In his view, research on job satisfaction should focus instead on working conditions and relationships within the organization.

2.3 Conceptual framework

Here-under a conceptual framework that will be used is presented. It is formulated to show the relationship between the independent and dependent variables. This conceptual framework is developed based on the work of Nel (2004). He broadly classified the determinants of job satisfaction into two: personal factors and organizational/environmental factors.

Figure 2.2: Conceptual framework



Source: Developed based on Nel (2004).

2.4 Research hypothesis

The study formulated the following hypotheses:

- i. Good supervision has a positive influence on employee job satisfaction.
- ii. Positive attitude and motivation towards work have positive relationship with employee job satisfaction.
- iii. Conducive working environment has a positive effect on employee job satisfaction.

- iv. Above average financial rewards and compensation have positive influence on employee job satisfaction?
- v. Good working relationship with supervisors and co-workers has a positive effect on employee job satisfaction.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This is the methodology section that presents how the study is going to be conducted in order to identify the determinants of employee job satisfaction. It constitutes what type of research design were employed, the research approach used. As well the target population, sampling technique, sample size determination, method of data collection, and data analysis methods that were used are presented and discussed.

3.1 Research Design

The type of research design that was used depends on the problem or the issue at hand. In order to realize the objective of the research this particular study employed an explanatory type of research design. As Creswell (2003) stated, explanatory method of research is a technique for gathering information about the cause and its effect. It is appropriate because the study's objective was to identify factors that determine employee job satisfaction. This method was also favorable to determine the relationship and effects occurring between the variables. Employee's job satisfaction is the dependent variable while supervision, attitude towards work, working environment, monetary rewards and relationship with coworker is the independent variables, which might either have positive or negative relationship with job satisfaction. Therefore, this method is found to be appropriate because of its suitability for describing and analyzing existing situations in the selected study.

3.2 Research approach

The research approaches this particular study employed is quantitative approach. Quantitative research is a type of research that asks specific narrow questions, collects numeric data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner (Creswell, 2003). Inferential and regression analyses were also conducted to explain the effects of the variables. A structured questionnaire was used to get the opinion and understanding of the respondents regarding job satisfaction and its determinants.

3.3 Sources of Data

The primary data is collected using a survey form, “Determinants of employee job satisfaction among employees of Wonji Sugar Factory”. The Likert scale was used to collect and analyze the answers of survey participants. Wonji Sugar Factory has a total of 3500 employees.

A Target scale measurement is used to evaluate the views of employee job satisfaction and performance with respect to determinants, the primary data are obtained by a semi structured questionnaire and secondary data are obtained from other sources and related documents.

3.4 Methods of data collection

It is considered justified to create a questionnaire to measure job satisfaction, including a cognitive and emotional assessment of job satisfaction, as well as the frequency of positive and negative experiences at work. The questionnaire include, among others, questions aimed at determining the importance of factors shaping job satisfaction and factors determining the decrease in job satisfaction. The majority of job satisfaction determinants are identical to those commonly used in the most popular scales (for) job satisfaction measurement.

The questionnaire specified potential factors influencing job satisfaction and ask the employees to assess the extent the indicated factors influence their job satisfaction. Statistical methods are used for this purpose.

3.5 Target Population

The target populations for this particular study (plantation section) comprise of 250 employees at Wonji Sugar Factory out of total number of 3500 employees. This number reflects the sampling structure as list of target population from which representative samples are drawn from employees at Wonji Sugar Factory. There are different levels of employees, such as employees (workers) at the front and line managers. Also there are different types of employees temporary and permanent. In this particular study only, permanent employees were considered.

3.6 Sample size and Sampling technique

According to Kotari (2004), a sample design is a definite plan to get a sample from the target population; the study adopts a procedure in selecting a sample. In this particular study, first stratification was made based on levels of employees (front line employees and line managers).

To realize this stratified sampling were used. The main purpose of stratification is to reduce sampling error, to increase efficiency. It involves the division or stratification of a population by partitioning the sampling frame into non-overlapping and relatively homogeneous groups. The stratification was made based on the number of employees under each group. Thus, stratification was made based on proportion under each group. Finally, to select representative sample from each stratification random sampling were used. To reach into a valid conclusion in addition to selecting representative sample there is a need to take appropriate sample size that minimizes sampling error. The target population for this particular study comprise of 250 employees. To determine appropriate sample size the study used Yamane (1967) formula with a 90% level of confidence and 5% acceptable error as shown below.

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

where, , n is sample size

e = error limit (0.10)

N = population size

$$n = \frac{250}{1 + 250(0.10)^2} \sim 70$$

Once the total sample is determined, samples were distributed proportionally to each group. The following table shows distribution of sample from each level of employees.

3.7 Method of data analysis

To analyze the data collected both descriptive and inferential statistics were employed. As descriptive statistics mean, standard deviation, frequency, and various graphs were employed. As inferential statistics various parametric and non-parametric tests were used. As well an appropriate regression particularly ordinary least square was used. The following is the specification that was used.

$$Y = \beta_0 + \beta_1PB + \beta_2WE + \beta_3PO + \beta_4RWS + \beta_5TL + \gamma_iIC + \varepsilon_i$$

Where:

Y =job satisfaction

β_0 =Constant term

β_1 = Coefficient Variable pay and benefit

β_2 = Coefficient Variable work environment

β_3 =Coefficient Variable promotion opportunity

β_4 = Coefficient Variable Relation with supervisors

β_5 = Coefficient Variable Trust in leadership

γ_i =vector of coefficients for individual characteristics such as gender, age, level of education, and others ε_i = is a random error term

3.8 Research instrument

3.8.1 Validity

Validity refers to whether the measuring instrument measures what it is supposed to (Bless & Higson-Smith, 1995), or whether the measure reflects the phenomenon the researcher claims to be investigating. Content validity of a measuring instrument reflects the extent to which the items measure the content they were intended to measure (Cooper & Schindler, 2003). It must therefore provide adequate coverage of the questions guiding the research.

A pilot study helps to test the validity and the reliability of the research instrument and identify areas that may require adjustments (Davies & Hughes, 2014). For this research, a pilot test was carried out with 10 respondents who were not to take part in the main study analysis and the reliability of the questionnaire was pre tested.

3.8.2 Reliability

In order to measure the reliability for a set of two or more constructs, Cronbach alpha is a commonly used method where alpha coefficient values range between 0 and 1 with higher values indicating higher reliability among the indicators (Hair et al., 2010). According to Spector

(1997), “the widely accepted minimum standard for internal consistency is .70.” The reliability test (Cronbach’s Alpha) for this study was analyzed as follow.

3.9 Ethical Considerations

In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity were withheld. Participants and respondents were given full information on the purpose and objectives of the research in order for them to make informed decisions as to whether to partake or not. Moreover, all information concerning the identity and personality of respondents were treated with utmost confidentiality. Additionally, all information gathered was used for the sole purpose of this research study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This is the result section that presents the results and discussion. First, the response rate and demographic characteristics of the respondents is presented. Then, the result from descriptive

statistics on the level of employees' job satisfaction and factors important in determining employee job satisfaction are presented and discussed. Finally, the result from regression so as to identify determinant factors of employees is presented and discussed.

4.2 Response rate and demographic characteristics

4.2.1 Response rate

There was a full response rate of 100 % advanced than the anticipated 95%. Of the 70 questionnaires distributed 70 responded fully and rightly returned complete. The analysis was made based on 70 respondents.

4.2.2 Demographic characteristics of the respondents

As table 4.1 shows the vast majority of the respondents were male (78.5%). The data contains various age groups. In terms of age many of the respondents are aged between 31-40. Likewise, the data contains employees with various education group. The vast majority of the respondents have certificate and diploma level of education. With regard to work experience, a significant number of the employees have above 10 years of work experience. In summary, the data contains respondents with various characteristics.

Table 4.1: Demographic characteristics of respondents

No	Characteristics	Frequency	Percentage	
1	Gender	Male	55	78.5
		Female	15	21.5
		Total	70	100
2	Age	20-30	16	22.8
		31- 40	39	55.7
		41- 50	13	18.6
		Above 50	4	6
		Total	70	100
3	Educational background	Certificate	25	35.7
		Diploma	27	38.5
		BA degree	6	8.57
		Master's degree	10	14.2
		Above Master's	2	2.85
		Total	70	100
4	Work Experience	below 1 year	9	12.85
		1- 5 yeas	13	13
		6-8 years	13	13

	9- 8 years	10	14.28
	above 10 years	25	35.7
	Total	70	100

4.3 Results from descriptive statistics

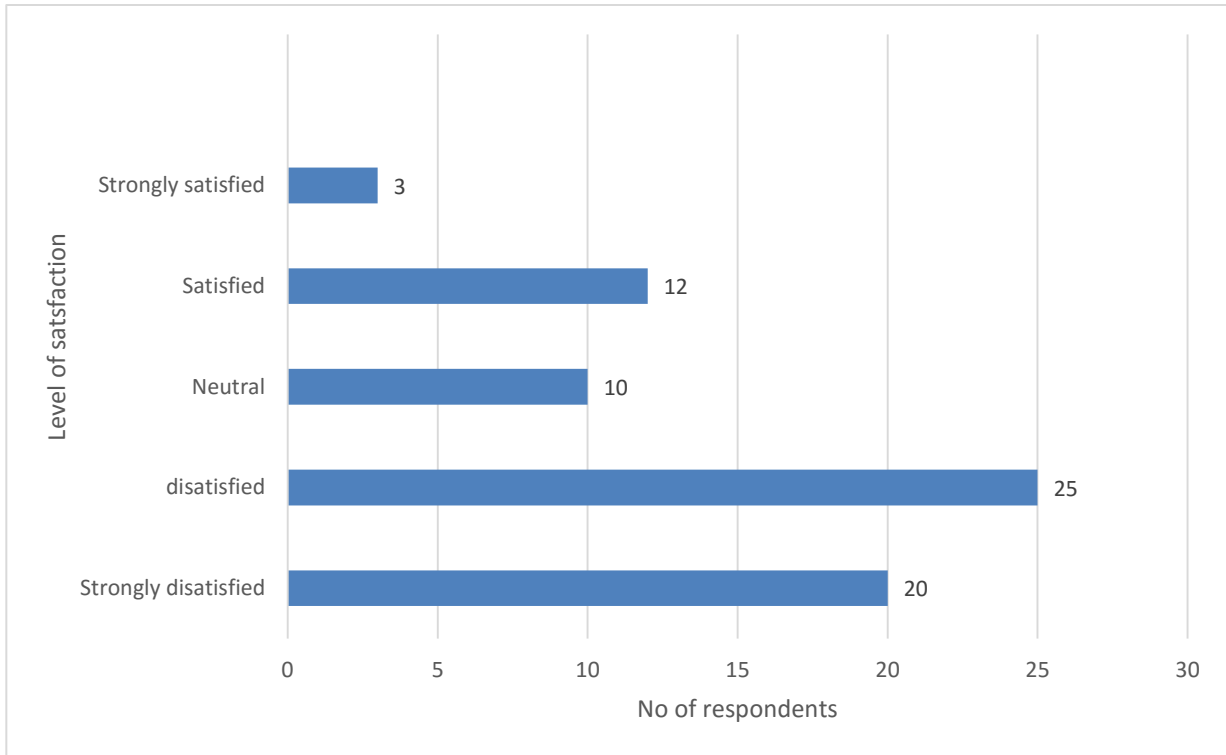
4.3.1 Variables measurement

Data pertaining to causes of job satisfaction which includes pay and benefit, working environment, promotion opportunity, relation with supervisor and trust in leadership and employee job satisfaction were measured on a five point likert type scale (1- strongly disagree, 1- disagree, 3- Not sure, 4- Agree and 5 strongly Agree).

4.3.2 Level of job satisfaction among employees

Job satisfaction of employees is important to enhance productivity which again enhance profitability and sustainability of businesses. Accordingly, an effort has been made to measure the mean level of satisfaction of employees at Wonji Sugar Factory. Accordingly, the data revealed the mean level of employee job satisfaction is about 2.4. Figure 4.1 Below shows the distribution of employee job satisfaction.

Figure 4.1: The distribution of employee job satisfaction



4.3.3 Factors important to determine employees' job satisfaction

4.3.3.1 Promotion opportunities

One of the factors that determine employees' job satisfaction is availability of employees' promotion opportunities. Often companies that provide promotion opportunities are more likely to have employees that are satisfied more. Accordingly, factors related with promotion opportunities are assessed and presented in table 4.2 below.

Table 4.2: Determinants of promotion opportunities among employees

Items	Strongly Agree(%)	Agree(%)	Not sure (%)	Disagree(%)	Strongly disagree(%)
How do you see the factory's evaluation of my performance	6 (8.5)	36 (51.42)	25 (35.71)	3 (4.2)	
There is slim chance of promotion yet a good possibility of promotion nonetheless.	6 (8.5)	29 (41.42)	28 (41)	3 (4.2)	2 (2.85)

I have the opportunity to advance.	14 (20)	30 (42)	16 (22.85)	10 (14.28)	
I am pleased with the advancement process.	20 (28.57)	32 (45.71)	13 (18.57)	3 (4.2)	2 (2.85)
There is a clear and transparent process in the factory	20 (28.57)	24 (34.28)	16 (22.85)	10 (14.28)	
Employees are able to demonstrate their abilities	15 (21.42)	35 (50)	10 (14.28)	11 (15.71)	1 (1.42)
The factory's culture has recognized my work.	9 (12.85)	25 (35.71)	29 (41.24)	3 (4.2)	2 (2.85)

As indicated in the table above, out of the total 70 sample employees, about 51.42% agree on the factory's assessment of evaluation. Around 35.71% of the respondents are not sure about the goodness of the factory's evaluation assessment. From the total sample of about 4.2% feel unsatisfied on the evaluation criteria.

Approximately 41.42% of respondents replied they have a slight chance of promotion in the factory. About 41% were unsure about the possibility of promotion in the factory, for the rest of 4.2% respondents disagreed on the possibility of promotion.

The researchers inquired the respondents whether they have done well at work and have the potential to progress. Around 42% of respondents are sure that they have the potential to progress, 29% of respondents were uncertain if they have an opportunity to advance and 10% replied they were in disagreement of the potential for progress.

Accordingly, 63% of the respondents are certainly pleased with the advancement process, around 18.7% of respondents were not sure if they are pleased with the advancement process. The rest of respondents 5% were not pleased with the process.

As shown in the table above, majority of the respondents (62%) believes that there is a clear and transparent process in the factory, about 31% of respondents were not certain if there is a clear and transparent promotion process in the factory and 20% do not see a clear and transparent process for promotion.

Furthermore, 71% of the respondents said that they were able to demonstrate their abilities, 14% of respondents showed ambiguity that employees are able to demonstrate their abilities, and the rest 15% of the respondents were not able to establish their skill.

Around half of the respondents (50%) believe that the factory's culture has recognized employees' work, 41% of participants were unsure about the factory's culture recognition of employees' work and 4 % of participants replied a disagreement on the recognition of their effort.

Majority of 75% of respondents were certainly pleased with the advancement process, there are numerous approaches, one of which is to investigate what employees desire. Learning what workers desire can help the factory make adjustments that will increase job satisfaction. Use surveys and interviews to find out what resources, tools, and perks are most important to its employees. Another option is to introduce a flexible work schedule, which allows the staff to choose a timetable that works best for them and their lifestyle. The factory may also reward employees' contributions, construct a learning and development strategy, and generate a common purpose.

As per the table majority of employees are certainly pleased with the advancement process, yet numerous approaches can be taken to enhance the evaluation criteria of the factory, which are different and one approach is to employ the six widely used assessment criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), which are commonly employed in international development cooperation. They aid in determining the value of various interventions such as strategies, policies, programs, or projects. Another approach is to employ the SMART criteria, which stand for Specific, Measurable, Achievable, Relevant, and Time-bound requirements.

According to the findings of the study, perceptions of promotion chances can have a direct impact on both task performance and contextual performance, and views of promotion prospects can increase task performance and contextual performance through the mediating function of work engagement. Furthermore, advancement chances influence employees' inclination to quit the business.

4.3.3.2 Pay and benefit

Table 4.3: Pay and benefit effects on employees' satisfaction

Items	Strongly Agree(%)	Agree(%)	Not sure (%)	Disagree(%)	(%)Strongly disagree
I am paid a fair price for the service, and I received a yearly raise that was satisfactory.	4 (5.74)	36 (51.42)	20 (28.87)	5 (7.14)	1 (1.42)
The factory is satisfactory when compared to other factories.	4 (5.74)	29 (41.24)	29 (41.24)	5 (7.14)	3 (4.28)
The factory offers excellent incentives for employees who do well.	4 (5.74)	17 (24.28)	14 (20)	29 (41.24)	6 (8.57)
At year's end or annually, the factory has adequate bonus money.	1 (1.42)	4 (5.74)	16 (22.85)	36 (51.42)	13 (18.57)
I have excellent prizes for their work, like letters of recognition, etc.	5 (7.14)	10 (14.28)	24 (34.28)	24 (34.28)	6 (8.57)

Most of the respondents (57%) replied that they paid an appropriate amount for the service and obtained an acceptable annual rise. 28.87% of respondents were hesitant, and 8.5% of respondents were in disagreement that they obtained a fair price.

Almost half 47% of the respondents replied that when compared to other organizations, the factory is good as well, 41% of participants were unsure on the suitability of the factory and 11.5% were unpleased.

Around 30% of the respondents agree that employees that do well are rewarded significantly at the workplace, 20% were not feeling great on the incentives they received while for 41% were not pleased completely.

Furthermore, 7% of respondents agreed on the statement that the factory has adequate bonus money, about 23% of respondents were uncertain if the factory grants satisfactory bonus money and 70% replied they disagree the factory offers sufficient bonus money.

Lastly, around 20% of respondents agreed that they have fantastic rewards for their efforts, such as letters of recommendation. Around 34% participants were neutral on reward satisfying for

their work regarding to the rest of 34% respondents disagreed on excellency of prize for their work.

One strategy to enhance the factory's pay and benefits system is to perform market research on wages and benefits in the industry as a whole. This will assist in determining whether the organization provides comparable salary and benefits. The factory should also consider about providing extra advantages like flexible work hours, telecommuting possibilities, and wellness initiatives.

4.3.4 Work environment and job satisfaction

The environment where employees are working is important in determining the level of job satisfaction of employees. Accordingly, an effort has been made to identify the factors important in influencing employees job satisfaction pertaining to working environment. Table 4.4 presents the effects of the work environment on employees' job satisfaction.

Table 4.4: Effects of the work environment on employees' job satisfaction.

Items	Strongly Agree(%)	Agree(%)	Not sure (%)	Disagree(%)	Strongly disagree(%)
The machineries and equipment are set up with optimum ergonomics in the workplace.	1 (1.42)	19 (27.14)	36 (51.42)	10 (14.28)	4 (5.71)
There is good air circulation in the workspace.	2 (2.85)	37 (52.85)	24 (34.28)	4 (5.71)	3 (4.28)
The workspace is colorful and appealing.	3 (4.28)	30 (42.85)	29 (41.42)	8 (11.42)	
The work I've done has an appealing and difficult nature.	3 (4.28)	49 (70)	10 (14.28)	8 (11.42)	
The work follows a clear protocol.	4 (5.71)	35 (50)	19 (27.17)	9 (12.85)	3 (4.28)
The task is within my capacity.	7 (10)	26 (37.1)	24 (34.28)	9 (12.85)	4 (5.71)
The project has a good design.	3 (4.28)	22 (31.24)	10 (14.28)	32 (45.71)	3 (4.28)
The nature of the task is dull and tedious.	2 (2.85)	17 (24.28)	32 (45.71)	13 (18.57)	6 (8.57)

Accordingly, about 28.5% of respondents claim that the machines and equipment in the workplace are designed for optimal comfort. While 51% of repliers were not sure on the optimum design of machineries and equipment. Whereas, 20% of the respondents replied they were on disagreement on the optimal procedure of setup design.

Around 55% of respondents are in agreement that the workplace has sufficient air circulation. 34% were neutral on the air circulation of the work space and the rest of 10% repliers were dissenting on the workspace air circulation.

Again, 50% of the respondents replied an agreement on statement that the workspace has a colorful and appealing condition, while 41% of respondents were uncertain on the appealing condition of the factory's work environment, as per 14% repliers dissented on the attractiveness condition of the workplace.

Afterward, majority of the respondents, 75% replied that the job they have accomplished is both enticing and tough; as regards, 14% respondents were not sure whether the nature of work is appealing and difficult, 12% dissented on the agreement of statement on work they have done has an appealing and difficult nature.

Around 55% of the respondents replied that the work follows a clear protocol, around 27% of repliers were uncertain whether the work follows a clear protocol, and the rest of 12% repliers dissented that the work follows a direct procedure.

In view of responsibility around 48% of respondents responded that their duty is within employees' capabilities. In regarding to 34% respondents were not sure if duty given is within employees' capabilities, about 12% were dissenting on considering employees ability while assigning duty.

About 35% of respondents think that the project is well-designed, minor of 14% respondents were not certain on the well-made design of projects, 45% of participants disagreed that the project has a good design.

Approximately, 27% of respondents replied that the work is recurring and exhausting in form, according to 45% of repliers were not sure if assigned task is dull and tedious nature, 18% of respondents dissented on the repetitiveness and exhausting nature of work.

According to the data obtained, about half of respondents felt that the workplace is bright and welcoming, and it can be seen that work environment has a major influence on employee job

satisfaction. Job satisfaction may be affected by factors such as the physical environment, business culture, and connections with coworkers; there are various approaches to enhance the factory's work environment and raise employee job happiness. Improving communication between employees and management, developing a healthy business culture, giving opportunity for professional development and progress, and enabling flexible work arrangements are some of the most successful methods. The factory should also think about providing staff with a comfortable and ergonomic workstation, as well as possibilities for social engagement and team development.

4.3.5 Relationships between coworkers

The relationship between employees and supervisors is important in determining employees job satisfaction.

Table 4.5: Relationships between coworkers and supervisors have an impact on an employee's job happiness.

Items	Strongly Agree(%)	Agree(%)	Not sure (%)	Disagree(%)	Strongly disagree(%)
I get along well with my fellow workers.	10 (14.28)	36 (51.42)	24 (34.28)		
I've got a get-together schedule with other colleagues	4 (5.71)	39 (55.71)	20 (28.57)	5 (7.14)	2 (2.85)
I get along well with my other employees.	5 (7.14)	40 (57.14)	20 (28.57)	4 (5.71)	1 (1.42)
I take an active role in helping others learn the profession.	7 (10)	42 (60)	16 (22.85)	1 (1.42)	4 (5.71)

Accordingly, 65% of respondents claimed that they get along nicely with fellow coworkers, around 34% of respondents were not certain if they get along pleasingly with work associates.

Hereafter, 60% of respondents responded that they got a get-together schedule with others' colleagues; regarding to 29% of repliers, were not sure if employees got a gathering schedule with other equal associates, few of 7% respondents disagreed employees got a gathering program with alike acquaintances.

Henceforward, 70% of respondents were in agreement that they play an active part in assisting others in learning the trade, as to 23% of repliers were not certain if they take an active part in assisting other colleagues, only 1% disagreed that they will take a vital role in assisting other workmates.

Positive connections can lead to greater job fulfillment and productivity, whilst bad relationships can lead to lower job satisfaction and even attrition. According to the study's findings, 65% of respondents said they got along well with their coworkers. There are several approaches to strengthen the factory's interactions between coworkers and supervisors. Improving communication, having clear objectives and goals, offering feedback and appreciation, and creating chances for social engagement and team building are some of the most successful methods. You could also consider taking initiatives to increase trust and respect among employees and bosses.

4.3.6 Leadership style and trust

Among others, the leadership style and trust on the leadership style are important factors in determining employees' job satisfaction.

Table 4.6: Leadership style and trust ship both influences how satisfied workers are at work.

Items	Strongly Agree(%)	Agree(%)	Not sure (%)	Disagree(%)	Strongly disagree(%)
In the factory, participation with subordinates is a key component of leadership	9 (12.85)	47 (67.14)	7 (10)		7 (10)
The ability to solve problems is a leadership quality.	17 (24.28)	40 (57.14)	10 (14.28)	1 (1.42)	2 (2.85)
The factory's leadership style has been successful in addressing conflicts.	4 (5.71)	48 (68.57)	14 (20)	2 (2.85)	2 (2.85)
The leader has offered staff members the opportunity to participate in decision-making.	8 (11.42)	43 (61.42)	14 (20)	2 (2.85)	3 (5.71)

Majority of the respondent's (80%) agreed that participation with subordinates is an important component of leadership in the factory. While 10% of the respondents were not sure

participation with subordinates is key component of the leadership. Again 10% respondents were not in a position of agreement of participation with subordinates.

Similarly, 80% of respondents established an agreement on leadership attribute that it is the main capacity to solve problematic issues; around 14% replied were not sure whether leadership is a major tool in solving problem, and only 1% of respondents do not agree that leadership constitutes a problem solving quality.

Again 74% of respondents replied that the factory's leadership approach has been effective in dealing with conflicts. About 20% of the respondents were uncertain that leadership strategy has shown to be effective and a limited response of 2% repliers do not see a good quality of leadership.

Around 72% of respondents replied that staff employees have been given the opportunity to participate in decision-making by the boss, while 20% of respondent were not sure if Staff employees have been given the opportunity to participate in decision-making by the boss. Whereas, 2% of the respondents replied that they do not agree on the statement.

As per the above table, the majority of respondents felt that the factory's leadership style has been helpful in dealing with disagreements throughout the manufacturing process and for enhancing more there are various approaches that may be used to improve industrial leadership and increase employee job satisfaction. Some of the most effective techniques include improving communication between management and employees, having clear objectives and goals, providing feedback and gratitude, and providing opportunities for professional growth and advancement. Consider taking steps to enhance trust and respect between management and staff.

4.4 Regression Analysis

A multivariate regression model was used to identify factors that determine employee's job satisfaction. Here employees' job satisfaction was used as dependent variable. Factors that are important in determining job satisfaction such as pay and benefit, working environment, promotion opportunities, relationship with leadership, trust on leadership were considered as independent variable. Table 4.7 presents model summary. The result shows the coefficient of determination, commonly called R^2 , is 0.816. this implies about 81.6% of the variation in the

dependent variable is explained by those factors entered in the model. This result implies the model has explanatory power.

Table 4.7: Model summary

Model	R	R ²	Adjusted R square	Std. Error of the Estimate
1	.903a	.816	.810	1.15386

Table 4.8 shows regression from ordinary least square estimation. As the result shows pay and benefit (PB), working environment (WE), availability of promotion opportunity (PO), relation with supervisor (RWS), and leadership trust (TL) were found to have significant and positive effect on employee job satisfaction at Wonji sugar factory, controlling gender, age level of education and work position of the employee. While, except experience of employee none of the control variables have significant effect of employees' job satisfaction.

Table 4.8 : Results from regression

Coefficients	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.695	.643		-2.634	.009
Pay and benefit	.451	.042	.409	10.665	.000
Working environ	.060	.029	.069	2.053	.041
Promotion opp	.212	.045	.209	4.681	.000
Relationship with lead	.062	.021	.093	2.963	.003
Trust on the leader	.273	.050	.255	5.478	.000
Gender of employees	.132	.137	-.025	-.963	.336
Age of employee	-.101	.088	-.030	-1.145	.253
Academic level of employees	.049	.072	.019	.677	.499
Work experience of employee	.319	.079	.119	4.043	.000
Work position	.082	.155	.014	.532	.595

The result shows as benefit and pay increases by one unit employees' job satisfaction increases by about 0.45 unit, controlling other factors. This result is significant at 1% level of significance.

This result implies that to enhance employee job satisfaction organization are expected to consider pay and benefits of their employees. Similarly, the result indicated working environment has a significant and positive effect on employees' job satisfaction. This result is significant at 5% level of significant. Therefore, if organizations are to enhance their employees' satisfaction, they are expected to make the working environment suitable to employees so that they can enhance productivity.

Also the variable promotion opportunity was found to have significant and positive effect on employee job satisfaction. As the result depicts, as organizations provide promotion opportunities by one level the satisfaction of employees increases by about 0.212. This result implies organizations need to provide promotion opportunities to enhance job satisfaction so that productivity of employees. The other factor found to have significant effect on employees' job satisfaction is relation with supervisors. Organizations that have supervisor with good relationship with their employees are more likely to have satisfied employees. Therefore, to enhance employees' job satisfaction so that productivity, organization are expected to make individuals at leadership positions to have good relationships with their employees.

The other important factor found to have significant and positive effect on employees job satisfaction is trust on the leadership. Trust on the leadership is a lubricant that facilitates relationship in organizations. The result revealed as level of trust on the leadership increases by one unit, employees job satisfaction increases by about 0.273 unit, controlling other factors. This result implies organization need to quality leaders that can facilitate trust so that productivity of employees.

CHAPTER FIVE

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary of major findings

Employees' job satisfaction is important to enhance productivity which is important to enhance profitability too. Accordingly, the objective of this paper was to identify determinants of job satisfaction among employees of Wonji sugar factory. To realize the objective of the study data

was obtained from employees of Wonji sugar factory. The result revealed that the mean level of employees' satisfaction was about 2.4 (48%). As the result shows pay and benefit (PB), working environment (WE), availability of promotion opportunity (PO), relation with supervisor (RWS), and trust on leadership (TL) were found to have significant and positive effect on employee job satisfaction at Wonji sugar factory, controlling gender, age level of education and work position of the employee. While, except experience of employee none of the control variables have significant effect of employees' job satisfaction.

The study's findings show that the participants acknowledged that organizational effectiveness and work fulfillment are related in the production industry. The participants, who were of employee of Wonji sugar factory, concurred that there were clear instructions given on employee pay and benefits. They also concurred that the relationship between supervisors and employees in the workplace is always being improved.

Only a small number of individuals involved in the organization, however, concurred that the factory's working circumstances are favorable for facilitating the transfer of knowledge and experience.

In summary, the growing interest in job satisfaction among researchers and the fact it is increasingly included in economic analyses should be linked to the detection of a relationship between employees' subjective views on work environment and their objective behavior, which translate directly into the company's performance on a larger scale.

5.2 Conclusions

Organization needs to understand how their employees are feeling about their organization and working environment. This is helpful to identify factors that are important in enhancing employees job satisfaction therefore productivity. Accordingly, pay and benefit (PB), working environment (WE), availability of promotion opportunity (PO), relation with supervisor (RWS), and trust in leadership (LT) were found to have significant and positive effect on employee job satisfaction at Wonji sugar factory, controlling gender, age level of education and work position of the employee. While, except experience of employee none of the control variables have significant effect of employees' job satisfaction.

The research's findings have a direct bearing on its questions or goals. The final observation is closely related to the study's relevance, which is to enhance the factory in some manner. These are the key generalizations, which provide solutions to the issues raised in the first chapter.

Job satisfaction represents one of the most complex areas facing moment's directors when it comes to managing their workers. Although thousands of papers and exploration have been conducted on job satisfaction each over the world, in Wonji sugar factory this is one of the least studied exploration fields.

Numerous studies have demonstrated a surprisingly large impact on the job satisfaction on the provocation of workers, while the position of provocation has an impact on productivity, and hence also on performance of business associations. There's a considerable impact of the workers comprehensions for the nature of his work and the position of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of workers.

The outcome of the research aids Wonji factory to enhance job satisfaction and motivation of employees efficiently; the basic information provided from the outcome can be used to support the outlining of strategy and direction of the company. This can be further helping other organizations in setting up their direction in selecting and training employees. Focusing on the job satisfaction issues of these employees can be a constructive strategy to increase retention of current personnel, as well as to attract qualified professionals. Undeniably, there is a unique relationship between motivation of employees towards their works and companies. Increase of job satisfaction and job performance can be seen when motivation on employees towards work is high.

5.3 Recommendations

Based on the findings of the research the followings are recommended to enhance employees job satisfaction so that productivity of employees.

- ❖ The factory need evaluate the pay and benefit that it provides for employees. Only focusing on profit without the benefit of employees is not helpful to enhance productivity of employees. Thus, the factory needs to balance between profit and benefit and pay it provides in order to sustain profitability of the company.

- ❖ The company needs to make the working environment suitable to its employees. Employees working in good environment are more likely to be satisfied with their job and be productive. Thus, the management of the company need to make the ergonomics of Wonji sugar factory more suitable to its employees.
- ❖ Facilitate and strengthen employees and leadership relationship. The working environment at the Wonji Sugar Factory should be set up to maximize its capabilities and those of the company. It is important to motivate the personnel to continue their education both on and off the workplace.

In general, it is advisable that management in the factory need to identify means of creating good working environment, create efficient pay and benefit system facilitate good relationship between leadership and its employees, need to have leadership that have a quality of trust, provide promotion opportunities for employees. the factors that affect employees' job satisfaction, such as pay and benefits, the working environment, opportunities for advancement, relationships with supervisors, work experience, and confidence in leadership.

There are several determinants of job satisfaction; therefore researchers should focus on elements like working conditions, opportunities for advancement, relationships with supervisors, and trust in leaders in addition to issues like compensation and benefits. However, additional researches should look at elements such various racial groups, organizational environment, organizational culture, and other determining factors. Additionally, the impact of other job characteristic dimensions and employee dedication towards company aims should be examined more thoroughly

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Appendices

Research Questionnaire

Greetings, responder

The purpose of this questionnaire is to collect data for the research entitled "Determinants of employee job satisfaction among employees of Wonji Sugar Factory" The objective of this research is to satisfy a thesis requirement for the MBA degree in business administration. Your response to this questionnaire will be crucial to the successful completion of my thesis and will also be a valuable contribution to the factory functioning of the factory.

Your information will only be used for the research's intended use and will be kept completely private.

I want to express my gratitude for your cooperation and for giving up some of your precious time to accommodate my request.

Part one: Characteristics of the population

Demographic profile of different level of employee of Wonji Sugar Factory

1. Gender Male Female
2. Age: 1, 20-30 2, 31- 40 3, 41- 50 4, Above 50
3. Educational Background: 1. Certificate 10+3 2, Diploma 3, BA degree
4, BSC Degree 5, Master's degree 6, Above Master's
4. Work Experience: 1. below 1 years 2. 1- 5 yeas 3. 6-8 years 4. 9- 8 years
5. above 10 years

Part two: Determinants of employee job satisfaction

Scale: Strongly agree Agree Neutral Disagree Strongly Disagree

- i. The detrimental effect of promotion opportunities on job satisfaction among employees.

Variables	(%)Strongly Agree	(%)Agree	(%)Not sure	(%)Disagree	(%)Strongly disagree
Based on the factory's evaluation of my performance,					
I have a slim chance of promotion yet a good possibility of promotion nonetheless.					
I have performed well at work and have the opportunity to advance.					
I am pleased with the advancement process.					
To receive a promotion at work, there is a clear and transparent process in the factory.					
Employees are able to demonstrate their abilities					
The factory's culture has recognized my work.					

ii. Pay and benefit effects on employees' satisfaction.

Variables	(%)Strongly Agree	(%)Agree	(%)Not sure	(%)Disagree	(%)Strongly disagree
I paid a fair price for the service, and I received a yearly raise that was satisfactory.					
The factory is satisfactory when compared to other banks.					
The factory offers excellent incentives for employees who do well.					
At year's end or annually, the factory has adequate bonus money.					
I have excellent prizes for their work, like letters of recognition, etc.					

iii. Effects of the work environment on employees' job satisfaction.

Variables	(%)Strongly Agree	(%)Agree	(%)Not sure	(%)Disagree	(%)Strongly disagree
The machineries and equipment are set up with optimum ergonomics in the workplace.					
There is good air circulation in the workspace.					
The workspace is colorful and appealing.					
The work I've done has an appealing and difficult nature.					
The work follows a clear protocol.					
The task is within my capacity.					
The project has a good design.					
The nature of the task is dull and tedious.					

- iv. Relationships between coworkers and supervisors have an impact on an employee's job happiness.

Variables	(%)Strongly Agree	(%)Agree	(%)Not sure	(%)Disagree	(%)Strongly disagree
I get along well with my fellow students.					
I've got a get-together schedule with others' colleagues.					
I get along well with my other employees.					
I take an active role in helping others learn the profession.					

- v. Leadership style and trust ship both influences how satisfied workers are at work.

Variables	(%)Strongly Agree	(%)Agree	(%)Not sure	(%)Disagree	(%)Strongly disagree
In the factory, participation with subordinates is a key component of leadership					
The ability to solve problems is a leadership quality.					
The factory's leadership style has been successful in addressing conflicts.					
The leader has offered staff members the opportunity to participate in decision-making.					

