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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

**DETERMINANTES OF EMPLOYEE'S JOB SATISFACTION IN THE
CASE OF BEAEKA GENERAL BUSINESS P.L.C**

BY

HILINA SEYOUM

JULY 2023

ADDIS ABABA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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ADVISOR: TEWODROS MEKONNEN (PH.D.)

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ADDIS ABABA

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THESIS TITLE

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HILINA SEYOUM

APPROVED BY BOARD OF EXAMINER

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Enteral Examiner

Signature

Declaration

By signing this document, I certify that the paper named "Determinates of Employee's job Satisfaction the Case of BEAEKA General Business P.L.C" is my own original work that I developed with the help of my adviser Tewodros Mekonen (Ph.D.). This paper has not previously been submitted to any diploma or degree at any college or university and is being presented in partial fulfilment of the requirement for the award of a Master of Business Administration Degree. Additionally, I would like to reaffirm that all informational sources used in this study have been properly cited.

Name: Hilina Seyoum

Date_____

Signature_____

Letter of Certification

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

Tewodros Mekonen (Ph.D.)

Research Advisor

Date_____

Signature_____

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Acronyms

ANOVA- Analysis of Variance

BPR- Business Processing Reengineering

CSRP- Civil Service Reform

GCM- Job Characteristics Model

JDI- Job Descriptive Index

JS- Job Satisfaction

JSS- Job Satisfaction Survey

SPSS- Statistical Package for social Science

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Abstract

The purpose of this study is to investigate the determinants of employee's job satisfaction in BEAEKA General Business PLC. Simple random sampling was used for the sampling technique and 170 employees were selected from employees of BEAEKA General Business PLC. Data were collected through structured close ended questionnaires. Descriptive and explanatory research designs with quantitative research approaches were used to determine level of employees' job satisfaction. Data were analysed using descriptive and inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS) version 23.0. Multiple regression analysis technique was used to explain the effect of employees' job satisfaction determinants (working environment, salary & benefit, promotion opportunity, relation between staffs & managers, trust in leaders). The result indicates that there is a significant effect with working environment, salary, promotion opportunities, and trust in leaders with employees' job satisfaction and regression analysis result indicated that 77.8% of the variation on the employees' job satisfaction can be explained by the composite measure of working environment, salary, promotion opportunities, and trust in leaders. However, the current study showed that relation between staff and managers had not a significant effect on the job satisfaction. This is inconsistent with the existing theories; therefore, it should be clarified through further research. To increase the level of employee's job satisfaction, possible recommendation of the research, are providing competitive benefits, giving rewards and recognitions, providing promotion opportunity, creating positive work environment, engaging employees and tracing job satisfaction.

Key Words: Job satisfaction, working environment, Salary, promotion opportunity, Trust in leaders, Relation between the staffs & managers.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1997). Job satisfaction is an integral component of organization climate and an important element in the management of employee's relationship. Job satisfaction results from the employee's perception that the job content and context provided what employees values in the work situation. Organizationally speaking high level of job satisfaction reflects a highly favourable organizational climate resulting in attracting and retaining better workers.

Employee job satisfaction is related to how people perceive, think about, and feel about their jobs. According to Ndulue and Ekechukwu (2016), nearly any job-related factor can influence a person's level of job satisfaction or dissatisfaction, and there are many factors that influence job satisfaction such as work nature, workplace interaction and relationships, rewards and incentive schemes and personal characteristics are the major ones that can be summarized by recalling the dimensions of job satisfaction. Job satisfaction is a single summary concept that captures employees' perceptions of how their organization treats them. According to Peterson et al. (2011), job satisfaction has little to do with pay and a lot to do with the employee accepting that the job is desirable. He also stated that for jobs to be fulfilling, they should be enjoyable. He proposed that employees be allowed to express themselves freely while still taking their work seriously.

Employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear 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 and compensation (Dorcas et al., 2016). Human resources are regarded as one of the most important assets in any organization, serving as a driving force in the provision of a sustainable source of energy and service delivery (Wajidi, 2013). Because of the changing business environment, most research is focused on employee outcomes such as employee performance, employee commitment, organizational performance, and customer satisfaction. Organizations are moving toward seeing employees as an asset in which employees' knowledge, skill, and abilities are sources of competitive advantages.

Job satisfaction is the result of both motivation and hygiene factors. Achievement, advancement, interpersonal relations, working conditions, policy, and personal life are taken as motivational factors (Azash et al., 2011). Demerouti and Cropanzano (2010) observed that when organizations ignore the working environment within their organization, this results in negative effects on employees' job satisfaction. According to them, working environment consists of safe and secure working environment, good relations with the supervisors and co-workers, job security, employer recognition for employees' good performance, employee involvement in decision making process of the firm. Safe and healthy working environment includes the physical and psychological environment.

Kumar and Jasmine (2015) noted that a workforce with high job satisfaction leads to an improvement in work quality and productivity and leads to satisfied loyal customers. It is a worker's sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal well-being. The happier people are happy workers. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfilment in their work, etc. Job satisfaction further implies enthusiasm and happiness with one's work. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions related to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Increased productivity the quantity and quality of output per hour worked seems to be a by-product of job satisfaction (Kumar and Jasmine, 2015). In this study, the

researcher tried to find out the determinants of employee job satisfaction in BEAEKA general business plc.

1.2. Statement of the problem

Employee job satisfaction has received significant attention from managers and researchers alike (Gautam, Mandal & Dalal, 2006). It is common knowledge that no organization could exist without its employees. Employees are the primary reason a company can continue to exist for a long time. Employee satisfaction influences organizational productivity and leads to the achievement of the organization's vision and goals (Hussin, 2011).

Job satisfaction is the critical factor for high performance and efficiency of an organization through ensuring high employee morale and commitment and avoiding factors like absenteeism and turnover. Thus, job satisfaction is one of the major criteria for establishing a healthy organizational environment in an organization (Premanandam, 2017). It is no more surprising that today, most of the research journal on management contains at least one study that pertains to job satisfaction (James & Shagufta, 2012), and it has become a universal reality in the human capital studies, that satisfaction and productivity are significantly related. Job satisfaction represents a collection of attitudes that workers have about their jobs.

Schultz et al. (2003), suggest that job satisfaction is a collection of attitudes of an employee to various aspects related to their job, such as work nature, workplace interaction and relationships, rewards and incentive schemes and personal characteristics. Job satisfaction is the favourableness or un-favourableness with which employees view their work and it is affected by both the internal and external environment of the organization (Yasir & Muhammed, 2018).

According to Clement et al. (2022) research has shown that satisfied employees are more productive. Employee motivation can be increased by their ability to learn new ideas and, more importantly, how to use new technologies, which allows them to develop new skills (Benson & Dundis, 2003). Appraisal, non-monetary incentives, recognition of good work, appreciation of senior staff, and other rewards have a positive impact on workers (Haq & Hafeez, 2009). Workers who are dissatisfied with their jobs, on the other hand, are thought to be less productive and more prone to absenteeism and turnover. Workplace pressure can also have a negative impact on employees. Long hours, job stress, low morale, and short deadlines all

contribute to worker dissatisfaction because they disrupt work-life balance and cause problems. As Rahman (2012) observes, this creates a push factor that forces workers to look elsewhere. There have been some signs lately that there are some employees who are not satisfied with their work. These emerging trends include frequent absenteeism, frequent confrontations with employers and superiors, frequent requests for increases in wages and benefits, and, more recently, an increase employee resignations or high turnover.

The researcher is motivated to conduct this research is her desire to measure employee job satisfaction and a desire to know which factors are affecting employee satisfaction in the case company. Also, there is no research conducted on the topic in BEAEKA general business PLC up to the knowledge of the researcher. In addition to the above point, previous studies have focused on the level of employee satisfaction, but not on which factors influence employee satisfaction. The purpose of this study was to investigate and report the determinants of employee satisfaction in the BEAEKA General Business PLC and to show the level of employee satisfaction. This will help human resources in identifying the level of workers satisfaction and happiness as well as the gap at workplace that in case company can use to improve.

1.3. Objectives of the Study

1.3.1. General objective

The general objective of this study to examining the determinates of employee's job satisfaction in BEAEKA General Business PLC.

1.3.2. Specific objectives

The specific objectives of the study are.

1. To examine the effects of salary on job satisfaction of employees in BEAEKA General Business PLC employees.
2. To study the effects of work environment on job satisfaction in BEAEKA General Business PLC employees.
3. To analyse the extent of promotion, affect job satisfaction of employee in BEAEKA General Business PLC.

4. To identify the effect of the relation between staff and managers of employees in BEAEKA General Business.
5. To examine if trust in leaders influence job satisfaction in BEAEKA General Business PLC employees.

1.4. Research Questions

The following are the leading question of the study.

1. How does salary affect job satisfaction at BEAEKA General Business PLC employees?
2. What is the effect of work environment on job satisfaction at BEAEKA General Business PLC employees?
3. How does promotion affect job satisfaction at BEAEKA General Business PLC employees?
4. How does the relation among staff and managers affect job satisfaction at BEAEKA General Business PLC employees?
5. What is the effect of trust in leaders on job satisfaction at BEAEKA General Business PLC employees?

1.5. Significance of the Study

Job satisfaction of the employees is very important factor to improve the quality of the company services. Therefore, conducting research on level of employee job satisfaction and factors affecting it; will help a company to identify the exact need of company employees and bring practical changes at BEAEKA General Business PLC. The result of the study may be used by policy makers and higher officials of the company to devise different strategies which help to improve areas of job satisfaction of the company employees. In addition, this study used as a literature for employees and increases awareness about Job satisfaction and also provide a base for further study and give insight to researchers and students about the problem and stimulate further investigation of the issue.

1.6. Scope of the Study

Determinants of job satisfaction of employees are very wide issues and difficult to cover within a given period. The research conceptual boundary is limited on the determinants of job satisfaction variables such as pay and benefit, working environment, promotion opportunity, and relation with supervisor, and Trust in leaders. This study geographically delimited to BEAEKA General Business PLC in Addis Ababa head office. However, due to the subsequent financial, material, and time requirements, the researcher was limited to heads office employees. The study was rolled out for the fiscal year 2022/2023, and questionnaires are distributed only 170 employees. It will have been good if the study includes all types of employees, but this study timely delimited to a selected employee. Regarding to its methodology, the study was only using a quantitative research approach.

1.7. Limitations of the Study

Since the study included only those who are working at the head office which are located in Addis Ababa, it is difficult to say that the research would represent all the feelings of BEAEKA employees in the country. The second limitation of the study relates to sample size calculation and the sampling procedure; that is while calculating the sample size using the e^2 as 0.07 in 95% confidence interval instead of 0.05 which compromise the total sample size and the other is using convenience sampling, (to select sample branches) as a result the number of participants included in the sample may not be good representative of the population. The third limitation of this study is using a computed value of overall level of job satisfaction instead of using independent sample questioner to explore overall level of job satisfaction.

1.8. Operational Definition of Terms

The following are the key terms of the study.

- **Employee job satisfaction:** job satisfaction is an attitude or feeling that one has about one's job that is either positive or negative (Robbins and Judge 2007).
- **Relationship with supervisors:** Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002).

- **Working condition:** Factors that affect employees“ were being on operation or office: the amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, means that having all necessary materials to operate employees’ job activities (Gyekye, 2005).
- **Promotion:** The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities (Soeters, 2006).
- **Salary:** is a payment for employees within the organization for achieving the expected task within a specific time and it is highly considered as the most important determinant of job satisfaction relative to the other factors to attract and retain the expert labour force (Frye, 2004).
- **Trust:** in leadership context, trust means that employees expect their leaders to treat them well, consequently, are comfortable being with their leaders.

1.9. Organization of the Study

The study is organized in to five chapters. The first chapter contains background of the study, definition of operational and theoretical terms, statements of the problem research question, objectives of the study, significance of the study, scope, and limitation of the study. The second chapter contains review of related literatures regarding the determinants of employee satisfaction. The third chapter discuss on research design and approach, population, sample and sampling techniques, method of data collection, procedures of data collection, source of data, data analysis and ethical consideration. The fourth chapters focus on data analysis and discussion. The last chapter is focused on summary, conclusions, and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Review of Theoretical Literature

2.1.1. Concept of Job Satisfaction

According to Gruenberg (1979), and Staples and Higgins (1998), the soundness of job satisfaction stems from the fact that it affects so many people as most of their time is spent at work. The researcher understanding is that the factors involved in job satisfaction can possibly improve the well-being of a large part of society. According to Gruneberg (1979), another reason for organizations to research job satisfaction is the belief that an increase in job satisfaction will result in an increase in productivity. For most people, job is not only a source of income - it is a source of social standing, helps to define who they are and fulfils a role in their physical and mental health (Smith, 2007).

According to Rad and Yarmohammadian (2006), job satisfaction is vital if organizations are to attract and retain qualified individuals. Organizations need employees to achieve their goals and to succeed. Organizational challenges such as the talent shortage, diverse workforce, and productivity issues, influence the work climate, impacting on employee perceptions and morale (Hofmeyr cited in Balgobind, 2002; Nair, 2006). Pors and Johannsen (2002), state that the past decade has seen organizations review the work situation in order to create jobs and working conditions to satisfy their employees. Employee satisfaction and staff retention are vital for organizations. Researcher proves that satisfied employees are more committed, productive, and happier and organizations therefore benefit from focusing on this.

Gavin and Mason (2004), postulate that focusing solely on improving an organization's productivity is no longer enough. The decisive to the survival of organizations in today's world is creating work environments that promote job satisfaction (Nair, 2006). Alavi and Askaripur (2003), argue that managers should focus on employees' job satisfaction for the following three reasons:

- According to research, unsatisfied individuals leave organizations.
- Employees who are satisfied tend to be healthier and have a longer life expectancy.

- Job satisfaction is also known to impact employees' private lives, which can influence work-related outcomes such as absenteeism.

2.1.2. Employee Satisfaction

It is obvious that employees' satisfaction is the most important concern for any firms. Job satisfaction is an attitude towards job and firm's productivity depends on employee satisfaction. According to Robbins and Clerical (2009, p. 301), individual having high level of satisfaction hold positive attitude towards his/her job, while individual who is dissatisfied with his/her job holds negative attitudes towards about the job and even about the organization. According to George and Tones (2008), in addition to having attitudes about their job people also can have attitude about various aspects of their jobs such as the kind of work they do, this includes workers, supervisors, subordinates, and their pay. Employee job satisfaction influenced by many factors; according to Armstrong (2013), can be controlled or discussed collaboratively if the environment is set right at the working place. Money is one of the key factors for employee satisfaction in which no matter how much one loves his/her job, the monetary compensation is always there specifically if one is highly qualified or perceived to be appropriately qualified for the same. It is also obvious that appreciation at the workplace is very critical to a job satisfaction since it helps to stand the morale of an employee and avoids any suspicions by the management team.

2.1.3. Factors Affecting Job Satisfaction

A literature indicates that there are different factors that affect employees' job satisfaction. Some of the factors are intrinsic and some others are extrinsic. George and Jones (2008), lists that there are four factors that affect the level of job satisfaction an individual experience personality, values, the work conditions, and social influence. In addition, they also include the work itself, co-worker's supervisors and subordinates, physical working condition, working hours, pay and job security also affects job satisfaction.

According to Luthans (2005), there are different factors that influence job satisfaction and through years five dimension have been identified to represent the most important characteristics of job about which employee have affective responses. Those factors are the work itself, pay, promotion opportunities, supervision, and co-workers.' Job satisfaction has been considered a significant area of study in human resources management, and it is associated

with optimistic employee performance and organizational outcomes (Sledge, Miles & Coppage, 2008; Thomas & Au, 2002; Thierry, 1998; Locke & Latham, 2000). In most cases, job satisfaction is coupled with motivation (Thierry, 1998). Moreover, scholars Chi & Hwang (2005); Wang & Feng (2003); Eunkook, Oishi, & Diener (1999) have augmented the belief that pleased workers are probable to be motivated workers and that their job satisfaction is an essential element of everyday survival satisfaction. According to Halepota Javed (2011), the components which determine job satisfaction can be categorized into segments like Demographic, Organizational and Personality of each worker.

2.1.4. Theories on Job Satisfaction

A. Maslow's Needs Hierarchy Theory

Maslow (1943) shows that individuals are satisfied when certain needs are met. These needs are arranged hierarchically and classified into lower- and higher-order needs. He holds with that before the higher-order needs can be satisfied, the lower-order needs first must be met. The first three needs are lower-order needs, while the fourth and fifth are higher- order needs (Gruneberg, 1979). The five major needs are listed below, starting from the lowest- order needs:

- a) **Basic physiological needs.** This theory postulates that individuals are basically concerned with satisfying needs such as food, water, air and shelter.
- b) **Safety needs.** According to Maslow (1943), once the physiological needs have been satisfied, the need for safety becomes next. These needs refer to freedom from physical, economic, and emotional harm (Locke, 1975; Robbins et al., 2003).
- c) **Social Needs.** Once the physiological and safety needs have been satisfied, the need for love, affection and belongingness emerge (Maslow, 1943). According to Aamodt (cited in Josias, 2005), organizations observe these social needs through the establishment of office canteens and social programs.
- d) **Esteem needs.** Maslow (1943), states that esteem needs can be divided into two categories, namely mastery and achievement (self) and recognition and approval (others). Organizations can satisfy their employees' esteem needs through recognition and award programs and promotion and salary increases (Aamodt, cited in Josias, 2005).

- e) **Self-actualization needs.** According to Maslow (1943), “what a man can be, he must be”. This refers to the concept of self-actualization, the fifth and final level of the hierarchy, which includes the need for growth, achieving one’s potential and self-fulfilments.

Based on the above theory, an individual’s ideal job environment will be one that best meets his/her current needs as per the hierarchy of needs postulated by Maslow (Locke, 1975).

B. Alderfer’s ERG Theory

According to Alderfer’s theory, the individuals’ needs can be classified into three categories, namely existence, relatedness, and growth (Fincham & Rhodes, 2005).

- a) **Existence needs.** These are basic needs such as nutritional and material requirements. From a work perspective, this refers to issues such as pay and working conditions.
- b) **Relatedness needs.** These needs are fulfilled through interacting and building relationships with family and friends, and in the work context, relation with peers and colleagues.
- c) **Growth needs.** These refer to the individuals’ personal psychological needs. These needs are represented in a continuum, along which individuals can move in either direction. This theory, in contrast to that of Maslow, states that even though lower order needs have been met, they are still important and will continue to satisfy individuals and are not superseded by the higher- order needs (Fincham & Rhodes, 2005).

C. McClelland’s theory of needs

According to this theory, all individuals acquire needs through time, and these are learnt and shaped by the individual’s personal experiences (McClelland, 1962). He postulates that these needs are present in all individuals, even though one of the three needs will be more dominant. This theory, unlike that of Maslow, does not specify transition between needs. The three needs associated with this theory are the need for achievement, for power and for affiliation (Robbins et al., 2003). Employees who have a choice for one of the above needs will be satisfied in positions in which these needs are met. For example, someone who has a dominant affiliation need, will probably be satisfied in a position that requires close interaction with his/her work colleagues.

D. Herzberg's two-factor theory

According to this theory, satisfaction and dissatisfaction are two separate concepts resulting from different causes and are not interrelated (Campbell et al., 1970). Herzberg (1968) identifies two categories of factors that are involved in job satisfaction. The first categories, motivators, are intrinsic to the job and refer to factors such as the work itself, achievement, promotion, recognition and responsibility (Locke, 1975; Gruneberg, 1979). Having these factors in the work situation, these factors result in job satisfaction and have no influence on job dissatisfaction (Campbell et al., 1970). The second categories, referred to as hygiene factors, do not result in job satisfaction, but if they are inadequate, may cause job dissatisfaction (Herzberg, 1968). Examples of factors include pay, security and working conditions. These factors are necessary for employees to be satisfied but do not cause job satisfaction.

As a researcher, I recommended companies to use Maslow's needs hierarchy theory because of at that first level of the basic needs is important for job satisfaction. Employers need to offer motivators that meet those needs of shelter, food, water, etc. So, we need to offer fair and competitive salaries when hiring. Also, might include additional benefits such as meals at work or discounts. Some companies even offer accommodation or allowances for transport. These are all examples of possible motivators at this level. Next, at level 2, we companies look at meeting the needs of job security, physical security, etc. companies can use training programmes to prepare new employees to complete their probation successfully. Also, we need to offer a healthy and safe workplace. In addition, we need to pay our staff fully and on time.

For the third level of belonging, we companies can offer interpersonal experiences. These can be anything from team training sessions to departmental meetings, to team building activities. Remember, everyone wants to feel like a part of the team. Be sure to have opportunities where the team can come together and connect. Also, companies should have platforms for them to share their ideas and opinions. Now we have the 4th level of esteem. Here companies can offer opportunities to reward, recognise and praise our team. We need to value effort and contribution. These can be one-to-one feedback or group events. As long as they happen, they will work. For the 5th and final level, companies need to think long-term. This is where succession planning and ongoing development come into play. We also need to have the opportunity for staff to grow within the company and always hire from outside for more senior levels.

2.1.5. Job Characteristics Model

Hackman and Oldham's job characteristics model (JCM) are used to explain how certain characteristics of jobs can intrinsically motivate employees and increase their level of job satisfaction and job performance (Lee-Ross, 1998; Friday & Friday, 2003). According to Hackman and Oldham (1975), positive personal and work outcomes are achieved when the employee experiences three psychological states created by the presence of five job dimensions. The model also shows that when individuals know they have performed well on a task that has meaning for them, they will feel intrinsically rewarded (Friday & Friday, 2003). Job characteristics model further proposes that the core job dimensions (CJDs) influence the critical psychological states (CPSs) which, in turn, affect job-related outcomes such as job satisfaction, growth satisfaction, internal work motivation and other job-related outcomes or affective outcomes (AOs) (Friday & Friday, 2003). The five CJDs identified by Hackman and Oldham (1975), are highlighted, and discussed below:

- **Skill variety** - Jobs should be designed in the way that they require a variety of skills and talents from employees to be performed. As that will make jobs more interesting and less repetitive.
- **Task Identity**- Organizations should incorporate tasks that have clearly defined start and finish meaning that employees will be aware of when the task is completed. Employees' job satisfaction may increase as they will be able to see the outcomes of the completed tasks.
- **Task significance** - Task must be significant, task should matter and have a meaning to the company or the society.
- **Autonomy** - This is the level of freedom for employees to choose a method and time of how and when to complete a task. Hackman and Oldham believed that jobs that are made more flexible bring greater satisfaction for employees.
- **Feedback** - Employees should have access to sufficient feedback regarding their performances. As that will assist them in knowing what areas they need to improve on.

2.2. Empirical Reviews

The empirical review section shows the actual experiences from various studies rather than the theories and beliefs. In this section of the study, the researcher will present the empirical reviews on the areas of job satisfaction.

2.2.1. Determinants of Jobs Satisfaction

- Pay and Benefit with Jobs Satisfaction

According to Jitendra (2013), this is the most important factor for 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. By considering these points this research hypothesized that:

H1: pay and benefit positively affects job satisfaction BEAEKA General Business PLC employees.

Working Environment and Job Satisfaction

The world is dynamic because of this organization faces several challenges in their working environment. To meet employee's satisfaction in the organization businesses must create conducive working environment. Without this practice organizations cannot achieve success and to retain 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 working environment that enhance them to work without problems. Several studies find out that among job satisfaction factors atmosphere at work has a greatest impact on employee's job satisfaction. Additionally, the working environment has a positive effect on employee's job satisfaction (Raziq & Maulabakhsh, 2015). They also found that working environment including employee's participation in the decision process; flexible

working hours; less workload and team working have positive effect on employee's job satisfaction and this in turn bring high level of employees' performance.

In the other way according to Langer et al. (2019), study result shows that centralized working environment has direct negative relationship with employee's job satisfaction and direct positive relationship with working environment. Furthermore, working condition improvement can increase organization performance and there is positive correlation reveal between them but worsening working condition result unfavourable condition for employee's work (Mafini & Poee, 2013). The impact of physical working environment on employee's performance in the public sector studied by (Meqdelawit, 2020) result shows that there is strong relationship between physical working environment and job performance. Specifically, the indoor physical working environment decrease employees job performance. Generally, working environment condition in any organization has both negative and positive effect on employee's job satisfaction. This also in return have effect on organizational performance.

H2: There exists a positive relationship between working environment and job satisfaction at BEAEKA General Business PLC employees.

Promotion and Job Satisfaction

Promotion can be given as an important success in life of employees. It can create opportunities for high pay, responsibility authority, freedom, and status. So, chance for promotion cause to occur job satisfaction to employees (Sageer et al., 2012). Promotion is one of extrinsic motivator factor for employee's job satisfaction. To increase employee's motivation and satisfaction organization should give growth opportunity to their workers. To attract and retain workers in the organization promotion practice is implementing by manager that make employees to increase work performance. It is mechanism to meet operational goals and objectives of organization. Promotions are basic features of employee's life. Both private and public institutions are using promotion as a means of reward for increase workers performance and productivity. Without employee's acceptance promotion by itself cannot be useful compensation method. Different scholars define promotion into several way but they agree on it is a shifting of individual to better significance and high compensation level of jobs. According to Ehsan Malik et al. (2012), find 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 weak positive relationship between promotion and employees job satisfaction that

means the level of satisfaction of employees is not significantly increase where they get promotion. They also suggested that only promotion by itself cannot increase employee's job satisfaction. So, organization should consider other factors with it. But in contrast to this study promotion of employees have positive significant impact on employee's job satisfaction and their commitment at public Hospital in River state Nigeria (Ogini, 2020). Generally, creating promotion opportunity to employees brings satisfaction, increase employee's performance, commitment, and service quality.

H3: The existence of promotion positively affects job satisfaction at BEAEKA General Business PLC employees.

Supervisor and Job Satisfaction

Employee's job satisfaction is determined by their perception for immediate supervisors in the organization. Supervisors are first line managers they have a chance to change individual performance toward organization mission and goals which is the final mission of any managers in the organization. In the public sector good relationship between supervisors and employees play great role to accomplish service delivery goals and objectives. According to Robinson (2013), there are cognitive, affective, and behavioural attitude of employees toward supervisors. He also mentioned that People have generally been more satisfied at work, 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. Good relationship between managers and employees makes employees feel satisfaction on their jobs. According to Armstrong (2014), quality of supervision made by supervisors is the most important determinants of workers satisfaction. Both co-workers and supervisors have significant influence on individual job satisfaction within the workplace. High job satisfaction is the result of cooperative and supportive relationship between co-workers and supervisors (Fall, 1997). If supervisors in the organization provide support and cooperation, then workers will have 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's turnover. That means employee's turnover decision directly impacted by employee's relationship with their supervisors (Carl P. Maertz et al., 2007). According to Herzberg et al. (1957), cited by Vann & Velcova (2017), positive supervisory behaviour led to workers job

satisfaction. Employee's job satisfaction also brings good relationship, motivation, and performance in the organization. they also found out that there is a significant relationship persisted between employee's job satisfaction and their perception of supervisory support. 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 about their jobs. So, organizations should be building positive supervisory environment for employees (Baloyi et al., 2014).

H4: There is a positive relationship between Supervisors and job satisfaction at BEAEKA General Business PLC

Trust In Leaders and Job Satisfaction

Employees' perception about their leader's behaviour is vital for quality public service delivery which directly related to employee's 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 goal. 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. According to Herminingsih (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. Generally, Employees who have faith in their leader are confident that their rights and interests will not be violated.

H5: Trust in leader has a positive effect on job satisfaction.

2.3. Conceptual Framework

The purpose of this research was to present the literature relevant to determinant of job satisfaction. Issues relevant to an organization were investigated to show how these factors contribute to job satisfaction the reviewed literature confirms that factors such as pay and benefit, working environment, promotion opportunities, relation with supervisor and trust in leaders influence employee satisfaction this part also identified other contributing factors that are linked to job as they are relevant in this study. The conceptual framework for this study is shown below.

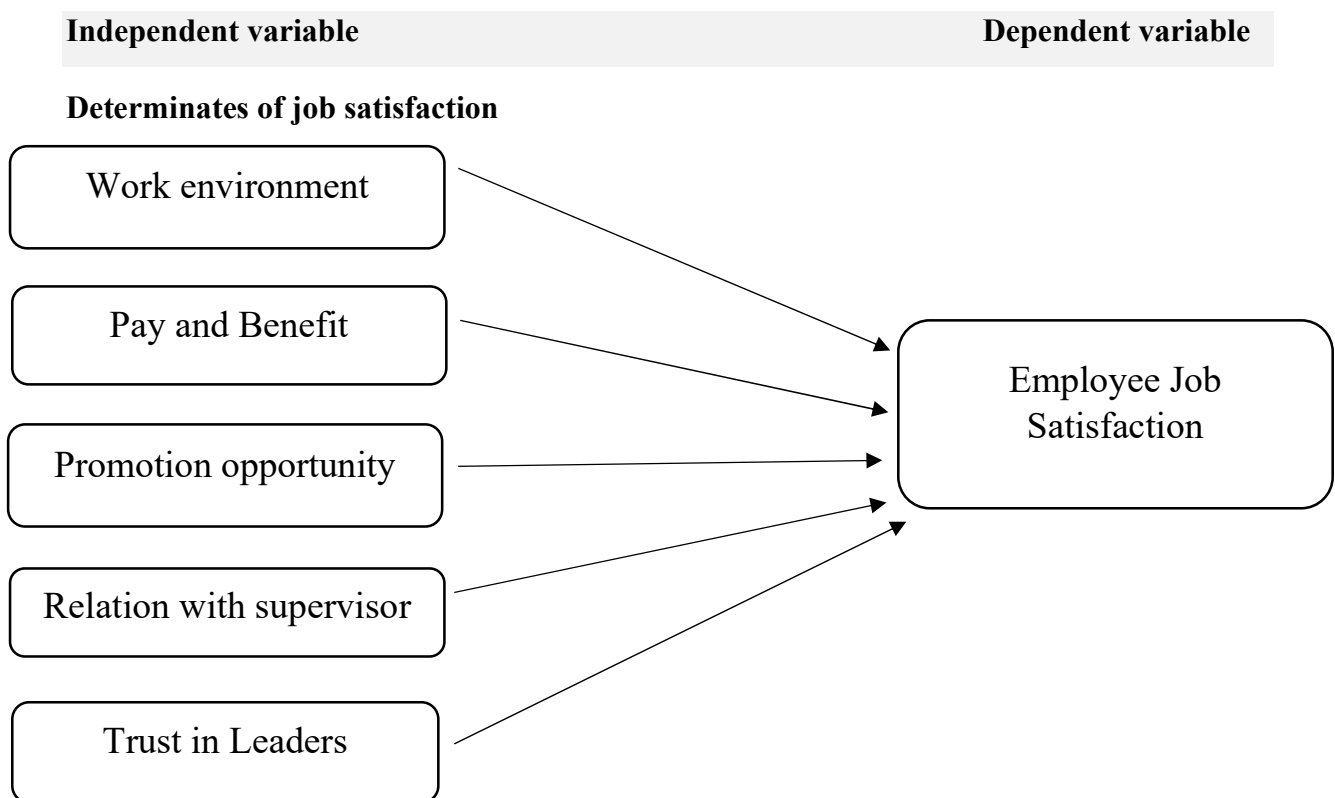


Figure 1: The conceptual framework of the study based on Wajidi (2013) models

CHAPTER THREE

METHODS OF THE STUDY

3.1. Description of the Study Area

BEAEKA General Business PLC was founded in 2002 EC by two Ethiopian investors by the commercial law of Ethiopia with a paid-up capital of 50,000,000 ETB and is registered by the concerned government authorities to undertake international and domestic businesses. The Company resides in its headquarter, BEAEKA Building, located in Addis Ababa, Gulele sub-city, Addisu Gebeya. The head-quarter is a well-established and modern organized establishment for the smooth operation of various tasks. Currently, the company has more than 5,000 permanent and temporary employees.

BEAEKA General Business PLC is a family-based business engaged in multifaceted business sectors across the country. It is the foremost private sector company and a diversified conglomerate with businesses spanning Grade -I construction as per the country's top standard, Export, Import, Agriculture with coffee plantation & mechanized oilseed farm, manufacturing of construction inputs like Granite, Marble, Tiles, Paints and in the food industry – edible oil refinery. The Company is acknowledged as one of Ethiopia's most valuable business corporations and acquired many awards from the Ethiopia Inland Revenue authority and customs office as the best business operator. We have over 5,000 permanent & temporary employees in all our businesses.

3.2. Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). In this study descriptive and explanatory research design was used to understand the effect of salary and benefits, promotion opportunity, work environment, relationship with supervisor, and trust in leaders on employees' job satisfaction.

Regarding to its approach, quantitative approach was used to conduct the research by using self-administration questionnaire, to examine the effect of salary and benefits, promotion, work environment, and trust in leaders, and relationship with supervisor on employees' job satisfaction.

3.3. Population

The population for this study is employees, supervisory, and non-supervisory in BEAEKA General Business PLC. This is because they are resourceful in terms of information on the determinants of employees' job satisfaction in the company.

3.4. Samples and Sampling Methods

In this study, the participants of the study are professional employees, supervisory, and non-supervisory who are currently working at different office of BEAEKA General Business PLC. The total numbers of employees working at BEAEKA General Business PLC are 1050. From the total number of employees working at BEAEKA General Business PLC 170 was selected by using simple random sampling techniques. Regarding the sampling size, the researcher used Yemane's formula (1967), Yamane provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes of the study. A 93% confidence level and $P = .7$ are assumed for the sample size.

$$N = \frac{N}{1 + N(e^2)} = \frac{1050}{1 + 1050(0.07^2)} = \frac{1050}{6.145} = 170.870$$

Where:

n = the sample size

N = size of population

e = the precision or the margin error in the calculation ($e = 0.07$)

3.5. Source and Type of Data

The research has used the combination of primary and secondary data sources.

3.5.1. Primary Data

Primary data was collected by using survey questionnaire, which was distributed to employees in the Head Office, the company.

3.5.2. Secondary Data

The secondary data collection was from review of literature of journals, articles, and other relevant documents, strategy, and annual reports of the company.

3.6. Data Collection Tools

The main data gathering tools was a survey questionnaire. The researcher has used questionnaire to get quantified result. To maintain the data collection instrument to be valid and reliable, the researcher has employed different techniques prior to collection and before analysis.

3.6.1. Questionnaire

Structured questionnaire was used in order to reach wide range of respondents in order to examine the determinants (i.e. pay and benefit, working environment, promotional opportunities, relation with supervisor, and trust in leadership) of job satisfaction among employees. The survey questionnaire has two parts; the first part contains demographic variables which indicate profile of participants of the survey, such as gender, age category, marital status, highest qualification, and lengths of service in the company. The second part comprises close-ended question statements, to measure the variables of the study. The questions were framed using seven-point Likert's scale of measurement ranging from Disagree completely to Agree completely (1. Disagree completely 2. Strongly disagree 3. Somewhat disagree 4. Neither agree nor disagree 5. Somewhat agree 6. Strongly agree 7. Agree completely).

The questionnaires are designed in a way that each question addresses the specific objective. The questionnaire method is appropriate since it is free from bias of the interviewer (Kothari, 2004). It is advantageous to reach every respondent who are not usually be easily addressable (approachable). The questionnaire gives freedom to express their views and gives suggestions.

3.7. Methods of Data Analysis

After the collection of the required data, the researcher was code and entered data for electronic processing using the software Statistical Package for Social Sciences software (SPSS Version 23). Several quantitative statistical techniques were used to analyse the quantitative data. The

data analysis includes both descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, means, and standard deviations was used to summarize and present the data. In addition, correlation analysis using Pearson correlation coefficient used to show and assess the relationship between independent variables (Salary and benefit, Work environment, Promotion and development, and Relationship with supervisor) and dependent variables (employee job satisfaction) of the study.

3.8. Reliability and Validity

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use this scale to measure the same construct multiple times do we get pretty much the same result every time, assuming the underlying phenomenon is not changing? According to (Bhattacharjee, 2012), internal consistency reliability is a measure of consistency between different items of the same construct (Bhattacharjee, 2012).

Before analyzing the collected data, the overall reliability of the measurement scale is tested, Chronbach's Alpha was conducted to test the reliability of the present instrument. As stated by Ponterotto and Ruckdeschel (2007) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variable, met the above requirement with Chronbach's Alpha value of 0.967 which is an excellent reliability. As the Cronbach's alpha values of independent variables are more than 0.60 then it can be easily mentioned that there is internal consistency between items of questioners so, all the independent variables have an internal consistency of 78.1%; 76.6%; 86.5%; 93.1%; 93.8%; and 94.1%; correspondingly among each other. Therefore, item scales of the independent variables are mostly seemed to be perfect for further regression analysis. The alpha value for each variable of the study is identified and summarized in Table 1 as shown below.

Table 1: Cronbach's Alpha for each variable of the study

No.	Variables	No. Items	Alpha Value
1	Salary and benefit	5	0.781
2	Working environment	5	0.766
3	Promotion opportunity	5	0.865
4	Relation between staffs and managers	6	0.931
5	Trust in leaders	5	0.938
6	Job satisfaction	6	0.941
Total		32	0.870

Source: SPSS output, 2023

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Items N of Items
0.967	0.966	32

Source: SPSS output, 2023

According to Kumar (2011) cited ' validity is defined as the degree to which the researcher has measured what he has set out to measure'. He also mentioned there are three types of validity measurement in quantitative research such as face and content validity, concurrent and predictive validity, and construct validity. This study was used the face and content validity method because it is easy to see the logical link between the questions and the objectives of the study. Therefore, by consulting the research advisors and expertise in the area, the content validity of the present study was secured.

3.9. Ethical Considerations

Ethics are the moral distinction between right and wrong, and what is unethical may not necessarily be illegal (Bhattacharjee, 2012). To be ethical a researcher considers only voluntary participation and harmlessness. Subjects in a research project made aware that their participation in the study is voluntary, that they have the freedom to withdraw from the study at any time without any unfavourable consequences, and they are not harmed because of their participation or non-participation in the project. Name of the respondents will not ask to write to increase the confidentiality of the information they give. And the questionnaire explains that

the purpose of research will for academic purpose and finally the respondents were included based on their willingness. Furthermore, the researcher avoided misleading or deceptive statements in the questionnaire. Lastly, the questionnaire will only distribute only to voluntary participants.

CHAPTER FOUR

RESULTS AND DISCUSSION

This study attempted to examine the determinants of employee job satisfaction and overall job satisfaction level in BEAEKA General Business PLC, Addis Ababa. A total of 170 questionnaires were distributed to collect data, out of which 160 (94.1%) were collected. According to Fincham (2008), the acceptable response rate of a study to be approximately 60% and above, and the response rate of the collected questionnaires in the present study is 94.1%. They were checked for completeness and coded before entering their contents to SPSS version 23.

4.1. Socio-Demographic Characteristics of Respondents

This section of the paper presents the socio-demographic characteristic of the respondents, namely gender, age, educational level, work experience and job position. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below.

Table 3: Socio-demographic characteristics of the respondents

Variables	Categories	Frequency	Percent
Gender	Female	66	41.3
	Male	94	58.8
Age	18-29 year	60	37.5
	30-39 year	70	43.8
	40-55 year	17	10.6
	>55 year	13	8.1
Educational level	Primary level	6	3.8
	TVT certificate	11	6.9
	TVT/Diploma	20	12.5
	1 st Degree	103	64.4
	2 nd Degree	19	11.9
	Other	1	.6
Work experience	Less than 1 year	53	33.1
	1-3 years	68	42.5
	4-6 years	16	10.0
	More than 6 years	23	14.4
Job position	Non-supervisor	111	69.4
	Supervisor	35	21.9
	Manager	14	8.8

Source: SPSS output, 2023

Gender

As it is indicated in the above table, there were more male (58.8%) than female (41.3 %) respondents participated in the study. The most important demographic variable that receives huge attention in job satisfaction research is sex/gender. The findings show that 94 were male and 66 were female respondents as Table demonstrates. This also indicates that there are more male professional employees than female ones in the organization. Overall, there is gender imbalance among professional employees in the organization.

Age

With regarding to age, majority of the respondents falls between the ranges of 18-39 years which constitute a total of 130 respondents which is equivalent to 81.3%. This is followed by age categories of between 40-55 (10.6%) and above 55 years (8.1 %). This shows that most of the employees of the BEAEKA general business PLC were at a productive age range. This implies if the organization satisfies this age group needs, they can achieve the overall goals of the organization. Worker 's age has been found to have a negative or positive impact on worker 's job satisfaction (Paoline & Gau, 2020). This means that younger workers are more satisfied with their jobs than their senior counterparts.

Educational Level

The distribution of the respondents by their academic qualification, results shows that majority of the respondents 103 (64.4%) have first degree, followed by 20 (12.5%) having diploma and 19 (11.9%) respondents have second degree qualification. The distribution reveals most employees are degree holders since the organization has use as a minimum requirement for recruitment of employees and this imply that the company is having the right employees for further training and development to grow them into best practitioners in the business. Most of the research on the relationship between education level and job satisfaction yield consistent findings. Especially Ercikti, Vito, Walsh, & Higgins (2011) found that workers with higher educational level tend to be more satisfied with their job than workers with lower educational level.

Work Experience

The respondents were asked to indicate their year of experience. The results showed that most of the respondents 121 (75.6%) were have experience of less than 3 years and 24.4 % have been attached with the current organization for a period more than 4 years. If the PLC satisfies the group of employees those work experience below 3 years and they can stay long in the organization.

Job Position

Regarding to their job position, majority of the respondents (69.4 %) were in non-supervisory position, followed by 21.9 % in supervisor position. Manager position represents about 8.8 % of the sample. As show in the above result majority of respondents are non-supervisor and this groups mostly works for the productivity of the organization.

4.2. Factors that Affect Employees' Job Satisfaction

In this section, the factors affecting job satisfaction are discussed. The study sought to examine factors that affect employees' job satisfaction in BEAEKA General Business PLC. Job satisfaction factors were viewed in terms of salary and benefits, work environment, promotion opportunity, relation between staff and mangers, and trust in leaders (independent variables) and job satisfaction (dependent variable). The following tables show the status of employees in relation to the variables of the study.

4.2.1. Salary on Job Satisfaction

A descriptive statistic was used to identify employee's attitude towards their salary and benefits in BEAEKA General Business PLC.

Table 4: Salary and benefits on job satisfaction (n=160)

	Min	Max	Mean	SD
My salary is adequate for my living expenses.	1.00	7.00	2.57	1.50
The period between pay rises is reasonable	1.00	6.00	2.48	1.51
I feel appreciated by the organization when I think about what they pay me	1.00	7.00	3.21	1.80
My organization has an appropriate salary scale	1.00	7.00	3.52	1.67
All necessary fringe benefits are provided in my organization (e.g., health insurance, accommodation, and allowances	1.00	7.00	2.00	1.41
Total			2.57	1.57

Source: SPSS output, 2023

According to the study's mean value ($m=2.57$, $SD= 1.57$) for salary and benefits, the majority of the company employees were not satisfied by their salary and benefit. From this, salary and benefit were found to improve job satisfaction of the employees. A deeper analysis of the five salary and benefit items showed that job satisfaction fostered by higher levels by salary and benefit. A study conducted by Saeed et al. (2013) indicated that the significance of money in employee job satisfaction should not be misjudged subsequently everyone wants money and all employees work to earn money. So, increment of money and compensation play a significant role in the job satisfaction of the employees. Therefore, the company should increase the salary and benefits of the employees those who are working in the company because this determines the productivity and creativity of the company.

4.2.2. Work Environment on Job Satisfaction

To understand the employees' attitude towards their working environment in BEAEKA General Business PLC descriptive statistics was used.

Table 5: Work environment on job satisfaction (n=160)

	Minimum	Maximum	Mean	SD
I can personalize by workspace	1.00	7.00	3.19	1.88
My work area has many visual destructions	1.00	7.00	2.96	1.81
My workstation is large	1.00	7.00	3.78	2.17
I can determine the organization appearance of my work area	1.00	7.00	3.79	1.77
My workplace provides an undisturbed environment	1.00	6.00	3.43	1.60
Total			3.43	1.84

Source: SPSS output, 2023

Based on the mean results ($m=3.43$, $SD=1.84$), the participants are not satisfied in their working conditions because mean value is less than the average. A deeper analysis of the five working environment items showed that working environment fostered higher levels of job satisfaction. According to Kawada and Otsuka (2011) stated that working environment is anything that aids and supports employees to be or to implement in a definite way. It is one of the significant guides of determining employees working comfort and their satisfaction. Therefore, the employees will try to give their best in conducive and attractive working environment which can increase the employee work performance. The company should create attractive and conducive working conditions for their employees.

4.2.3. Promotion Opportunity on Job Satisfaction

This part of the paper tried to examine the opinion of the company employees towards promotion opportunity.

Table 6: Promotion opportunity job satisfaction (n=160)

	Min	Max	Mea n	SD
Promotion opportunities are not limited and are adequate in this organization	1.00	7.00	2.80	1.46
My organization has a clear and fair promotion policy and strategy that takes efficiency Performance and experience into account	1.00	7.00	3.13	1.80
My organization puts the right person in the right position	1.00	7.00	3.40	1.87
My organization gives proper attention to staff complaints and grievances	1.00	7.00	3.14	1.67
Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	1.00	7.00	3.42	1.63
TOTAL			3.17	1.68

Source: SPSS output, 2023

According to the results compiled in Table 6, all company employees claimed that they are not satisfied in their promotion opportunity. A study by Pergamit and Veum (2011) showed that job satisfaction is strongly associated to opportunities for promotion. The positive relationship between job satisfaction and promotion is dependent on perceived fairness by employees (Kreitner & Kinicki, 2001). Therefore, studies indicate that promotion opportunity and development in the organization promotes job satisfaction among employees. So the company should provide promotion opportunity and development for the employees to be successful and productive.

4.2.4. Relation between staff and managers on job satisfaction

To identify the effect of the relation between staff and managers on job satisfaction in BEAEKA General Business PLC descriptive statistics was used.

Table 7: Relation between staff and managers on job satisfaction (n=160)

	Min	Max	Mean	SD
I have good relationship with my immediate supervisor	1.00	7.00	4.86	1.98
I am independent to make decisions up to limit of authority	1.00	7.00	4.19	1.90
I have recognition for tasks well done	1.00	7.00	4.58	2.00
My supervisor gives me feedback that helps me to improve my performance	1.00	7.00	4.49	2.28
It is clear for me that what my supervisor expects from me regarding my job performance.	1.00	7.00	4.29	1.93
I have strong and smooth relationship among staffs	1.00	7.00	4.65	2.16
TOTAL			4.51	2.04

Source: SPSS output, 2023

This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. In addition, close friendship has a high relationship with job satisfaction. Based on the mean results, the participants are satisfied in their relationship with managers because Mean value is greater than the average. A number of studies (e.g., Kaur et al., 2020) reveals the importance of interpersonal relationships in job satisfaction, and show that they lead to increased workers safety, improved quality of performance and greater employees' satisfaction. Highly functioning teams have also been shown to offer great support to inexperienced staff. Their research shows that friendship network among coworkers influence the outcomes of workplace and increases job satisfaction. Therefore, maintaining and strengthen the interpersonal relationship in the organization is important to improve staff communication, understanding and clarity of roles as well as greater job satisfaction.

4.2.5. Relation between trust in leaders on job satisfaction (n=160)

To examine if trust in leaders influence job satisfaction in BEAEKA General Business PLC employees.

Table 8: Trust in leaders on job satisfaction (n=160)

	Min	Max	Mean	SD
I'm confident that my supervisor will always care about my personal needs at work	1.00	7.00	3.96	1.98
If I shared my problems with my supervisor, I know (s) he would respond with care.	1.00	7.00	4.21	2.19
I'm confident that I could share my work difficulties with my supervisor	1.00	7.00	4.71	1.74
I'm sure I could openly communicate my feelings to my supervisor.	1.00	7.00	4.71	2.00
I feel secure with my supervisor because of his/her sincerity	1.00	7.00	4.66	1.87
TOTAL			4.45	1.95

Source: SPSS output, 2023

The results indicate that even though supervision has a positive impact on satisfaction, it is a crucial to job satisfaction. Based on the mean results, the participants are developed trust in their leader because Mean value is greater than the average. This is also supported by a study conducted by Robbins and Judge (2013), in their study they showed that employees' perception about their leader's behaviour is vital for quality public service delivery which directly related to employee's performance that comes from their satisfaction (Bajpai and Srivastava, 2004). Additionally, according to Herminigsih (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. Generally, Employees who have faith in their leader are confident that their rights and interests will not be violated. According to this study it can be explained that trust in leader

was the prime factor for the motivation of employees. Employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively (Abbas, 2011).

4.2.6. Job satisfaction

Table 9: General Job satisfaction among employees (n=160)

	Min	Max	Mean	SD
I am satisfied with my job	1.00	7.00	3.94	2.03
I enjoy my tasks and the division of work approach of the company	1.00	7.00	4.18	1.89
Office communication process helps me perform well in all my tasks	1.00	7.00	4.09	2.05
My current job is pleasant	1.00	7.00	4.00	1.91
The company promote my ability to execute my tasks successfully and efficiently	1.00	7.00	3.98	1.95
I enjoy my office time than leisure time	1.00	7.00	4.03	2.01
TOTAL			4.03	1.97

Source: SPSS output, 2023

As per the above table the study finding that shows job satisfaction in the PLC: I am satisfied with my job (Mean = 3.94, SD = 2.03), I enjoy my tasks and the division of work approach of the company (Mean = 4.18, SD = 1.89), Office communication process helps me perform well in all my tasks (Mean = 4.09, SD = 2.05), My current job is pleasant (Mean = 4.00, SD = 1.91), The company promote my ability to execute my tasks successfully and efficiently (Mean = 3.98, SD = 1.95), and I enjoy my office time than leisure time (Mean = 4.03, SD = 2.01) are observed to be more important components of job satisfaction in the PLC.

It has been found in this study that the proportion of respondents who reported being “satisfied” with their job was higher than the respondents were “dissatisfied” with their job. This finding is inconsistent with other studies conducted in Tanzania that have revealed a low level of job satisfaction (Leshabari, 2008). This fact that the level of job satisfaction found in this study among the employees is higher compared to that found in the earlier Tanzanian studies.

4.3. Descriptive Statistics of the Variables

The table 10 implies mean scores and standard deviations from the mean towards the different variable (salary and benefits, promotions opportunity, work environment, relation between staff & managers, trust in leaders, and job satisfaction).

The results in the table show that relation between staff and managers has the highest mean score of 4.51 followed by trust in leaders with an overall mean score of 4.45 and the relatively low overall mean score was recorded by salary and benefit which is 2.57. Regarding to the dependent variable the summery statistics shows that job satisfaction had relatively highest mean score value which is 4.03.

Table 10: Descriptive statistics (n=160)

Variables	Minimum	Maximum	Mean	SD
Salary and benefit	1	7	2.57	1.57
Working environment	1	7	3.43	1.84
Promotion opportunity	1	7	3.17	1.68
Relation between staff and managers	1	7	4.51	2.04
Trust in leaders	1	7	4.45	1.95
Job satisfaction	1	7	4.03	1.97

Source: SPSS output, 2023

4.4. Correlation Analysis

As a result, the Pearson correlation helps the researcher to quantify the extent of the relationship between the independent and dependent variables of a study and test whether the variables are linear or not which implies the increase of one variable of the study, affects also the increase or the decrease of the other variables of the study. Hence, when correlation analysis results are equivalent to 1, it indicates that there is a perfect correlation between the variables, when it lies between 1 – 0.75, it indicates that there is a high degree of correlation between the variables, and when it lies between 0.75 – 0.5, it indicates that there is a moderate correlation between the variables, and also when it lies between 0.5 – 0.25, it indicates that there is a low degree of correlation between the variables, and to the end when it lies below 0.25, it is considered as there is not correlating the variables

Table 11: Pearson Correlations Matrix

	SB	WB	PO	RSM	TiL	JS
Salary and benefit (SB)	1					
Working Environment (WB)	.503**	1				
Promotion opportunity (PO)	.624**	.568**	1			
Relation between staff and managers (RSM)	.463**	.613**	.680**	1		
Trust in leaders (TiL)	.553**	.555**	.657**	.678**	1	
Job satisfaction (JS)	.529**	.550**	.518**	.590**	.630**	1

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

The first tested relationship was among variables provided on satisfaction gained through the job. The p-value is less than 0.01, which shows that correlation between the said two variables is statistically significant. Out of the relationships, based on 160 responses, among the five selected variables, the strongest relationship of job satisfaction in this study is with trust in leader which has a value of 0.63. This is a direct or positive relationship that means if trust in leader will be improved by 100% there will be 63% increase in job satisfaction. As per the collected data from 160 responses from the employees, among the five selected variables in this study the second strongest relationship of job satisfaction is with relation between staff and managers which has a value of 0.59. This is a direct or positive relationship that means if relation between staff and managers will be improved by 100% there will be 59% increase in job satisfaction in workplace. As per the collected five selected variables in this study the least strong relationship of satisfaction level is with promotion opportunity because the value is 0.51. This is a direct or positive relationship that means if workplace environment will be improved by 100% there will be 51% increase satisfaction of the personnel from their jobs.

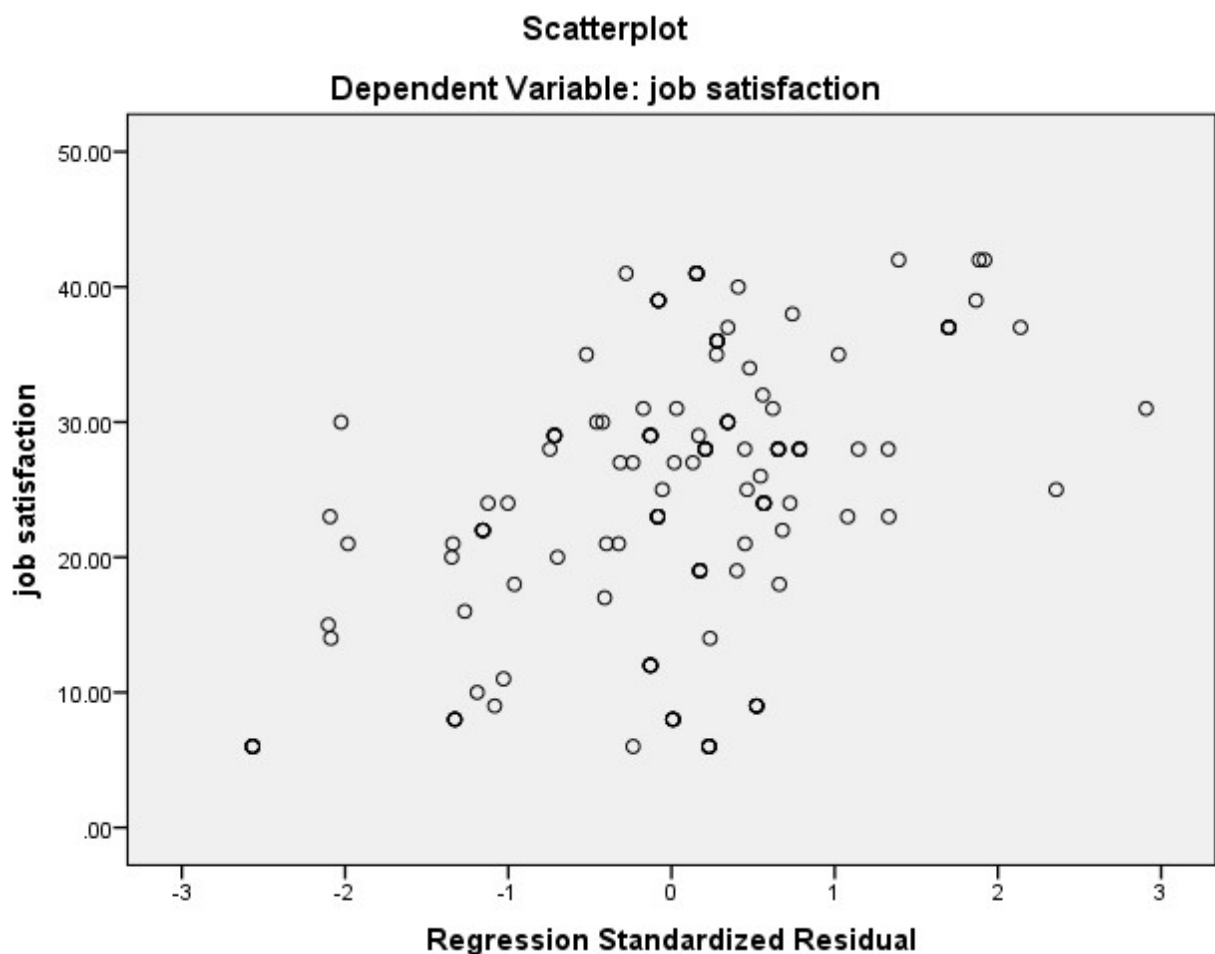
4.5. Assumptions of Classical Linear Regression Model (CLRM)

The Classical linear regression model such as homoscedasticity, autocorrelation, Multicollinearity, and normality were conducted and are discussed below.

4.5.1. Homoscedasticity Test

This assumption of homoscedasticity is central to the linear regression model. It describes a situation in which the error term (that is, random disturbance in the relationship between the

independent variables and the dependent variables) is the same across all values of the independent variables. Assumptions can be checked by a scatter plot diagram. The result plots the values the model would predict, against the residuals obtained. As the predicted values increase, the variation in the residuals should be roughly similar. The graph looks like a random array of dots. So, the model is homoscedasticity.



Source: SPSS output, 2023

Figure 2. Homoscedasticity Test

4.5.1. Autocorrelation Test

Durbin-Watson statistic is used to test for the presence of serial correlation among the residuals. The residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. As it can be shown from the table below the Durbin-Watson

statistic value is 2.287 and this value almost approaches 2 therefore, there is no autocorrelation problem in this model.

Table 12: Autocorrelation Test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882 ^a	.778	.771	4.99200	2.287
a. Predictors: (Constant), Trust in leaders, Salary and benefit, Working Environment, Promotion opportunity, Relation between staff and managers					
b. Dependent Variable: job satisfaction					

Source: SPSS output, 2023

4.5.3. Multicollinearity Test

Multicollinearity is the situation in which the independent variables have highly correlated each other. When independent variables are correlated, there is an “overlap” or sharing of predictive power. This may lead to the paradoxical effect, whereby the regression model fits the data well, but none of the predictor variables has a significant impact in predicting the dependent variable. This is because when the predictor variables are highly correlated, they share essentially the same information. Thus, together, they may explain a great deal of the dependent variable but may not individually contribute significantly to the model. The existence of multicollinearity can be checked using “Tolerance” and “VIF” values for each predictor variable. Tolerance values less than 0.10 and VIF (variance inflation factor) greater than 10 indicates the existence of multicollinearity (Robert, 2006). The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of a multicollinearity problem. Tolerance (TOL) defined as $1/VIF$, it also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of a multicollinearity problem (Gujarati, 2004).

Based on the test result below all the variance inflated factor (VIF) values are less than 10 and also all the tolerance value greater than 0.1 therefore, in this model there is no high multicollinearity problem. Multicollinearity problem it is not a matter of existence rather it is a matter of degree.

Table 13: Test of Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Salary and benefit	.521	1.921
	Working Environment	.550	1.818
	Promotion opportunity	.408	2.450
	Relation between staff and managers	.184	5.423
	Trust in leaders	.200	4.990

a. Dependent Variable: job satisfaction

Source: SPSS output, 2023

4.5.4. Normality test

Multiple regressions require the residuals to be normally distributed. Skewness and kurtosis are statistical tools that can enable to check if the data is normally distributed or not. According to Smith and Wells (2006), kurtosis is defined as “property of a distribution that describes the thickness of the tails. The thickness of the tail comes from the number of scores falling at the extremes relative to the Gaussian/normal distribution”. Skewness is a measure of symmetry. A distribution or data set is symmetric if it looks the same to the left and right of the centre point. The skewness and kurtosis test results of the data is within the acceptable range (-1.0 to +1.0) and it can be concluded that the data is normally distributed.

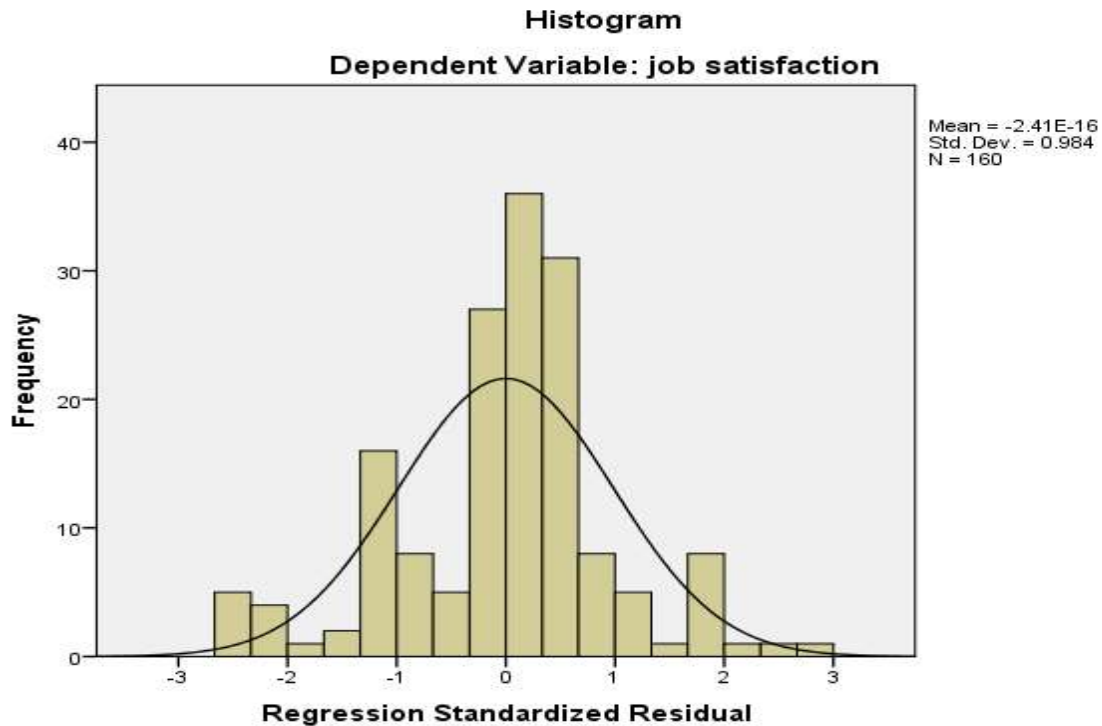


Figure 3: Normality Test

4.6. Multiple Linear Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable, therefore, regression analysis of the independent variable and Job satisfaction was conducted, and the result of regression analysis are presented as follows:

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.778	.771	4.99200

a. Predictors: (Constant), Trust in leaders, Salary and benefit, Working Environment, Promotion opportunity, Relation between staff and managers

Source: SPSS output, 2023

Results indicate that $R^2 = 77.80\%$, shows that 77.80% of the variance in job satisfaction was explained by the five dimensions of the job satisfaction. The results indicate that all

independent variables contribute about 77.8% to employee's job satisfaction while 22.2% of employee's job satisfaction is explained by other variables. This indicates that there are other variables which contribute to the employee's job satisfaction which are not considered in this study. According to Hair et al. (2010) cited by Ramesh Tharu (2019) the value of adjusted R square is higher than the benchmark of 0.5 which is sufficiently explainable enough for the regression model. Beta weights were also computed to assess the unique contributions of each independent variable of the study which are predictors of the dependent variable which is job satisfaction.

Table 15: ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13481.281	5	2696.256	108.196	.000
	Residual	3837.694	154	24.920		
	Total	17318.975	159			
a. Dependent Variable: job satisfaction						
b. Predictors: (Constant), Trust in leaders, Salary and benefit, Working Environment, Promotion opportunity, Relation between staff and managers						

Source: SPSS output, 2023

Table 15 demonstrates the overall model significance, and this help us to make sure the above model (on model summary table) is statistically significant predictor of the outcome i.e. employees job satisfaction and it is evidenced that the model is statistically predictor of employees' job satisfaction for the reason that the p value is less than .05 therefore, a significant amount of employees' job satisfaction is influenced by salary and benefit, working environment, promotion opportunity, relation between staffs & mangers, and trust in leaders. The regression analysis model summary shows that with F-value of 108.1956 and p-value <0.000 the model has a good fit. Moreover, the linearity and the normal distribution check are tested using the normal P-P plot and Histogram of bell-shaped chart.

Table 16: Regression analysis of the independent variable and job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.664	1.264		-2.107	.037
	Salary and benefit	.258	.095	.144	2.730	.007
	Working Environment	.256	.080	.164	3.206	.002
	Promotion opportunity	.240	.091	.157	2.644	.009
	Relation between staff and managers	.122	.087	.124	1.399	.164
	Trust in leaders	.531	.101	.448	5.282	.000

a. Dependent Variable: job satisfaction

Source: SPSS output, 2023

Unstandardized Beta Coefficient It is the coefficients that can explain the relative importance of explanatory variables. These coefficients are obtained from regression analysis after all the explanatory variables are standardized. The larger the standardized coefficient, the higher is the relative effect of the factors to the job satisfaction. The coefficient table indicates the significance level of each variable of the study and the Beta (β) value of the study which can be used to compare each independent variable's influence level to the dependent variable which in this case the influence and or the effect of the five dimensions of job satisfaction.

Table 16 shows the individual beta values of each independent variable. The beta value shows the effect of each independent variable on the dependent variable. The beta value of salary and benefit is ($\beta = 0.258$) which shows that by keeping other factors constant, 1 unit change in salary and benefit will lead to increase in employee job satisfaction by 25.8%. And it was statistically significant at $p < 0.01$. The beta value of work environment is ($\beta = 0.256$) which shows that by keeping other factors constant, 1 unit change in working environment will cause to 25.6% positive change in employee job satisfaction. And it is statistically significant at $p < 0.05$. The beta value of promotion opportunity is ($\beta = 0.240$) and it is statistically significant at $p < 0.01$, which shows that by keeping other factors constant, 1 unit change in promotion opportunity will cause to 24.0% positive change in employee job satisfaction. The beta value of relation between staff and managers is ($\beta = 0.122$) and it is statistically significant at $p < 0.01$, which shows that by keeping other factors constant, 1 unit change in supervision will cause a 12.2% positive change in employee satisfaction. And the beta value of trust in leaders is ($\beta = 0.531$) and it is statistically significant at $p < 0.01$, which shows that by keeping other

factors constant, 1 unit change in trust in leaders will lead to 53.1% change in employee job satisfaction.

4.6.1. Salary and Benefit with Job Satisfaction

Hypothesis testing of the relationship between salary and benefit in employee job satisfaction at BEAEKA General Business PLC.

H0: There is no significant relationship between salary & benefits with employee job satisfaction.

H1: There is significant relationship between salary & benefits with employee job satisfaction.

The result of the present study showed that salary and benefit have significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis (H_0) accepted at 5% level of significant since P-value is 0.007 which is less than the α value and t-value 2.730 which is above 2 shows good model fit. Here the β coefficient of the variable is .258 which implies that salary and benefit contribute 25.8% of variation for employee job satisfaction.

The expected significant relationship between salary and benefits with employee job satisfaction are consistent with a study conducted by Klassen and Chiu (2010). According to these papers it can be explained that salary and benefit was the prime factor for the motivation of salaried employees. In addition, benefits are a motivator for employees' commitment within an organization, which results in attraction and retention. Salary and benefit is the leading and most important feature of satisfaction for almost each type of employee in public, private, small, medium and large institutions and that reasonable salary and benefit is related with job satisfaction (Bajpai and Srivastava, 2004). The provision of adequate salary and benefits will create an optimistic, motivating work environment and increases output and sales of the organization. The motivated workforce will lead to organizational excellence, prosperity, excellent quality and cost control. As per the regression output of model one table above, the coefficient of salary and benefits is positive and statistically significant at 5 percent level of significance. This implies that a one-unit increase in salary and benefits leads to 0.258 unit increase in job satisfaction being other variables are constant. The findings of this study are in line with the findings reported by Klassen and Chiu (2010) and Haile and Premanandam (2017) studies. According to this study, salary and benefit can be explained that the prime factor for

the motivation of employees. In addition, benefits are a motivator for employees' commitment within an organization, which results in attraction and retention.

4.6.2. Working Environment with Job Satisfaction

Hypothesis testing of the effect working environment in employee job satisfaction at BEAEKA General Business PLC:

H0: There is no significant relationship between working environment and job satisfaction.

H1: There is significant relationship between working environment and job satisfaction.

Working environment has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis (H0) is accepted at 5% level of significant since P-value is 0.002 which is less than the α value and t-value 3.20 which is above 2 shows good model fit. Here the β coefficient of the variable is .256 which implies that working environment contribute 25.6% of variation for employee job satisfaction. This is also supported by a study conducted by Demerouti, Cropanzano, Bakker, and Leiter (2010), in their study they reported that working environment significantly related with employees' job satisfaction. Moreover, Jung and Kim (2012) stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment.

Therefore, the organizations will try to give their best to increase the employee work performance by creating conducive working environment. The coefficient of work environment is positive but statistically insignificant. This implies that a one-unit increase in work environment leads to 0.256 unit increase in job satisfaction being other variables are constant. The finding of this study is inconsistent with the findings of Kawada and Otsuka (2011) and Ethiopia (2021). This may be because of cultural factors. According to this study absence of working conditions such as good temperature, lighting, ventilation, hygiene, noise, working hours and resources can impacts poorly on the worker's mental and physical well-being. Furthermore, employees are concerned with a comfortable physical working environment, which influence job satisfaction.

4.6.3. Promotion Opportunity with Job Satisfaction

Hypothesis testing of the relationship between promotion opportunity and employee job satisfaction at BEAEKA General Business PLC:

H0: There is no significant relationship between promotion opportunity and job satisfaction.

H1: There is significant relationship between promotion opportunity and job satisfaction.

Promotion opportunity has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis (H1) accepted at 5% level of significant since P-

value is 0.009 which is less than the α value. Here the β coefficient of the variable is 0.240 which implies that nature of job contribute 24% of variation for employee job satisfaction. This is consistent with a study conducted by Koch and Nafziger, (2012), it showed that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.”

As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization. Promotion refers to advancing in career or career development. The coefficient of promotion is positive and statistically significant at 5 percent level of significance. This implies that a one-unit increase in promotion leads to 0.240 unit increase in job satisfaction being other variables are constant. Therefore, the study failed to reject the null hypothesis that promotion has a negative effect on job satisfaction. This means, there is enough evidence to support the positive relationship between job satisfaction and promotion. The relationship is positive as expected. The finding of this study is in line with the findings of Haile and Premanandam (2017) and Ethiopia (2021). According to this study, it can be explained that opportunities for promotion has a great connection with job satisfaction.

4.6.4. Relation between Staff and Manager with Job Satisfaction

Hypothesis testing of the relationship between staff and manager relation with employee job satisfaction at BEAEKA General Business PLC:

H0: There is no significant relationship between staff and manager relation and job satisfaction.

H1: There is significant relationship between staff and manager relation and job satisfaction.

Relation between staff and managers has no significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis rejected at 5% level of significant since P-value is 0.164 which is greater than the α value. This is inconsistent with several previous studies. The relationship between managers and employees can determine the job satisfaction of the employees. A study by Carl P. Maertz et al. (2007) showed that employee's turnover decision directly impacted by employee's relationship with their supervisors. Further, according to Herzberg et al. (1957) indicated that employee's job satisfaction also brings good relationship, motivation, and performance in the organization. they also found out that there is a significant relationship persisted between employee's job satisfaction and their perception of supervisory support. If employees have high supervisor support, then they may not feel all in all satisfaction about their jobs. However, this is inconsistent with the previous studies; therefore, it should be clarified through further research.

4.6.5. Trust in Leader with Job Satisfaction

Hypothesis testing of the relationship between trust in leader and job satisfaction at BEAEKA General Business PLC:

H0: There is no significant relationship between trust in leader and job satisfaction.

H1: There is significant relationship between trust in leader and job satisfaction.

Trust in leaders has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis accepted at 5% level of significant since P-value is 0.000 which is less than the α value. Here the β coefficient of the variable is .531 which implies that nature of job contributes 53.1% of variation for employee job satisfaction. The expected positive coefficient estimates of trust in leaders are consistent with previous studies such as Klassen and Chiu (2010).

This is also supported by a study conducted by Robbins and Judge (2013), in their study they showed that employees' perception about their leader's behaviour is vital for quality public service delivery which directly related to employee's performance that comes from their satisfaction (Bajpai and Srivastava, 2004). Additionally, according to Herminigsih (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. Generally, Employees who have faith in their leader are confident that their rights and interests will not be violated. According to this study it can be explained that trust in leader was the prime factor for the motivation of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of the major findings, conclusion, and recommendations of the study.

5.1. Summary of the Key Findings

The relationship between job satisfaction and independent variables like salary and benefit, work environment, promotion opportunity, trust in leader, and relation between staffs and managers were analysed using correlation and regression analysis. The correlation analysis result indicates that all the five dimensions have positive relationship with job satisfaction of employees in BEAEKA General Business PLC. From the regression analysis result it is observed that salary and benefit, work environment, promotion opportunity, trust in leader, and relation between staffs and managers have statistically significant contribution as determining factor for job satisfaction of employees. However, relation between staffs and managers has no statistically significant relationship with job satisfaction ($p=0.164$) which is greater than the alpha value 0.05. The study has found that the satisfaction level of BEAEKA General Business PLC employees is 77.8%, but still, it has to be 22.2% improved, so by focusing on the major determinant factors.

- **Effect of salary and benefit on job satisfaction**

The finding of the present study revealed that salary and benefit had a significant effect on the job satisfaction with values ($\beta = 0.258$, $t = 2.730$, $p < 0.01$). Hence, the proposed hypothesis was accepted. The study indicated that salary and benefit are recognized to be a significant determinant of employee's job satisfaction.

- **Effect of working environment on job satisfaction**

The finding of the present study also revealed that working environment had a positive and significant effect on employee's job satisfaction with values ($\beta = 0.256$, $t = 3.206$, $p < 0.05$). Thus, the proposed hypothesis was accepted.

- **Effect of promotion opportunity on job satisfaction**

The findings revealed that promotion opportunity had a significant effect on the job satisfaction with values ($\beta = 0.240$, $t = 2.644$, $p < 0.01$). The value of beta showed 1 unit changes in promotion opportunity will bring 0.240-unit changes in job satisfactions. Thus, management should remember that promotion opportunity a positive motivating tool in certifying that the employee conquers goals at a higher level. The value of beta shows 1 unit changes in promotion will bring 0.240-unit changes in job satisfactions. Hence, the proposed hypothesis is accepted.

- **Effect of trust in leaders on job satisfaction**

The findings of the current study also revealed that trust in leaders had a significant effect on the job satisfaction with values ($\beta = 0.240$, $t = 2.644$, $p < 0.01$. which revealed that trust in leaders have positive significant effect on job satisfaction. The value of beta showed 1 unit changes in nature of job will bring 0.240-unit changes in job satisfaction.

- **Effect of relation between staff and managers on job satisfaction**

The result of the current study showed that relation between staff and managers had no a significant effect on the job satisfaction with values ($\beta = 0.240$, $t = 2.644$, $p < 0.01$. This is inconsistent with the existing theories; therefore, it should be clarified through further research.

5.2. Conclusions

Job satisfaction is just one among many important issues that influence human behaviour in the workplace. Regarding job satisfaction and determinant factors this study showed that there is a link between job satisfaction and salary and benefit, work environment, promotion opportunity, trust in leader, and relation between staffs and managers. This finding also supports that salary and benefit, work environment, promotion opportunity, trust in leader, and relation between staffs and managers enhance the job satisfaction if motivational activities performed regard to these factors. These factors affect employee job satisfaction and influence their decision to either stay in or leave their job. Again, the job satisfaction factors are examined using several analytical methodologies i.e. correlation and regression analysis to identify the most influential factors for satisfaction from the identified factors. The four most influential factors of job satisfaction are salary and benefit; promotion opportunity; trust in leaders; and working environment. Among the proposed determinant factors, it is concluded that salary and benefit, work environment, promotion opportunity, trust in leader and relation between staffs and managers are significant predictor of job satisfaction. If these all factors became favourable for the employees, then Job satisfaction level will be enhanced.

5.3. Recommendations

Based on the findings obtained and the conclusions drawn, the following recommendations are forwarded to improve the employees' level of job satisfaction.

- The management of BEAEKA General Business PLC should take necessary steps to provide greater salary and benefits; provide promotion opportunity; creating attractive working environment and create supportive organizational culture will increase the productivity and creativity of the organization. Moreover, other determining factors needs to be improved in such a way that by availing on job trainings or continuing professional development, conducive work environment and by creating good interpersonal relationship with managers, supervisors, and co-workers to achieve a high level of job-satisfaction in BEAEKA General Business PLC.
- Some other recommendations may forward to the organization in order to encourage senior managers to support their junior employees in order to achieve job satisfaction. The organization should focus on rewarding members of staff based on their contribution to the organization. The BEAEKA General Business PLC should also support new ideas and invest in innovation. However, the study had a research gap as it did not address other factors that would affect employee satisfaction.
- The findings and the results of the study by nature provide a platform for a variety of future research and studies to be conducted, whereas the current study only gives focuses on employees of the BEAEKA General Business PLC who are working as a supervision, non-supervisor, and few managers, therefore, the researcher recommends future research to be conducted at the higher organizational level including all stakeholders.
- The researcher also recommends other researchers test effect of relation between staff and managers on job satisfaction because the result of the current study showed that relation between staff and managers had not a significant effect on the job satisfaction. This is inconsistent with the existing theories; therefore, it should be clarified through further research.
- Furthermore, the researcher recommends examining the same research model of the study on other PLC, other business sectors, governmental institutions, NGOs, and so forth will help for generalization purposes and also to use other models of study to further investigate the relationships between job satisfaction and it determinants.

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Appendix: Questionnaire

St. Mary's University

School Of Graduate Studies

Department Of Master of Business Administration

Questionnaires to be filled by employees of BEAEKA General Business PLC.

Dear respondents;

I am a postgraduate student of St. Mary's university department of Master of business administration, who is conducting research on: "Determinants of Employee's Job Satisfaction": The Case of BEAEKA General Business P.L.C". The research is conducted in partial fulfilment of the requirement for the Master of Business Administration (MBA) degree. You are kindly requested to complete this questionnaire. Your responses will be kept confidential and used for academic purposes only.

Thank you in advance for your support and participation.

If you have any question about this questionnaire, please contact.

Name; -HilinaSeyoum

Phone; - +251921796537

Email; -Hilinasseyoum04@gmail.com

Part one. General Information: Please put sign (✓) in the box that corresponds to your response about your profile.

1. What is your gender?

Female ☐ Male ☐

2. Please indicate your age group

18–29-year ☐ 30-39 year ☐

40-55 year ☐ >55 year ☐

3. What is your highest level of education?

Primary level

TVT Certificate

TVT or College (diploma)

University (Graduate) Degree

University (Postgraduate) MA

Others (Specify)

4. For how long have you been an employee of this organization?

Less than 1 year

1-3 years

4-6 years

More than 6 years

5. Your work/Job position in your organization?

Team leader

Activity coordinator

Officer

Part two. Determinants of job satisfaction questionnaire

Please read each statement carefully and indicate your degree of agreement with each of the following statements by making (√) on one number that best represents your opinion. The scale ranges from weaker to stronger (1= disagree completely and 7=Agree completely) as illustrated in the following key 1. Disagree completely 2. Strongly disagree 3. Somewhat disagree 4. Neither agree nor disagree 5. Somewhat agree 6. Strongly agree 7. Agree completely.

Items		Scale						
Salary		1	2	3	4	5	6	7
1	My salary is adequate for my living expenses.							
2	The period between pay rises is reasonable.							
3	I feel appreciated by the organization when I think about what they pay me.							
4	My organization has an appropriate salary scale							
5	All necessary fringe benefits are provided in my organization (e.g., health insurance, accommodation, and allowances							
Working Environment								
6	I can personalize by workspace							
7	My work area has many visual distractions							
8	My workstation is large							
9	I can determine the organization appearance of my work area							
10	My workplace provides an undisturbed environment							
Promotion opportunity								
11	Promotion opportunities are not limited and are adequate in this organization							
12	My organization has a clear and fair promotion policy and strategy that takes efficiency Performance and experience into account							
13	My organization puts the right person in the right position							
14	My organization gives proper attention to staff complaints and grievances							
15	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years							
Relation between staff and managers								
16	I have good relationship with my immediate supervisor.							
17	I am independent to make decisions up to limit of authority.							
18	I have recognition for tasks well done.							
19	My supervisor gives me feedback that helps me to improve my performance.							

20	It is clear for me that what my supervisor expects from me regarding my job performance.							
21	I have strong and smooth relationship among staffs							
Trust in leaders								
22	I'm confident that my supervisor will always care about my personal needs at work.							
23	If I shared my problems with my supervisor, I know (s) he would respond with care.							
24	I'm confident that I could share my work difficulties with my supervisor.							
25	I'm sure I could openly communicate my feelings to my supervisor.							
26	I feel secure with my supervisor because of his/her sincerity							
Question about job satisfaction								
27	I am satisfied with my job							
28	I enjoy my tasks and the division of work approach of the company							
29	Office communication process helps me perform well in all my tasks							
30	My current job is pleasant.							
31	The company promote my ability to execute my tasks successfully and efficiently							
32	I enjoy my office time than leisure time							

Source; Hailegebriel(2021)