



**St Mary's university**  
**School of Graduate Studies**

**THE EFFECT OF JOB SATISFACTION ON EMPLOYEES' WORK  
PERFORMANCE: A CASE OF ROYAL FOAM FACTORY  
INADDIS ABABA, ETHIOPIA**

**BY**

**SOLOMON SYOUM BEKELE**

**JUNE, 2020**

**SMU/ADDIS ABABA**

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**BY**

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**SMU/ADDIS ABABA**

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## **DECLARATION**

I, **Solomon Syoum**, would declare that this study is the result of my own work prepared under guidance of **Dr. AbrarawChane** and that no part of it has been accepted for the award of any other degree of this university, and that all the sources I have used or quoted have been indicated and acknowledged as complete references.

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\_\_\_\_\_

**ST. MARY'S UNIVERSITY, ADDIS ABABA, JUNE, 2020**

# ENDORSEMENT

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

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**Signature**



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**ST. MARY'S UNIVERSITY, ADDIS ABABA, JUNE, 2020**

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## **LIST OF ACRONYMS AND/OR ABBREVIATIONS**

CR: Contingent Reward

DA: Disagree

DJS: Determinants of Job Satisfaction

DV: Demographic Variable

IDL: In-Depth Interviews

JDI: Job Descriptive Index

JS: Job Satisfaction

JSS: Job Satisfaction Survey

MR: Managements Recognition

MSQ: Minnesota Satisfaction Questionnaire

N- Frequencies (Number of respondents)

NW: Nature of Work

PWB:Positive Well-Being

RFF: Royal Foam Factory

SA: Strongly Agree

SDA: Strongly Disagree

SD: Standard Deviation

TD: Training and Developments

SPSS: Statistical Product and service solution

WE: Work Environments

WP: Work Performance

## **ABSTRACT**

*Any organizational managers believe that their organizations cannot achieve success without satisfaction of their employees. Satisfaction hinges on a productive and accomplishing relationship between employee, organization and productivity. Employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organizations to perform well but ensure quality gain and show loyalty as well. In view of this, the study tested the effects of job satisfaction on employees work performance at Royal Foam Factory in the Addis Ababa. The study reviewed literature on the concepts of job satisfaction and work performance. The study employed mixed research approach and cross-sectional survey research design. Data was collected through the administration of questionnaire and an in-depth interview. Out of 109 questionnaires distributed, 104 were collected and conducted 3 management staff of Royal Foam Factory using random sampling technique; used for further analysis. The study explored 9(nine) determinants of job satisfaction have a positive correlation and a significant effect on employee work performance at Royal Foam Factory. Employees work performance has a moderately correlation with the compensation/pay, relationships and demographic variables. The remains have a weak correlation with work performance. Among all the variables recognition has weak effect of job satisfaction on the employee work performance at Royal Foam Factory. Finally, the study revealed that management's staff/supervisors conduct the job satisfaction with inunsafe work environments, inadequate training, Favoritisms Appraisal & interpersonal relationships, poor management recognition/communication and lack of promotion were major causes of employee job dissatisfaction that affect employee work performance at Royal Foam Factory. It is recommended that management's staff/supervisors should attach important to work environments, training, relationships, management recognition and promotion.*

**Key word:** - Employee, Work, Job Satisfaction, Determinants of Job Satisfaction, Employee Performance

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Employees are the most crucial assets for any organization for the success or failure and determine productivity (Elnaga& Imran, 2013 as cited in Benjamin Owusu, 2014). In recent times, the top priority of any organization is to manage and to understand the human resources attitudes. Job satisfaction is a basic means for understanding the attitude and feeling employees have towards their job (Armstrong 2006). Job satisfaction (Motowidlo (2003) is the practice of enhance employees with the necessary motivation, efforts and attitude to hold the job responsibilities. Employee satisfaction is enhancing the employees' attitude and feeling towards their job. The identification of employee's satisfaction is identifying the employees' attitude and feeling towards their job. When employees do not the expected job satisfaction observed by the management, job satisfaction (Adeyinka, 2007) refers to how employees feel about the job and to which extent the value of the job is consistent to the employees' needs. The aim of employees' satisfaction is to improve/create positive employees' attitude and feeling towards their job, particularly improve employee productivity and organization performance (obsi, 2013). Thus, when an employee feels a satisfaction about the job, he/she is motivated to put greater effort to the performance. Then it tends to increase the overall performance of the organization (spector, 1986 and Motowidlo, 2003). Satisfied employees are highly performing their work; highly performing employees are needed to attain organizational goals and to keep the company in achieving competitive advantages (Sonntag and Frese, 2002). In order to achieve high productivity in an organization, the organization firstly needs to discover methods that can be used to improve the employee's performance. In simple words, employees' satisfaction plays an important role towards the successfulness of an organization, particularly in achieving higher level of employee's job performance (Adeyinka, 2007). Accordingly, the job satisfaction interventions and their outcomes such as employees' performance, employee motivations, productivity, efficiency, quality, customer satisfaction and overall organizational performance are emphasized on the

organization objectives. Hence, Royal Foam Factory is operating it work with 10 work teams and total number of 250 employees and in order to increase employees' performance, the factory has delivered job satisfaction to the employees.

And job satisfaction is among human resource practices and one of the most heavily researched topics. But, almost all studies reviewed by the researcher,me those related to job satisfaction focused on western business organizations and contexts which present a contextual gap. Thus, the researcher attempts to study the effect of job satisfaction on employees' performance at the Ethiopia foam company; particularly, at Royal Foam Factory.

## **1.2 Background of the Organization**

The study was conducted at Royal Foam factory. Royal Foam factory is one of the biggest foam products and spring mattresses manufacturing company in Ethiopian.Royal Foam factory head office is located in Addis Ababa, bole sub-city around millennium hall. The Factory have three foam production plants located at different place (i.e.kality, alem-gena&menagesha). All of them are produce different types of foam products (such as bounded foam, lavish mattress foam, High Density foam products, Medium Density foam products, Low Density foam products, pillows, and comfort products).And also the factory operates its work with 10 departments and 150 permanents and 100 temporary employees and produce 1,000 (one thousand) m3 Foam per days.” The factory has its own clear vision, mission and values which are stated below.

### **Vision:**

By July 2033EC, to become one of the best foam products and spring mattresses suppliers to the global market by providing quality brands which can keep its esteemed satisfied in terms of comfort, health and safety.

### **Mission:**

To provide different spring mattress and foam products so as to meet customer preference using constant innovation and well trained professionals.

### **Values:**

The values of royal foam factory are: Team Sprits, Respect, Winners Sprits, Quality of Product and ServicesandKaizen Mind Personality

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

The main objectives of job satisfaction are to play a significant role in both employees' interest and organization success (Lim, 2008). Job satisfactions can affect the employee work performance ((Rotundo and Sackett, 2002 cited as Yesugirma, 2018) stated that: satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. The employee productivity, work motivation, commitment, attendance at work place and others are increased based on employee attitude/feeling about their job. Satisfied employees are highly performing their work; highly performing employees are needed to attain organizational goals and to keep the company in achieving competitive advantages (Sonnetag and Frese, 2002). According to (Lawler and Porter, 1967) as cited in (Obsi, 2003) conclude that the relationship between the employee work performance and the determinants of job satisfaction such as: "adequate salary, good working condition, opportunity for growth, and cordial relationship between the superior and the subordinate are directly and positively. YesuGirma (2018) examined the interdependency between job satisfaction and performance (includes both workers and managers) at commercial bank of Ethiopia. The researches regarding to determinants of employee's job satisfaction has a significant impact on employee satisfaction. The link shows that a positive advancement on the determinants of job satisfaction can enhance the satisfaction. From this explanation, job satisfaction needs to encourage creativity and shape the entire employees work performance that provides the organization with high productivity and increase the employee work performance it from other. Hence, organization should identify the determinants of job satisfaction and the effect of job satisfaction of employee work performance. Instead of this, the employees job attitude and their work performance are the most heavily researched topics. Most of these researches are for the western industry and companies which are profit oriented. This makes the study is very relevant as it targets Ethiopian Foam Industry, particularly at Royal Foam Factory.

According to the preliminary survey conducted by the researcher, me and communicated with the employees and management staff of the case study of the organization i.e. (royal foam factory) have been given to employees' various determinants of job satisfaction but from the

researches experiences and insight there is no significant change of employee job satisfaction and work performance because, the expression of the employee job attitude and their work performance are not evidentially and well organized. This implies that there is a knowledge gap between the effect of job satisfaction on employees' performance and their relationships at Royal Foam Factory. These existing problems and empirical evidences caused this research with the purpose of examining the effect of job satisfaction on employees' performance between 109 sample respondents in Royal Foam Factory, Addis Ababa. Thus, this study begins from the understanding of the need to effectively administer the job satisfaction on employees' work performance.

#### **1.4 Research Questions**

The study sought to analysis the following research questions in order to achieve the study objectives:

- ❖ What are the determinants of job satisfaction that affect employee work performance at Royal Foam Factory?
- ❖ To what extent of job satisfaction affect employees 'work performance at Royal Foam Factory?
- ❖ Is there a significant relationship between job satisfaction and employees work performance in Royal Foam Factory?

#### **1.5 Objectives of the Study**

##### **1.5.1 General Objective of the Study**

The general objective of this research is to examine the effect of job satisfaction on employee work performance at Royal Foam Factory.

##### **1.5.2 Specific Objectives of the Study**

The specific objectives of this research are:

- ❖ To find out the determinant job satisfaction that affect employee work performance at Royal Foam Factory
- ❖ To determine to what extent the job satisfaction contribute to employees' performance at Royal Foam Factory

- ❖ To show the relationship that exists between job satisfaction and employee performance in Royal Foam Factory.

### **1.6 Significance of the Study**

This study will provide guidance to the employer of the Ethiopia foam industry sector. The Ethiopia foam industry sector top level managers and owner may have the information necessary to increase job satisfaction of their employees by focusing on the factors that lead to job satisfaction. In addition, it may help on the improvement of employee performance by ensuring job satisfaction as satisfied employees will sustain organizational effectiveness and induce long-term success for any organization. Moreover, numerous previous studies were conducted in out of Ethiopia and there is lack of studies concerning job satisfaction in Ethiopia foam industry sector. In Ethiopia's context, adding to study will enriched the existing literatures hence giving a better understanding on the employee's satisfaction from the Ethiopian organizations context. The findings of this study will also be beneficial to scholars in a way that this will be a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This will enhance understanding and development of relevant theories as well as extensive areas of interest.

### **1.7 Delimitation/Scope of the Study**

The study was conducted at Royal Foam Factory, Addis Ababa, Ethiopia. The reason behind selecting this organization is that, it is convenient for the researcher's working area to gather data related to the study. Evidently, there are a number of human resource practices which affect the performance of employees in an organization such as Motivation, productivity, Reward, Commitment and more. This study was limited on the elements of human resource development, particularly in the area of job satisfaction. Methodologically, based on purpose of the study, this study was used correlational research design and mixed research approach. All the same, based on time dimension, this study used cross-sectional survey. Hence, data was collected from the sample respondents selected through stratified random sampling technique at the same time at one point in time and the respondents involved in this study was 109 respondents.

## **1.8 Limitations of the study**

This academic research achieved its objectives; however, some limitations were identified. The major limitation of this study was it covered only one foam factory and the findings cannot generalize other Ethiopia foam factories and foam sectors more updated contribution regarding to the effect of job satisfaction on employees' performance. The other big challenge at the time of data collection was Corona (COVID-19) that made the respondents felt uncomfortable and others were simply not bothered. However, the data collected through the distribution of questionnaires and interview guide were adequate to safely conclude about the effect of job satisfaction on employees' performance at Royal Foam Factory.

## **1.9 Definition of Terms**

**Determinant:** refers to particular aspect, dimension, factor, component or facets of job satisfaction.

**Effect:** refers to a change which is a results (performance) of a satisfaction or job satisfaction.

**Employee:** an individual who works part- time of full time under a contract of employment at Royal Foam Factory,

**Job:** refers to particular task, duty or function that, the work that someone does to earn money.

**Job Satisfaction (JS):** refers to the affective feeling of Royal Foam Factory employee has towards their job.

**Performance:** the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed.

**Work Performance (WP):** refers to relates to the act of doing a job or a means to reach a goal or set of goals within a job, role, or organization, but not the actual consequences of the acts performed within a job.

**Satisfaction:** refers to discharge, extinguishment, or retirements of an obligation to acceptance of the obligor, fulfillments of a claim.

### **1.10 Organization of the Study**

The study is presented in five chapters: Chapter one highlights: background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study and organization of the paper. Chapter two presents the review of related literatures. Chapter three discusses the research methodology which contains: research design and approach, population of the study, sample size and sampling techniques, data types and sources, data collection tools, data collection procedures, validity and reliability test, data analysis method and ethical consideration. Chapter four of the thesis is the analysis of the data, results and discussions of findings of the study by SPSS version 20. The data presented is statistically treated in order to cover the relationship of the variables involved in the study. And the last chapter is comprised of three sections: Summary of the findings, conclusions and the recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

This chapter presents a detailed theoretical discussion on the effects of job satisfaction on employees' work performance. In this thorough literature review, it is conducted to provide a theoretical base for the study. The chapter explains in detail the theoretical concepts, definitions of job satisfaction and work performance, and the chapter further presents the empirical literature review and conceptual framework that establishes the correlation between job satisfaction and work performances at Royal Foam Factory and the conclusion drawn on the chapter.

#### **2.1 Theoretical Literature Review**

In this section, it explains in detail the concepts, definitions, and theories of job satisfaction and work performance, determinants, and measurements of job satisfaction and also the effects of job satisfaction and its relationships with employees' work performance.

##### **2.1.1 Job Satisfaction and Work Performance**

According to Locke (1969, 1976) as cited by Benjamin Owusu, (2014) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have a positive attitude toward their job which leads to a high performance level, whereas dissatisfied employees have a negative attitude toward work which yields a low performance result.

On the other hand, (Rotundo and Sackett, 2002 and Augustis 2009) as cited by Benjamin Owusu, (2014) Job performance is comprised of apparent behaviors that people observe in their job that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization. The burgeoning literature of organizational behavior and organizational psychology suggests that, job satisfaction and performance relationship is the most researched area (Judge et al., 2001 as cited by Benjamin Owusu, 2014 and Mitiku, 2016). Their relationship has been studied widely over decades and the growing interest in the study of the two phenomena is unusual (Spector 1997). Weiss and Cropanzano (1996) describe

this relationship as Holy Grail of industrial/organizational psychology and the rationale behind the rising interest in the study of the relationship between the two variables by various organizations around the world is to recognize the components of employees 'satisfaction for appropriate control (Saifuddin et al., 2012as in cited FekedDawit, 2017).

### **2.1.2 Concept of Job Satisfaction**

Job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008).

Job satisfaction is also considered to be dispositional in nature (Staw and Rose, 1985). It was discovered from the dispositional perspective that assessing personal traits can give clear indication in the forecast of job satisfaction. Disposition considers how personal characteristics can influence the level of job satisfaction and individual genetic makeup has been identified as a factor. Arvey et al. (1989) conducted a study to support the genetic makeup component to job satisfaction in their study of monozygotic or identical twins not reared together. They concluded that identical twins even reared at a distance from each other or not in the same environment still tend to have quiet significant similar level of satisfaction. This is attributed to their genetic makeup component. Moreover, there is evidence by House et al. (1996) that difference in employees' job satisfaction level can partly be traced to differences in their disposition or temperament.

Lim (2008) posits that job satisfaction plays significant role in both personal interests and organization success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt laborbehavior and influence work productivity and therefore worth to be studied (George and Jones, 2008as

in cited Benjamin Owusu, 2014). This is in line with believed that happier workers are more productivel, but Staw (1986) debunks this assertion. Nevertheless, job satisfaction contributes immensely to organizations in the following dimensions. Improved job satisfaction encourages productivity and has inherent humanitarian value (Smith et. al., 1969). In addition, job satisfaction directly impacts the level of employees' commitment and absenteeism at the workplace (Hardy et. al., 2003: Alamdar et al., 2012). Besides, job satisfaction ensures that counterproductive work behaviors are minimized (Dalal, 2005). Additionally, job satisfaction is so significant that its absence generates lethargy and reduces employees 'level of commitment (Levinson, 1998)as in cited mitiku, 2016). Besides, (Organ and Ryan,995) found that job satisfaction enhances organizational citizenship behaviors. Moreover, it enhances employees 'retention level and avoids the cost of hiring new ones (Murray, 1999).

Similarly, Gazioglu and Tansel (2002) posit that employee turnover rate is influenced by their satisfaction level at the work place. Dissatisfaction retires progress of businesses through increase in cost of recruitment, selection and training employees (Padilla-Velez, 1993).

### **2.1.3 Definitions Job Satisfaction**

Many schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one 's job or job experience. Spector (1997) defines job satisfaction as an extent to which people like or dislike their jobs. Other authors consider job satisfaction as the attitudes people have toward their job (Ivancervich et al., 2005). In this direction (Mankoe, 2002as in cited Benjamin Owusu, 2014 and mitiku, 2016) States that, job satisfaction is a set of feelings which employees have about their work.Job satisfaction as feelings or affective responses to facets of the (workplace) situation

(Smith et al. (1969, p. 6). This definition of job satisfaction is an emotional reaction of employees in relation to the aspects of their job and response(s) they experience at the workplace. It describes how happy employees are with the facets of their job. This to some extent connotes that, a satisfied worker is the one who is contented with the facets of his or her job. Similarly, Locke (1976) posits that job satisfaction can be conceptualized as a state of

happiness that arise from evaluation of one job or experiences. This conceptualization considers both affect (feeling) and cognition (thinking). The cognition aspect considers opinions and beliefs of the job while the affect component on the other hand consists of feelings and emotions relative to the job (Cook, 2008).

In summary, job satisfaction is defined as an extent to which people like or dislike their job which implies whether employees are happy and contented in fulfilling their desires and needs at work.

#### **2.1.4 Job Satisfaction Theories**

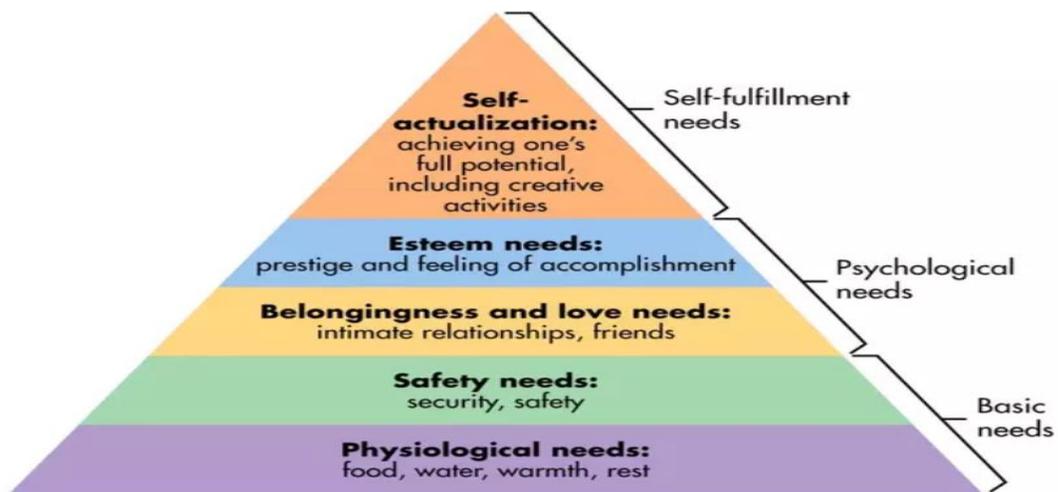
Many researches (author) defined job satisfaction has been categorized into three theoretical frameworks and they are content theories, process theories and situational theories.

##### **2.1.4.1 Content Theories**

Maslow (1954) and Herzberg (1966) are the two content theorists who stated that when needs are fulfilled they lead to overall job satisfaction (Locke, 1976). As per Locke, content theorists said that true job satisfaction could be obtained by giving individual sufficient responsibility to let them develop psychologically. If employees are given this opportunity to grow mentally, subsequently job satisfaction is the pleasant emotional state after one's work experience. An individual need can be fulfilled by the work itself (Herzberg) and the environment (Maslow). (Abdullah, 2002) claims that Maslow's hierarchy of needs is categorized into 5 levels: The first level is the about the satisfaction of psychological needs, which influence positively the worker's competence (Edwards, 1993 cited in Arnolds &Boshoff, 2001). Today, psychological needs are satisfied through monthly fair salaries. These needs are met if the worker has good working conditions, attractive salaries; subsidize housing and free meals at work place (Huczynski&Buchanana, 1991). Level 2 is comprised of the safety needs of the employee. At this level, the employer must make available to the worker a secure working atmosphere (Abdullah, 2002). Safety for the employee implies job security and fringe benefits, which shall improve his job performance (Smith and Tisak, 1993 cited in Arnolds &Boshoff, 2001). Level 1 and Level 2 are primary needs and the last 3 levels are the secondary needs. Level 3 is about the employee's social needs, focusing on the professional relationship with colleagues and superiors (Abdullah, 2002). Employees need to

belong to social group to overcome loneliness. This level of need is achieved through frequent contacts with people. At this stage, workers' social support is important to improve their work skills. The Level 4 the esteem needs is divided in two sections: Esteem needs are classified as internal and external. Internal needs are related to self-esteem, like achievement, capability and confidence to face the difficult and stressful working atmosphere. External needs are related to reputation, status and work recognition. When these esteem needs are fulfilled, the employee gain more self-confidence and strength. And the last level of Maslow's hierarchy is Self-Actualization. When the previous 4 levels are satisfied fully, it is then the self-actualization needs are considered (Heller &Hindle, 1998). The employee's self-actualization needs are improved by opportunities for promotion, independence, challenging tasks and use of one's skills.

Figure 1: Maslow's Hierarchy of Needs



**Sources: - (Maslow, 1954), adopted by digital. Clarity .com (2018)**

Herzberg named the hierarchical need as a 'two factor' theory of motivating job attitudes. Herzberg stated hygiene factors (extrinsic) which are supervision, working conditions, professional relationship, co-workers and salary are the causes of dissatisfaction. The motivational factors (intrinsic) which are the work itself and opportunities for promotion motivate people to work. Herzberg's and Maslow's theories were significant for the evaluation of job satisfaction(Feinstein, 2000).

#### **2.1.4.2 Process Theories**

Vroom (1964) and Adams (1963) are the two process theorists who discussed about job satisfaction including values, needs and expectations (Gruneberg, 1979). Gruneberg stated that some persons wish to achieve higher than others and when a job offer no opportunity for achievements, thus these individuals become more disturbed compared to those people who have minimum needs. Adams affirmed that what workers contribute to their work in a ratio compared with the results they obtained from their work. If the employees identified that the result of their hard work is not equal to their co-workers, there will be no equity and hence leading to job dissatisfaction.

#### **2.1.4.3 Situational Theories**

(Glisson&Durick, 1988 and Quarstein et al, 1992) are the situational theorists who consider that job satisfaction is the outcome of interaction of workers, their work itself and job dimensions (Hoy &Miskel, 1996). They illustrated 3 job dimensions: 1) Individual characteristics, which include age, gender, level of education. 2) Job characteristics, which include salary, work challenge, job variety and job importance and 3) Company characteristics, which include supervision, advice, culture and professionalism.

#### **2.1.5 Determinants of Job Satisfaction**

According to (Spector, 1985, Robbins, Odendaal and Roodt (2006); the Determinants of Job Satisfaction can be described as the tendency for a worker to be either very satisfied or less satisfied with the different aspects of his job like 1) compensation/Pay, 2) Training and Developments 3) Promotion, 4) Relationships with Co-worker/Supervisor/Managements, 5) Contingent rewards, 6) Operating procedures (health and safety policies), 7) Nature of work, 8) Managements Recognition/Communication. (Robbins, 2006) state Personal Demographic Characteristic (ages, gender, education, work experience &so are the other factors of job satisfaction. Moreover, (spector, 1985) & (Robbins, Odendaal and Roodt, 2006) discuss the job dimensions that influence job satisfaction and are listed as follows:

##### **2.1.5.1 Compensation/Pay**

According to (Josias, 2005); defines pay as the amount of financial remuneration that is received and the degree to which this is viewed as equitable in comparison to that of others in

the organization. Money is vital not only in the sense that it helps people attain their basic needs but is of utmost importance in providing upper level need satisfaction. The issue of whether money is a primary motivator for job satisfaction has been a bone of contention by several authors with differing views. According to Greenberg and Baron (2008) a perceived low salary, which leads to job dissatisfaction, is a main contributor to employee turnover. It is evident from the literature that pay is an essential aspect of job satisfaction. Pay has different meanings to different individuals. Moodley (2004), states that pay can be an indication of achievement and recognition or alternatively can be viewed as failure. Pay satisfaction is determined by the fairness with which it is distributed, rather than the actual amount of pay (Spector, 199). This implies that people who earn lower may be more satisfied with their pay than higher earning individuals. Consequently, pay satisfaction is influenced by how an individual's salary compares to others in the same job, rather than to people in general (Peerbhai, 2006). Disparity and discrepancies could also lead to dissatisfaction and grievances. Josais (2005) warns that an increase in pay only acts as a short-term motivator and management therefore has to look at other ways to increase the levels of job satisfaction.

#### **2.1.5.2 Training and Developments**

William Fitzgerald (1992) defines that training as an achievement of the understanding and skill for present the tasks. (Next, Goldstein & Ford, 2002) describe training as a systematic method for learning and development to increase person, team and the organizational efficiency. It also supports the opinions of (William Fitzgerald, 1992) while Aguinis & Kraiger, (2009) describes the significance of training by stating that it increases the employees' job performance and bring other positive changes such as acquisition of new talents. (Gansberghe, 2003) defines development as a long-term process designed for enhance the potential and the effectiveness. Development focuses to develop future performance competence; thus, it has a long-term perspective (Armstrong, 2006).

Jane (2014) cited from Myles (2000), states that a company that seeks to train and develop its employees well and reward them for their performance has its employees in return motivated and thus are more likely to be engaged in their work hence improving performance and loyalty to their company. These same employees, being the point of contact with customers

will provide better service, leading to more business and more referrals from the satisfied customers (Dessler, 2013). According to these past researchers, the goals of Training and Developments have a widespread influence on the worker behavior and employee performance in the organizations and management practice.

### **2.1.5.3 Promotion**

Robbins, Odendaal and Roodt (2006), define promotional opportunities as the chances of advancement in the organization. This includes opportunities for lateral movement and growth. Promotion opportunities seem to have a varying effect on job satisfaction as they take on different forms. The reward by promotion can be explained by McClelland's theory for achievement and by Maslow's theory of an individual's need for self-esteem and self-actualization (Peerbhai, 2006). One of the ten top factors identified as contributing to job satisfaction was the opportunity to grow. Carrell, Elbert, Hatfield, Grobler, Marx and van der Schyf (1999) states, the opportunity for promotion is an important determinant of job satisfaction as it provides the platform to advance and learn new skills. (Luthans 2008 as in cited yesugirma, 2018)state that; promotion has different impacts on job satisfaction because there are many types of promotions with varying rewards, for example, a promotion that comes with a 10% increase is not as satisfying as a promotion that comes with a 20% increase. Furthermore, employees promoted on the basis of seniority are less likely to be as satisfied as those promoted on the basis of their job performance (Carrell, et al., 1999). In recent years with the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was (Moodley, 2004). Quarles (1994), highlight that if promotion policies and practices are deemed unfair, then employees are more likely to experience job dissatisfaction.

### **2.1.5.4 Relationships with Co-worker/Supervisor/Managements**

Relationships refer to relation between co-workers, supervisor and management's staff in the organization. Satisfaction in terms of **co-workers** refers to the degree to which the employees like their colleagues in the company and how great is the relationship formed between them.

Cobb (2004) defined **co-worker's** satisfaction as the satisfaction level of the employees with their colleagues regarding work related interaction. Certo (2010) define **supervision** as the ability of the supervisor to provide emotional, technical assistance and behavioral support to his\her subordinates with work related tasks. Supervision is another important source of job satisfaction. Newstrom (2007) emphasizes that a supervisors' function is to provide a link between the employees and management. Furthermore, the supervisor may impart some vital skills that are required to master the job. Josias (2005) identifies three dimensions of supervisory style that affect job satisfaction. One is employee centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee. It is commonly manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual and communication with the employee on a personal as well as on an official level. The second dimension is participation or influence, demonstrated by managers who allow their employees to participate in decisions that affect their own jobs. The third dimension is the employee's perception of whether they matter to their supervisor and their organization. In most cases this approach leads to higher job satisfaction. It is also important for supervisors to acknowledge and reward good work. A supervisor can be a source of stress and job dissatisfaction for the employee if he communicates poorly, stirs up conflict, metes out disciplinary action and demonstrates a lack of attention to the well -being of an employee (Certo, 2010). Carrell, et al. (1999) concludes that job satisfaction is considerably improved when supervisors are perceived to be fair, helpful, competent and effective. This includes the supervisor's skill as a problem solver, coach, trainer and listener. This implies that insensitive, incompetent and uncaring supervisors will have the most negative effect on employee job satisfaction.

#### **2.1.5.5 Contingent Rewards**

Arnolds and Boshoff (2002) promulgate that the relatedness needs focuses on an employee's desire to maintain important interpersonal relationships particularly with regards to the employee's social acceptance, belongingness and status desires. Employees want and feel the need to know how well they are doing. Praise is an important type of feedback that helps motivate employees and provides job satisfaction (Certo, 2010). According to Moodley(2004)

a causal relationship exists between the types of job an employee has and the status enjoyed. Josias (2005) states that the limited research which is available suggests that employees who hold higher level jobs experience greater job satisfaction than those who hold lower level positions. The self-actualization need is the drive to become what one is capable of becoming (Robbins, Odendaal and Roodt, 2006). This includes growth, achieving one's potential and self-fulfillment. Moodley (2004) proposes two types of utilization namely, qualitative utilization and quantitative utilization. Quantitative utilization refers to the amount of time an employee spends on the job daily, while qualitative utilization refers to the utilization of an employee's potential such as competence, skills and qualifications.

#### **2.1.5.6 Work Environments (Health and Safety at work place)**

According to Mullins (2008) an increasingly important issue affecting job satisfaction and efficiency is the work environment and workplace facilities. Josias (2005) demonstrate that employees prefer physical surroundings that are safe, clean, comfortable and with minimum degree of distractions. Mullins (2008) further argues that an inspired workplace will result in a motivated employee thereby increasing the job satisfaction and employee performance. The social work environment deals with relationships at job settings. It includes communication styles, relationship between superiors and subordinates. It also includes relationship among coworkers, the readiness of others to assist and team work. To achieve a progressive work environment, personal respect for personnel at every levels of an establishment is vital in operations. Personal respect in the workplace includes but not limited to such issues as discrimination segregation based on age, gender or racial background, sexual harassment and the role of personal politics in forming workplace relationships.

#### **2.1.5.7 Nature of Work**

This refers to the extent to which the job provides the individual with interesting tasks, opportunities for learning and personal growth, and the chance to accept responsibility (Robbins, Odendaal and Roodt, 2006). Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2002), assert that employees are more likely to prefer interesting and challenging tasks that provide opportunities for self-actualization and recognition to those that are boring and mundane providing little or no job satisfaction. Wilson (1999) argues that since

employees are not universally similar, in interests and efficiency, jobs and workers should be matched in terms of skills and intelligence. Kinicki and Kreitner (2008), purport job design as the factor that improves the quality of the employee's job experience and then on the job performance. The content of the work itself is a major source of job satisfaction for employees. According to Kinicki and Kreitner (2008), researchers recommend using job enlargement where more variety is included into an employee's job by combining specialized tasks of comparable difficulty. Variety plays a crucial role in the work environment. Stimulating human minds through diversity of challenges will engage the employee's creative instincts and improve their performance. Job rotation moves employees between two or more jobs in a planned manner where employees are exposed to different experiences and a wider variety of skills to enhance job satisfaction and to cross-train. Conversely, highly repetitive operations have no value, provide little stimulation and lead to psychological fatigue or boredom (yesugirma, 2018).

#### **2.1.5.8 Demographic Characteristic**

Job satisfaction is a psychological, behavioral and occupational response by employees towards fulfillment at their job (Armestrong, 2009). Accorditg to (Bas and Ardic, 2002; DeVane and Sandy, 2003). Demographic characteristics" are a change agent, which ultimately adapt worker's behavior towards various features of his/her work. An employee's individual attributes and demographic peculiarities are determined of the level of employees' job satisfaction with their job (Saiyadain, 1998; Naval and Srivastva, 2004). (DeVane and Sandy, 2003) state four demographic variables i.e. age; gender, job experiences and literacy level are being focused on pertaining to job satisfaction model. **The age** of employee will pose a negative impact on job satisfaction. The age of employee was predicted to have a negative impact on job satisfaction (Buzawa, 1984).

**Gender** of an employee will have a negative impact on job satisfaction. In other words, the sex of employee was assumed to be pessimistically correlated with job satisfaction (Buzawa, 1984). The phrase "**Job Engagement**" is referred to as distinct things to distinct firms and organizations. Some of them are associated with Job Contentment (Employee Engagement Survey, 2013). **The level of education** will have an affirmative effect on job satisfaction.

Hence, the level of education has been established to impact affirmatively on job satisfaction (Burk, 1985, Jayaratne, 1993; Crewson, 1997).

As General Muhammad Ashraf (2013) state the find out that 95% of variance is explained by demographic, working environment and managerial control for the level of job satisfaction among employees. As results the demographics characteristics are significant relationships with employees' job satisfaction

#### **2.1.5.9 Managements Recognition/Communication**

(Spector, 1997 in cited Armstrong, 2006) states that: Communication is defined as the satisfaction where employees gain from the communication within the organization. Job satisfaction and job performance are influenced by authentic leadership behavior through empowerment dimension (Wong & Laschinger, 2012). Consequently, if an employee is authorized to realize new responsible task, the job satisfaction and job performance will increase. Authentic leadership behavior has an essential impact on employees' job satisfaction. Therefore, genuine management creates a supportive working environment which increases the level of public employees' job satisfaction (Peus et al., 2011; Wong & Laschinger, 2012; Men & Stacks, 2014). This strong relationship can be explained by the positive characteristics of authentic leadership (such as promotion of high moral values, encouragement of organizational culture and participative working environment) which are fostered through any organization. Well managements recognition behavior has a positive influence on employees' work engagement (e.g., Alok & Israel, 2012; Penger & Černe, 2014; Abidin, 2017) and on job satisfaction (Peus et al., 2011; Wong & Laschinger, 2012; Men & Stacks, 2014). Job satisfaction significantly influences the quality of organization services (e.g., Budiyanto & Oetomo, 2011).

#### **2.1.6 Measurement of Job Satisfaction**

(Spector (2004), highlights the basic forms of measurement might include an interview, a single-item measure or a workplace observation. However, most researchers opt for a more objective and in-depth survey instrument. Worrell (2004) identifies and describes the three most widely cited survey instruments found in the literature as the following:

### **2.1.6.1 The Job Satisfaction Survey**

The JSS was developed in 1997 by Paul E. Spector to assess employees' attitude about their job and aspects of the job (Prando, 2006). This instrument uses 36 items to measure nine job dimensions, which collectively assess the attitude of the employee and the aspects of the employee's job. These facets include pay, promotion, benefits, supervision, contingent rewards, working environment, co-workers, nature of work, and communication (Worrell, 2004). Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from strongly disagree to strongly agree and questions are written in both directions.

### **2.1.6.2 The Job Descriptive Index (JDI)**

The JDI was first propagated in 1969 in the Smith, Kendall and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (Spector, 1996). This instrument uses 72 "yes", "no" and "uncertain" questions to measure the reaction to five job dimensions which are, the work itself, pay, promotion, opportunities, and co-workers (Prando, 2006). Worrell (2004) state the JDI has been widely used and researched for over 40 years and it has become one of the most popular job satisfaction survey instruments. The only limitation of the JDI is that it only has five facets (Spector, 1996). Prando (2006) highlight a further criticism of the JDI in that it does not follow its own conceptualization of measuring feelings but asks employees to describe their jobs.

### **2.1.6.3 The Minnesota Satisfaction Questionnaire (MSQ)**

The MSQ which is the second most popular measure of job satisfaction in use was developed in 1967 by Weiss and Associates (Prando, 2006). According to Worrell (2004), the MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job. It provides more information on the rewarding aspects of a job rather than more general measures of job satisfaction. Worrel (2004) asserts that the MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies and in generating information about reinforces in jobs.

### 2.1.7 Effects of Job Satisfaction

A high level of job satisfaction has proven to lead to increased performance and commitment to work, whereas a low level of job satisfaction may cause a decrease in motivation (Locke, 1976; Brown & Peterson, 1993). Job satisfaction can be defined as an employee's positive or negative feelings about their job (Odom, Boxx& Dunn, 1990).According to (Sonntag and Frese, 2002 and Heidelberg, 2012) effects of Job satisfaction and dissatisfaction has direct impact on organization,which can be seen the effects of Job satisfaction in both term as follows:

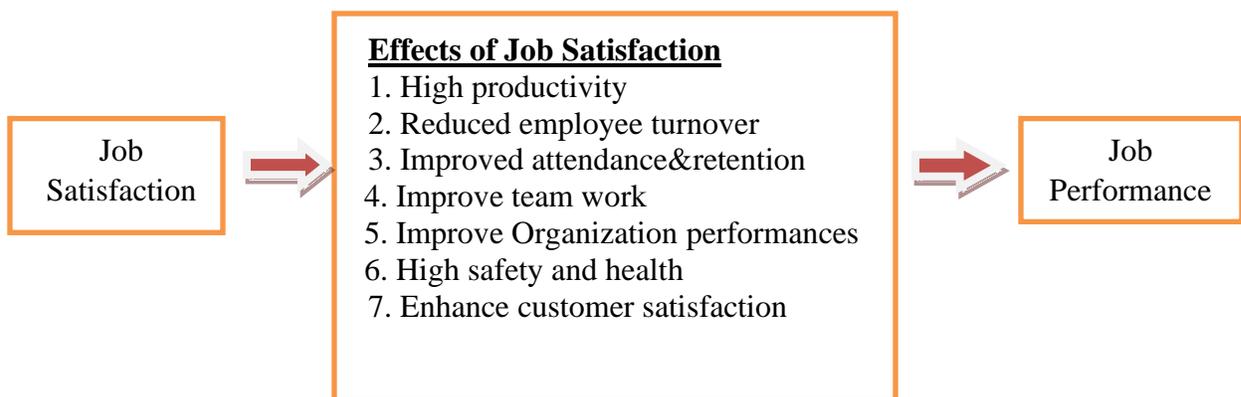
#### 2.1.7.1 Positive Effects of Job Satisfaction

According to Ostroff (1992), companies with more satisfied workers are more effective than companies with fewer workers. He states the positive consequences of job satisfaction as: - Improve Productivity, organization commitments, Customer Satisfaction, Team Sprits, Improved Attendance, Avoid Job Stress, Enhance Employee Retention and so.

#### 2.1.7.2 Negative Effects of Job Satisfaction

According to Spector (1997) employees who do not like their jobs may experience negative physical and mental health problems. However, Luthans (2002) contradicts Spector and states that workers with high levels of job satisfaction experience enhanced mental and physical health such as Absenteeism, employee Turnover, conflict at work place.

Figure 2: Effects of Job Satisfaction



Source: Spector (1997),adopted by Field Survey (2020)

Ellickson and Logsdon (2002) further support Spector's statement by defining job satisfaction as the level to which workers like and enjoy their work. (Curral et al. 2005) also found that the output and productivity of an organization is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Sousa-Posa, 2000). (Nanda and Browne, 1997), after examining employee performance indicators at the hiring stage found that employee's level of satisfaction and motivation affects their level of performance. In line with this argument, (Meyer, 1999) confirms that low level of job satisfaction negatively affects employee's commitment which eventually hinders achievement of organizational objectives and performance. Therefore, to retain higher performers requires attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, 2004).

### **2.1.8 Employee Work Performance**

As Nassazi (2013) cited from Armstrong (2000), employee performance is the important factor and the building block which increases the performance of the overall organization. Employees' performance depends on many factors like motivation, training and development, knowledge, commitment and the management view but the most important factor of employee performance is job satisfaction. As Kenney (1992), as cited in Nassazi (2013) stated that employees' performance is measured against the satisfaction level of employees. Employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organizations to perform well but ensure quality gain and show loyalty as well. According to Murphy and Kroeker, 1988 incited yesugirma, 2017) state that; Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior. There are a number of measures that can be taken into consideration when measuring employee work performance for example using of work quality, work quantity, work efficiency, Organizational performance, work confidence & decision making, Customer satisfaction, reduce employee turnover and absenteeism rate measures are as follows.

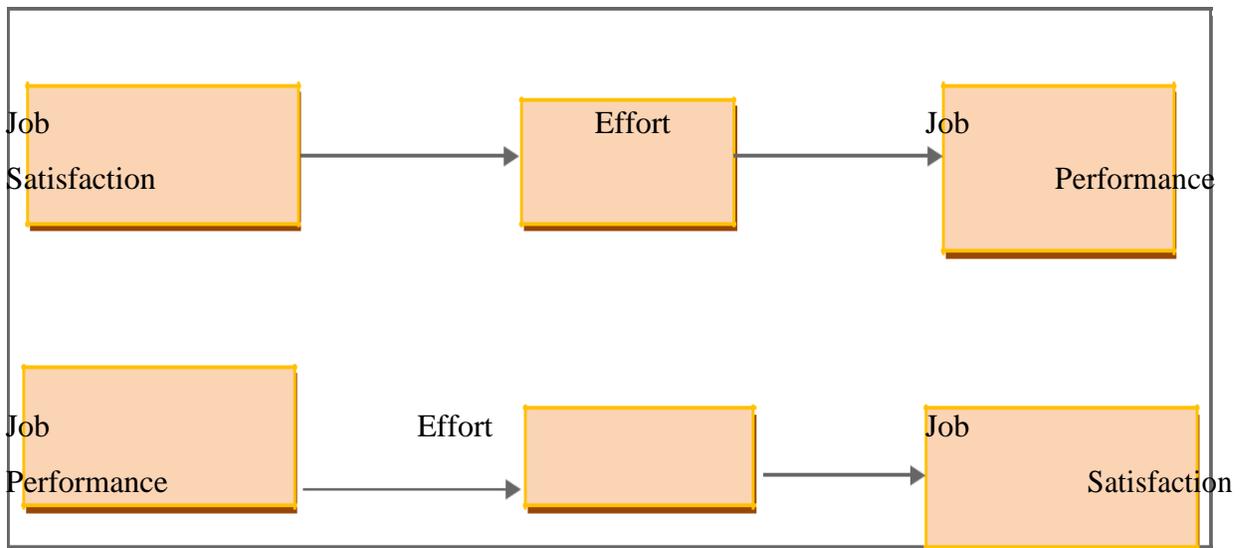
- **Work quantity** is expressed as a ratio of output to that of input (number of unity of production & number of sales volume)
- **Profitability** is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed.
- **Work quality** is the ability to produce without error & defect products
- **Work Efficiency** is the ability to produce the desired outcomes by using as minimal resources as possible.
- **Work Effectiveness** is the ability of employees to meet the desired objectives or target.
- **Service Quality** is the characteristic of products or services that stand an ability to satisfy the stated or implied needs.

### **2.1.9 Relationship between Job Satisfaction and Job Performance**

The debate on job satisfaction and its relationship to employee performance is ongoing. Kreitner and Kinicki, (2008) conclude that the relationship between job satisfaction and job performance is one of the biggest controversies in research within organizational behavior. In a recent survey, Sledge, Miles and Coppage (2008) conducted an investigation on employees in Brazil. The findings revealed that job satisfaction is associated with positive organizational outcomes such as employee performance, higher innovation and reduced labor turnover. Hellriegel, Slocum and Woodman (2001) state that a commonsense notion is that job satisfaction leads directly to effective task performance. Kohli (2010) asserts that “if employees enjoy their jobs and have high levels of morale, they will have a greater commitment to their work and go the extra mile in their jobs”. Linda Barrington (2010) suggests that those who are more interested in their work are also more likely to be innovative, to take risks and to use initiatives to drive employee performance. Robbins and Judge (2007) emphasize that a person with high level of job satisfaction holds positive feelings about their job, whilst a person who is dissatisfied holds negative feelings about his\her job. According to Prando (2006), the findings suggest that while individual performance and job satisfaction are not directly linked, there is ample evidence that organizational job satisfaction and performance are positively related to a moderate extent.

Mullins (2007) is of the opinion that there are conflicting views with regards to the relationship between job satisfaction and employee performance. Spector (1996) concurs with Mullins (2007) asserting that one view is that job satisfaction leads to better employee performance and the other is that good employee performance leads to job satisfaction. On Other Hand, (YesuGirma, 2018); also noted that determinant of job satisfaction had certainly increased the levels of employees' work performance. And finally, he concluded that Job satisfaction has a significant impact on employee work Performance.

**Figure 3:** Relationships between Job Satisfaction and Performance



**Source: Spector, P.E. (1997). Adapted by YesuGirma (2018)**

## 2.2 Empirical Literature Reviews

Empirical findings are one of the significant components of literature review in the study of a give research. These types of literature contribute a lot of the effective of the investigation under study revealing the gap that the research wants to finds out and how the research had empirically undertaken. Here under are the researcher reviews of some important issues which are directly related to the investigation understudy:

YesuGirma (2018) examined the interdependency between job satisfaction and performance among 277 employees (includes both workers and managers) at commercial bank of Ethiopia.

The researches regarding to determinants of employee's job satisfaction; all the independent variables i.e. nature of work, working environment, recognition, motivation and Promotion opportunities and benefit packages has a significant impact on employee satisfaction. The link shows that a positive advancement on the independent variables can enhance the satisfaction. The results of the study indicated that employee satisfaction and the determining variables have a positive correlation.

Ahmad et al. (2010) examined the interdependency between job satisfaction and performance among 310 employees (includes both workers and managers) of 15 advertising agencies of Islamabad, Pakistan. Performance was measured based on employees' quality of work, productivity and also problem-solving skills. Results indicated a very weak relation between job satisfaction and performance and there was no significant relation between job satisfaction and performance.

Wright et al. (2007) determined the relation between job satisfaction and job performance and the role of employee Positive Well-Being (PWB) as a moderator in this relation. Research was conducted on 109 managers employed by the customer services organization at the West Coast of the United States. Job satisfaction of the participants was measured in terms of the degree of satisfaction with work itself, co-workers and also supervision while the indicator for job performance was goal emphasis and the job performance of each participant was evaluated by their immediate manager. Research concluded that job satisfaction was correlated with job performance whereby all the three dimensions of job satisfaction were correlated with performance. Other than that, they also found that PWB was associated with performance ratings and PWB moderated the relation between job satisfaction and job performance. It meant that performance was at its highest level when employees reported high scores on PWB and job satisfaction.

Pushpakumari (2008) investigated the impact of job satisfaction on job performance among 237 respondents from 20 private sector organizations covering 5 industries in Sri Lanka. These 5 industries included Banking, Ceramics, Milk powder, Insurance and Newspaper. Rewards in the basis of intrinsic and extrinsic types were used to evaluate employees' job satisfaction whereby employees' job performance was measured based on the effort extended

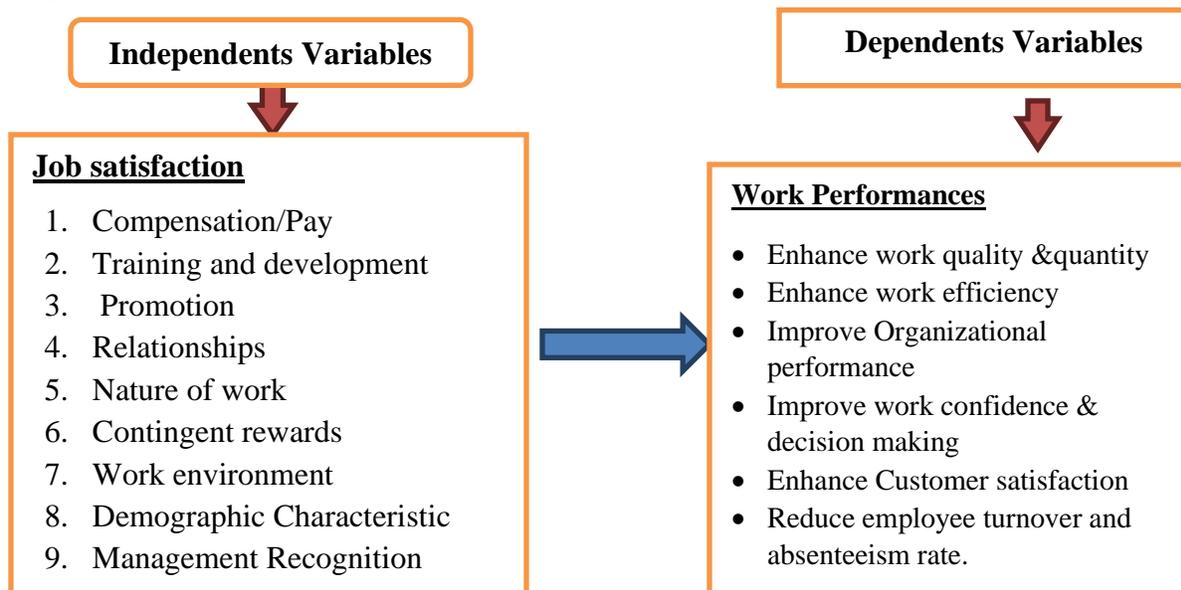
to the job. The findings indicated that positive and significant relationship occurred between satisfaction and performance for managers and non- managers.

In a survey conducted by Anuar Bin Hussin, 2013 in Trade Winds Group of Companies in Klang Valley, it made known a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. Also, the study noted a significant difference between position and job performance. The job satisfaction dimensions, like pay, promotion, work itself, supervision and co-workers can surely contribute to 17.8 percent increase the job performance in the organization.

### 2.3 Conceptual Framework

This study is guided by the following conceptual framework, which used to explain the interrelationship between the variables. The proposed model is self-made and explains the relationship between employees Job satisfaction and employees’ performance. Employees’ performance is a dependent variable and employees Job satisfaction is independent variable. All the same, effect is a mediating or intervening variable that explains the relationship between the dependent and independent variable as shown figure 4 below.

Figure 4: Conceptual Framework of the Study



Source: Field Survey, 2020

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### **Introduction**

This chapter focuses on the research methodology which integrates the various techniques that were used for the study for the purpose of achieving the research objectives. It takes into account issues such as research design, research strategy, data source, research population, and sample frame, sample size, sampling technique, source of data, Data collection procedures, methods of data collection, methods of data analysis, validity and reliability analysis, ethical consideration and conclusion.

#### **3.1 Research Methodology**

Research methodology is the systematic way of dealing with the research problem successfully and finding out the scientific way of conducting a research. It helps the researcher to be aware of the choice of steps usually adopted to study research problem together with the underlying logic behind them (Rajasekar, et al., 2013).

##### **3.1.1 Research Design**

The Research Design for this study was Correlational research design to examine the relationship between independent variable (job satisfaction) and employees' performance. The predictor variables were Demographic Characteristics, Compensation/Pay, Promotion, Relationships, Managements Recognition, Nature of work, Contingent rewards, Work environments, Training and developments and the response variable was job performance. To investigate the relationship between dependent and independent variable correlation design was used.

According to Reid 1987 incited yesugirma (2018), Correlation research aims to ascertain if there is a significant association between two variables. Creswell (2005) also explained that the correlation research method is useful for identifying the type of association, explaining complex relationships of multiple factors that explain an outcome, and predicting an outcome from one or more predictors. In addition to investigating the relationship of the variables, the influence of independent variables on job performance would be undertaken through

regression analysis. Creswell (2005) asserted that, regression is used for explaining a relationship among variables that the researcher is interested in examining whether one or more variables might affect another variable.

### 3.1.2 Research approach

The research approach for this study was Mixed Research Approach; Mixed Research Approach is the combination of the quantitative and qualitative research approach. Quantitative research approach defines as to explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (Aliaga and Gunderson, 2000). Qualitative research approach as used for participant observation or case studies which result in a narrative, descriptive account of a setting practice (Parkinson and Drislane, 2011). Instead of mixed research approach technique uses for the reasons of achieving credibility of result, for better interpretation of result, to offset the weaknesses associated with using one method and to achieve corroboration between the two methods (triangulation).

### 3.1.3 Target Population

Population can be defined as the whole group of people, events or things of interest that the researcher needs to study (Saunders, 2007). So as to perform this study, the first step was to get the total number of populations. There were 250 total populations (150 permanent and 100 temporary employees) found in Royal Foam Factory as February 2012 E.C. The target population was applied in each individual working in different work teams at Royal Foam Factory. The study was undertaken so that, the researcher had drawn the sample from all permanent employees that work greater than one year at Royal Foam Factory.

### 3.1.4 Sample size

Garson (2012) defined sample size as a sub set of the population drawn to represent the entire population. This is because of the fact that studying a subset of the population is manageable size relative to study the entire population due to time, cost and accessibility. Thus, the sample size was determined so as to represent the whole population. In this study, the sample size was extracted through the use of (

Mitiku (2017) and illustrates as follows.

$$n = \frac{N}{(e)^2 + 1} = \frac{150}{(0.05)^2 + 1} = 109$$

Where n = sample size,

N = population of the study, e = % level of significance or margin of tolerable error.

The researcher was considered 5% level of significance or margin of tolerable error and the confidential level is 95%. By computing the sample size of the population using the above formula, the sample size for both who receives questionnaires and conduct an interview to the study were 104.

### 3.1.5 Sampling Technique

The population in the above strata is relatively homogenous for the issue that the researcher was to study. Then the study participants were select using stratified sampling techniques after employing the payroll as sampling frame. By using strata tables, draw a sample from the sampling frame until the researcher finishes drawing “n” size of the population. All the same, threemanagement staff (team leaders) as clearly stated at the section of population of the study were selected by the researcher using purposive sampling to conduct an interview (yesugirma, 2018). Where X is sample size in each work team, n = total sample size of the study, P = population size of the team in each stratum  
N = total population of the study.

$$X = \frac{n(p)}{N}$$

(Taro Yamane, 1967)

**Table 1: Representation of the Sample Size**

No	Name of work team/process	P	n	N	X=n (p) /N	X
1	Deputy manager and consultant	13	104	150	X=104*13/150	9
2	Human resource and personal	15	104	150	X=104*15/150	10
3	Production & Technic depart	10	104	150	X=104*10/150	7
4	Marketing & Sales teams	21	104	150	X=104* 21/150	15
5	Quality inspection	16	104	150	X=104*16/150	11
6	foreign and domestic purchase	25	104	150	X=104*25/150	17
7	Finance & audit depart	14	104	150	X=104*14/150	10
8	Property administration	9	104	150	X=104*9/150	6
9	General (transport) service	16	104	150	X=104*16/150	11
10	IT and computer staff	11	104	150	X=104*11/150	8

	Total	150	1040	1500	$X=1040*150/1500$	104
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**Source: Source: Own survey, 2020**

### **3.1.6 Source of Data**

The study was conducted based on the collection of primary data. Primary data was collected through the use of well-structured and self-administered questionnaire that contains relevant questions regarding job satisfaction and employees' performance at the organization. The questionnaire was used to allow the response of the respondents in a standard and direct way, unbiased approach and objective oriented. In the meantime, face to face interview was also undertaken with team leaders to get their perceptions about the job satisfaction in the royal foam factory.

### **3.1.7 Methods of Data Collection**

#### **3.1.7.1 Questionnaire**

Data were collected through self-administered questionnaires that were prepared based on literature review to address the research questions. The reason why self-administered questionnaire was used?it helps as a swift and relatively low-cost strategy for obtaining information and easier to answer for the respondents. The questionnaires were distributed after the expected participants were selected and informed about the purpose of the research.The questionnaires involve two parts: section one of the questionnaire contains instruction and respondents' personal information; section two of the questionnaire includes variables which would be measured using Likert scale with five response categories, (strongly disagree, disagree, neutral, agree, and strongly agree).

#### **3.1.7.2 Interview**

In addition to collecting data through questionnaires; qualitative data collection technique, involving one-to-one interview with selected respondents was conducted to supplement and strengthen the information obtained from questionnaires. Semi-structured, interview was held by the researcher to obtain data for further clarity and credibility of the research with 3(three) team leaders of the Royal Foam Factory who were selected based on purposive sampling. Before the interview, brief explanation was offered based on the purpose of the interview to the interviewees and confidentiality of the provided information. As the time of interview, the

researcher took notes quickly and used easily accessibly recording tools like mobile for sure what the interviewees all talk about. Moreover, the researcher used some useful techniques of interview which include:

- Using good opening remark,
- Establishing Rapport,
- Being neutral&good closing.

### **3.1.8 Data Collection Procedures**

To get full support in overseeing and collecting the data, first contact was made with the human resource department of the organization. Following this, respondents who filled out the questionnaire were identified. Then, the respondents were informed about the purpose of the study and how to complete the questionnaire. In addition, during the administration of the questionnaire, a clarification for some questions was explained to the respondents so as to avoid doubts and confusions. Then the questionnaires were distributed (drop-off method) to the respondents. The filled out questionnaires and interview results were collected (pick-up method) and systematically organized. Finally, the collected data were edited through data cleaning, coding & data verification and analyzed quantitatively and qualitatively.

### **3.1.9 Methods of Data Analysis**

Schindler (2001) cited by Githinji Angela (2014) described data analysis as the process of editing and reducing a massed data to a convenient size, developing summaries, looking for patterns and using statistical methods. Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is mixed. Data was entered and analyzed using SPSS 20 version. Correlation analysis statistical tools were used to align with the objectives of the research, to test relationship between the variables. Regression analysis was employed to determine the effect of independent variables on dependent variable. Thus, both the strength of the relationship between variables and the influence of independent on dependent variable was tested.

### **3.1.10 Validity and Reliability**

#### **3.1.10.1 Validity**

The validity defined as the degree to which a measure accurately represents what is supposed to (Hair et al., 2007). Validity is concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate. (Leary 2004 as cited in YesuGirma 2018) state that four types of validity: Internal validity, External validity, constructs validity, and Statistical conclusion validity. Out of those use only the internal validity. **Internal Validity:** is how the findings of the research match reality and as the researcher measure the things that are aimed to measure.

As this specific study the validity test to be used is addressed the cause and effect are measured at the time (cross-sectional field survey), the questionnaire was modified with necessary recommendations of the thesis advisor and measure of internal validity is whether the finding shaves strong foundation or not. Therefore, the finding in this specific study is strongly supported by the reality in the context and the general theory in the field (Leary, 2004).

#### **3.1.10.2 Reliability**

Reliability refers to is whether an instrument can be interpreted consistently across different situations or it relates to the consistency of collected information. Cronbach's alpha is a coefficient of reliability. It was first named by Lee Cronbach in 1951. The pre-testing of this study was done to know the reliability and construct validity of the constructs of the questionnaire, a stratified sample size of 15 was chosen from the study population who were then excluded from the final study to get rid of biasness. The following measures were used to achieve the internal consistency among items in the construct adopted from EL Hajjar (2014): Cronbach's alpha acceptable value is  $> .80$ ; interim correlation acceptable value is  $> .30$ , and item total correlation is  $> .50$ . Accordingly, reliability analysis was run to check the reliability of the instrument employed in this research, and the result presents as follows.

#### **Table 2: Coefficient of Reliability**

Alpha value	Number of Items
0.853	36

Source: Own survey, 2020

As shown in the above table 2 the coefficient of reliability for the data collection instrument for all 36 items is 0.853 Alpha values. In this regard, items with a coefficient alpha greater than .80 are considered to have a very good reliability (Duffy, 2001) and Said Taan, 2018). Therefore, based on the above test results, the instrument scored acceptable Cronbach's alpha and the instrument is found reliable. All the same, the reliability score for the individual items of job satisfaction and employees' performance ranges between 0.617 and 0.853. Therefore, based on the test results as shown below table 3, individual items of the instrument scored acceptable Cronbach's alpha and each items of the instrument found reliable.

**Table 3: Coefficient of Reliability for each item**

No	Variables	Items in number	Alpha value
1	Compensation/Pay	3	0.617
2	Training and development	3	0.628
3	Promotion	3	0.657
4	Relationships	4	0.702
5	Contingent rewards	3	0.638
6	Nature of work	3	0.824
7	Demographic Characteristic	4	0.853
8	Work environment (health and safety )	3	0.649
9	Management Recognition/ Communication	3	0.659
10	Employees job satisfaction	7	0.853
	<b>Total</b>	<b>36</b>	<b>0.853</b>

Source: Own survey, 2020

### **3.1.11 Ethical Consideration**

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion. One other ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary2004). This was done so that the respondents were at ease and more likely to give honest responses to the questionnaire. There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary 2004).

### **3.2 Conclusion**

In conclusion, the chapter considered the research methodology that used for the study including research design, research strategy (approach), data source, research population, sample frame, sample size, sampling technique, source of data, Data collection procedures, methods of data collection, methods of data analysis, validity and reliability analysis and ethical consideration etc.

## **CHAPTER FOUR**

### **ANALYSIS AND INTERPRETATIONS OF DATA**

#### **Introduction**

This chapter focuses on the analysis and report of the results of the study. The chapter has 2 (two) sections. At the first section of the chapter, the Quantitative: analysis and discussion of findings: contains the demographic profile of the respondents, the main part of the study, the analysis and interpretation of data those were collected through questionnaire are presented. The second section of this chapter used to present qualitative results from interviewees in support of the quantitative results. Presentation of findings in each section is according to the order of basic research questions of the thesis. Descriptive and inferential analysis of the study was presented respectively. The data for this study was collected using a self-administered questionnaire and semi-structured interview guide to identified sample respondents. The total of 109 questionnaires were distributed and 104 were collected that accounts 95% response rate, 5(5%) of them were unfiled; no questionnaires were rejected due to missing data. This response rate was adequate to safely conclude on the effect of job satisfaction on employees 'work performance. Accordingly, the analysis of this study is based on 104 respondents only.

#### **4.1 Quantitative: Analysis and Discussion of Findings**

The quantitative analysis involves use the descriptive statistics and Results of Inferential Statistics. Descriptive statistics were computed in the form of frequency distribution, percent, mean and standard deviation for all variables and for the responses of all respondents. Computed frequency distribution and percent is used to determine the proportion of respondents choosing the various responses. All the same, Computed mean is used to measure the central tendency on each dimension in the questionnaire which implies that the levels of agreeableness and disagreeableness of the respondents/perceptions of the respondents on

various dimensions in the questionnaires. And the value of standard deviation indicates that how much variation a value deviates from the mean. The Results of Inferential Statistics were measure the study variable in the form of correlation and regression analysis and interprets the results.

#### 4.1.1 Demographic Characteristics of Respondent

The first part of the questionnaire consists of 6 (six) items about demographic data of the respondents such as: Sex group of the respondents, Age Group, Marital Status, Academic qualification of respondents, Work Experience and Job Position of the respondents; this helps the researcher to understand the characteristics of respondents with in different categories and the following table summarized the demographic data of the respondents.

**Table 4: Demographic Profile of the Respondent**

#	Demographic Variables	Variables.	Frequency (N=104)	Percent (%)	Cumulative Percent (%)
1	Gender (Sex)	Male	70	67.3	67.3
		Female	34	32.7	100
2	Age	18-25	1	1.0	1.0
		26-30	43	41.3	42.3
		31-40	46	44.2	86.5
		41-50	13	12.5	99
		More than 51	1	1.0	100
3	Marital Status	Single	34	28.8	28.8
		Married	70	71.2	100
4	Education Level	Level 3	1	1.0	1.0
		College Diploma	4	3.8	4.8
		First Degree	81	77.9	82.7
		Master&Above	18	17.3	100
5	Experience	1-5 years	36	34.6	34.6
		6-10years	57	54.8	89.4

	years	More than 11 years	<b>11</b>	<b>10.6</b>	<b>100</b>
6	Job position	Managerial	<b>14</b>	<b>13.5</b>	13.5
		Supervisor	<b>33</b>	<b>31.7</b>	45.2
		Subordinate	<b>57</b>	<b>54.8</b>	100

**Source: Field Survey, 2020**

As shown from the above table 4, the majority 70(67.3 %) of the respondents were Male and the remaining 34(32.7%) of the respondents were Female. Regarding the **Age group of the respondents**, the greater part 46(44.2%) of respondents were within the age category of 31-40 years. The second were 43(41.3%) within the age category of 26-30years. The third were 13(12.7%) within the age category of 41-50 years. And the fourth and fifth group were 1(1.0%) within the age category of 18-25 years and age category of 50 and above years respectively. With regard to **Marital Status of the respondents**, the majority of the respondents were 70(71.2%) married. The second group 34(28.8%) of the respondents were Single. With regard to **Academic qualification of the respondents**, the majority of the respondents were 81(77.9%) first degree. The second group 18(17.3%) of the respondents were holders of 2<sup>nd</sup> Degree or above. The third were 4(3.8%) of the respondents were college diploma. And the last group 1(1.0%) of the respondents were Level 3. With regard to the **Work Experience of the respondents**, largest group of respondents 57(54.8%) had a working experience of 6 to 10 years. The second group 36(34.6%) of respondents have served in the organization between 1-5 years. And the last group 11(10.6%) of respondents have served in the organization 11 and above years. With regard to the **Job Position of the respondents**, the majority of the respondents were 57(54.8%) subordinates. The second group 33(31.7%) of the respondents were supervisor. And the last group 14(13.5%) of the respondents were managers.

From the results of Demographic Profile of respondents, it can be concluding that majority of the Royal Foam employees are degree holders and also youth and energetic employees were worked at the factory which made the firm to become more productive and competitive advantageous.

#### **4.1.2 Views of Respondents:**

##### **On each items of the relationship between Job Satisfaction and employees' performance**

In this section, Likert scale questions were covered such as:

1. Compensation/Pay
2. Training and development
3. Promotion
4. Relationships
5. Nature of work
6. Contingent rewards
7. Work environment (health and safety at work place)
8. Demographic Characteristic
9. Management Recognition/ Communication
10. Effect of job satisfaction on employees 'work performance with 10 questions.

Accordingly, the respondents were guided with the Likert scale approach listed in the tables below: Strongly Disagree (SDA) =1, Disagree (DA) =2, Neutral (N) =3, Agree (A) =4 & Strongly Agree (SA) =5.

And Also N (%): N- frequencies (Number of respondents) & percentage of respondents.

#### **4.1.3 Perception of Respondents on Determinants of Job Satisfaction**

**The First research question is** What are the determinants of job satisfaction that affect employee work performance at Royal Foam Factory?

The study finds out 9 (nine) Determinant of Job Satisfaction identified based on the nature of foam industry.

- 1) Compensation/Pay,
- 2) Training and developments
- 3) Promotion,
- 4) Relationship with co-worker /managers/supervisors,
- 5) Nature of work,
- 6) Contingents Reward,
- 7) Work environments (Safety and health's at the workplace),

- 8) Demographic Characteristics and
- 9) Management recognition/communication.

**The Second Objective of the study is to determine to what extent the job satisfaction contribute to employees’ performance at Royal Foam Factory.**

The above illustrated each determinant of Job Satisfaction by what extent affect employee Job Satisfaction at Royal Foam Factory? Look the respondent answer in detail as below:

**4.1.4 Compensation/Pay**

**Table 5: Perception of respondents on compensation/pay**

1	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1.1	Pay employees salary compared with their work effort			34(32.7)	57(54.8)	13(12.5)	3.79	.64
1.2	Pay overtime for additional time work		5(4.8)	42(40.4)	54(51.9)	3(2.9)	3.52	.63
1.3	paidbonus for additional performance/ maximizing profit		5(4.8)	46(44.2)	50(48.1)	3(2.9)	3.49	.63
	<b>Compensation/Pay)</b>		<b>2(1.9)</b>	<b>49(47.1)</b>	<b>50(48.1)</b>	<b>3(2.9)</b>	<b>3.51</b>	<b>.59</b>

**Source: Field Survey, (2020)**

**For item no 1.1**, as shown from table 5, the majority of the respondents 57(54.8%) answer agree followed by with response rate 34(32.7%) of the respondents choose neither agree nor disagree. As well, with response rate 13(12.5%) of respondents choose strongly agree. The majority response rate of the respondents 70(67.3%) are in the agree. In addition, the mean ( $\pm$  SD) of an item, employees’ salary compared with their effort are designed based on Perception of respondents is 3.79( $\pm$  .64). That means; according to perception of respondents’ salary payments compared with their effort **is good** at royal foam factory.

**For item no 1.2**, as shown from table 5, the majority of the respondents 54(51.9%) answer agree followed by with response rate 42(40.4%) of the respondents choose neither agree nor disagree. As well, with response rate 5(4.8%) and 3(2.9) of respondents choose disagree and strongly agree, respectively. The majority response rate of the respondents 57(54.8%) and

42(40.4%) are choose agree and neither agree nor disagree, respectively. In addition, the mean ( $\pm$  SD) of an item, pay overtime for additional time work are designed based on Perception of respondents is 3.52( $\pm$  .63). That means;the respondents choose **neither satisfy nor dissatisfy perception** about the presentation of thePay overtime for additional time work. **For item no 1.3**,as shown from table 5, the majority of the respondents 50(48.1%) answer agree followed by with response rate 46(44.2%) of the respondents choose neither agree nor disagree. As well, with response rate 5(4.8%) and 3(2.9) of respondents choose disagree and strongly agree, respectively. The majority response rate of the respondents 53(51.0%) and 46(44.2%) are choose agree and neither agree nor disagree, respectively. In addition, the mean ( $\pm$  SD) of an item, paid bonus for additional performance are designed based on Perception of respondents is 3.49( $\pm$  .63). That means; the respondents choose neither satisfy nor dissatisfy perception about the presentation of the bonus payments for additional performance.

**Furthermore**, as shown from table 5, overall findings suggest that;53(51%) and 49(47.1%) respondents are choosing agree and neither agree nor disagree, respectively. And also score that group mean/St. Deviation is 3.51( $\pm$  0.59) for compensation/pay. That means; the respondents **have a positive perception** about the presentation of the compensation/pay (salary, overtime & bonus) at Royal Foam Factory.

#### 4.1.5 Training and development

**Table 6: Perception of respondents on Training and development**

2	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	HA N (%)		
2.1	Opportunity to develop improve skills(Training)		3(2.9)	81(77.9)	20(19.2)		3.16	.44
2.2	Opportunity to develop worker position		8(7.7)	77(74)	19(18.3)		3.11	.50
2.3	Opportunity to get chances higher education and learn new technology		2(1.9)	82(78.8)	20(19.2)		3.17	.43

	<b>Training and development</b>		2(1.9)	84(80.8)	18(1.3)		3.15	.41
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**Source: field survey (2020)**

**For item no 2.1**, as shown from table 6, the majority of the respondents 81(77.9%) answer neither agree nor disagree followed by with response rate 20(19.2%) of the respondents choose agree. As well, with response rate 3(2.9%) of respondents choose disagree. The majority response rate of the respondents 81(77.9%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunity to develop improve skills are designed based on Perception of respondents is 3.16( $\pm$ .44). That means; the respondents did not have a like nor dislike perception about the presentation styles Opportunity to develop improve skills (training).

**For item no 2.2**, as shown from table 6, the majority of the respondents 77(74.0%) answer neither agree nor disagree followed by with response rate 19(18.3%) of the respondents choose agree. As well, with response rate 8(7.7%) of respondents choose disagreed. The majority response rate of the respondents 77(74.0%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunity to develop worker position are designed based on Perception of respondents is 3.11( $\pm$ .50). That means; the respondents did not have a like nor dislike perception about the presentation styles Opportunity to develop worker position at Royal Foam Factory.

**For item no 2.3**, as shown from table 6, the majority of the respondents 82(78.8%) answer neither agree nor disagree followed by with response rate 20(19.2%) of the respondents choose agree. As well, with response rate 2(1.9%) of respondents choose disagree. The majority response rate of the respondents 82(78.8%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunity to get chances higher education and learn new technology are designed based on Perception of respondents is 3.17( $\pm$ .43). That means; the respondents did not have a positive nor negative perception about the presentation styles Opportunity to get chances higher education and learn new technology.

**Furthermore**, in table 6 illustrated that, majority respondents 84(80.8%) choose neither agree nor disagree and score that group mean/St. Deviation is 3.15( $\pm$  0.41) for Training and

developments. That means; the respondents **did not have a positive nor negative perceptions** about the presentation styles of the Training and developments aspect (Opportunity to develop improve skills, Opportunity to develop worker position and Opportunity to get chances higher education and learn new technology) at Royal Foam Factory.

#### 4.1.6 Promotion

**Table 7: Perception of respondents on Promotion**

3	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
3.1	Fairly implementing promotional policy		4(3.8)	75(72.1)	25(24)		3.20	.49
3.2	Opportunities to growth in the organization		7(6.7)	77(74)	20(19.2)		3.12	.49
3.3	Opportunity for Career advance and learn new skills.		3(2.9)	84(80.8)	17(16.3)		3.13	.42
	<b>Promotion</b>		3(2.9)	84(80.8)	17(16.3)		3.13	.42

**Source: field survey (2020)**

**For item no 3.1**, as shown from table 7, the majority of the respondents 75(72.1%) answer neither agree nor disagree followed by with response rate 25(24%) of the respondents choose agree. As well, with response rate 4(3.8%) of respondents choose disagree. The majority response rate of the respondents 75(72.1%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, fairly implementing promotional policy are designed based on Perception of respondents is 3.2( $\pm$  .49). That means; according to respondent's perception: employees feeling fairly implement promotional policy is neither agreed nor disagree at Royal Foam Factory.

**For item no 3.2**, as shown from table 7, the majority of the respondents 77(74%) answer neither agree nor disagree followed by with response rate 20(19.2%) of the respondents choose agree. As well, with response rate 7(6.7%) of respondents choose disagree. The

majority response rate of the respondents 77(74%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunities to growth in the organization are designed based on Perception of respondents is 3.12( $\pm$ .49). That means; according to respondent's perception: employees feeling opportunities to growth in the organization is **neither agree nor disagree** at Royal Foam Factory.

**For item no 3.3**, as shown from table 7, the majority of the respondents 84(80.8%) answer neither agree nor disagree followed by with response rate 17(16.3%) of the respondents choose agree. As well, with response rate 3(2.9%) of respondents choose disagree. The majority response rate of the respondents 84(80.8%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunity for Career advance and learn new skills are designed based on Perception of respondents is 3.12( $\pm$ .49). That means; according to respondent's perception: employees feeling opportunity for Career advance and learn new skills.is **neither agree nor disagree** at Royal Foam Factory.

**Furthermore**, as shown from table 7, overall findings suggest that;majority employees feeling or 84(80.8%) is chooseneither agree nor disagree and score that group mean/St. Deviation is 3.34( $\pm$  0.72) for promotion. That means; the respondents did **not have a positive nor negative perceptions** about the presentation styles of the promotion aspect (promotional policy, Opportunities to growth & Career advance and learn new skills) at Royal Foam Factory.

#### 4.1.7 Relationships with Co-Worker/Supervisor/Management

**Table 8: Perception of respondents on Relationships**

4	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
4.1	Workers relationship with co-workers			28(26.9)	69(66.3)	7(6.7)	3.79	.55
4.2	Co-Workers relationship with immediate supervisors		5(4.8)	36(34.6)	59(56.7)	4(3.8)	3.59	.64
4.3	Co-Workers relationship with management	1(1)	15(14.4)	36(34.6)	50(48.1)	2(1.9)	3.35	.78

4.4	Management relationship with each other	10(9.6)	47(45.2)	10(9.6)	37(35.6)		2.45	.79
	<b>Relationships</b>		1(1)	49(47.1)	54(51.9)		3.46	.52

**Source: field survey (2020)**

**For item no 4.1**, as shown from table 8, the majority of the respondents 69(66.3%) answer agreed followed by with response rate 28(26.9%) of the respondents choose neither agree nor disagree. As well, with response rate 7(6.7%) of respondents choose strongly agree. The majority response rate of the respondents 76(73%) are in the agree. In addition, the mean ( $\pm$  SD) of an item, employees' relationship with co-workers are designed based on Perception of respondents is 3.79( $\pm$  .55). That means; according to perception of respondents' co-worker relationship with co-workers **is very good relationships** at Royal Foam Factory.

**For item no 4.2**, as shown from table 8, the majority of the respondents 59(56.7%) answer agree followed by with response rate 36(34.6%) of the respondents choose neither agree nor disagree. As well, with response rate 5(4.8%) and 4(3.8) of respondents choose disagree and strongly agree, respectively. The majority response rate of the respondents 63(60.8%) are choose agree. In addition, the mean ( $\pm$  SD) of an item, Co-Workers relationship with immediate supervisors are designed based on Perception of respondents is 3.59( $\pm$  .64). That means; according to respondent's perception Co-Workers relationship with immediate supervisors is **good relationship** at Royal Foam Factory.

**For item no 4.3**, as shown from table 8, the majority of the respondents 50(48.1%) answer agree followed by with response rate 36(34.6%) of the respondents choose neither agree nor disagree. As well, with response rate 15(14.4%), 2(1.9%) and 1(1.0) of respondents choose disagreed, strongly agree and strongly disagree, respectively. The majority response rate of the respondents 52(51.0%) are choose agree. In addition, the mean ( $\pm$  SD) of an item, Co-Workers relationship with management staffs are designed based on Perception of respondents is 3.35( $\pm$  .78). That means; according to respondent's perception Co-Workers relationship with management staffs **are moderate relationships** at Royal Foam Factory.

**For item no 4.4**, as shown from table 8, the majority of the respondents 47(45.2%) answer disagreed followed by with response rate 37(35.6%) of the respondents choose agree. As

well, with response rate 10(9.6%) and 10(9.6%) of respondents choose strongly disagree and neither agree nor disagree., respectively. The majority response rate of the respondents 57(54.8%) are choose disagree. In addition, the mean ( $\pm$  SD) of an item, Management relationship with each other are designed based on Perception of respondents is 2.45 ( $\pm$ .79). That means; according to respondent's perception majority employees Management relationship with each other are **low relationships** at Royal Foam Factory.

**Furthermore**, as shown from table 8, overall findings suggest that; majority respondent perception 54(51.9%) choose agree and score that group mean/St. Deviation is 3.46 ( $\pm$  0.52) for Relationships with Co-Worker/Supervisor/Managements. That means; the respondents have a **positive perception** about the presentation styles of the relationships (Employees relationship with co-workers, Co-Workers relationship with immediate supervisors and Management relationship with each other's) at Royal Foam Factory.

#### 4.1.8 Contingent Reward

**Table 9: Perception of respondents on Contingents Reward**

5	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	HA N (%)		
5.1	acknowledge for contributions and efforts		4(3.8)	78(75.0)	22(21.2)		3.17	.47
5.2	praises for exceptional efforts		6(5.8)	77(74)	21(20.2)		3.14	.49
5.3	Management Recognition for each work activities.		3(2.9)	79(76)	22(21.2)		3.18	.46
	<b>Contingents Reward</b>		3(2.9)	81(77.9)	20(19.2)		3.16	.44

**Source: field survey (2020)**

**For item no 5.1**, as shown from table 9, the majority of the respondents 78(75%) answer neither agree nor disagree followed by with response rate 22(21.2%) of the respondents choose agree. As well, with response rate 4(3.8%) of respondents choose disagree. The majority response rate of the respondents 78(75%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, acknowledge for contributions and efforts are designed based on Perception of respondents is 3.17( $\pm$ .47). That means; the respondents did not have

**neither satisfied nor dissatisfied** about acknowledge for contributions and efforts at Royal Foam Factory.

**For item no 5.2**, as shown from table 9, the majority of the respondents 77(74%) answer neither agree nor disagree followed by with response rate 21(20.2%) of the respondents choose agree. As well, with response rate 6(5.8%) of respondents choose disagree. The majority response rate of the respondents 77(74%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, praises for exceptional efforts are designed based on Perception of respondents is 3.14( $\pm$ .49). That means; the respondents did not have **neither satisfied nor dissatisfied about the praises for exceptional efforts** at Royal Foam Factory.

**For item no 5.3**, as shown from table 9, the majority of the respondents 79(76%) answer neither agree nor disagree followed by with response rate 22(21.2%) of the respondents choose agree. As well, with response rate 3(2.9%) of respondents choose disagree. The majority response rate of the respondents 79(76%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Management Recognition for each work activities are designed based on Perception of respondents is 3.14( $\pm$ .49). That means; the respondents did **not have a positive nor negative** perception about the presentation styles of Management Recognition for each work activities at Royal Foam Factory.

**Furthermore**, as shown from table 9, overall findings suggest that; On overall Contingents Reward majority employees feeling or 81(77.9%) is neither agree nor disagree and score that group mean/St. Deviation is 3.14( $\pm$  0.44) for Contingents Reward. That means; the respondents did **not have a positive nor negative perception** about the presentation styles of the Contingents Reward at Royal Foam Factory.

#### 4.1.9 Nature of Work

**Table 10: Perception of respondents on Nature of work**

6	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
6.1	Job rotation moves employees between two or more jobs.		11(10.6)	37(35.6)	56(53.8)		3.43	.68

6.2	Employees stay highly repetitive operation schedule and work load.		13(12.5)	33(31.7)	58(55.8)		3.43	.69
6.3	Jobs and workers should be matched in terms of skills and intelligence.	3(2.9)	51(49.0)	39(37.5)	11(10.6)		2.55	.72
	<b>Nature of work</b>		<b>10(9.6)</b>	<b>72(69.2)</b>	<b>22(21.2)</b>		<b>3.11</b>	<b>.54</b>

**Source: field survey (2020)**

**For item no 6.1**, as indicated from table 10, the majority of the respondents 56(53.8%) answer agree followed by with response rate 37(35.6%) of the respondents choose neither agree nor disagree. As well, with response rate 11(10.6%) of respondents choose disagree. The majority response rate of the respondents 56(53.8%) are choose agree. In addition, the mean ( $\pm$  SD) of an item, Job rotation moves employees between two or more jobs. are designed based on Perception of respondents is 3.43( $\pm$  .68). That means; according to respondents' views: majority workers work by Job rotation systems at Royal Foam Factory.

**For item no 6.2**, as indicated from table 10, the majority of the respondents 58(55.8%) answer agree followed by with response rate 33(31.7%) of the respondents choose neither agree nor disagree. As well, with response rate 13(12.5%) of respondents choose disagree. The majority response rate of the respondents 58(55.8%) are choose agree. In addition, the mean ( $\pm$  SD) of an item, Employees stay highly repetitive operation schedule and work load are designed based on Perception of respondents is 3.43( $\pm$  .69). That means; according to respondents' views: majority workers work on repetitive operation schedule and work load at Royal Foam Factory.

**For item no 6.3**, as indicated from table 10, the majority of the respondents 51(49%) answer disagree followed by with response rate 39(37.5%) of the respondents choose neither agree nor disagree. As well, with response rate 11(10.6%) and 3(2.9%) of respondents choose agree and strongly disagree, respectively. The majority response rate of the respondents 57(54.8%) are choose disagree. In addition, the mean ( $\pm$  SD) of an item, Jobs and workers should be matched in terms of skills and intelligence are designed based on Perception of respondents is

2.55 ( $\pm$ .72). That means; according to respondent's views, majority employees Job is not match with in their skills and intelligence at Royal Foam Factory.

**Furthermore**,as shown from table 10, overall findings suggest themajority On Overall Nature of work majority employees feeling or 72(69.2%) is neither agree nor disagree and score that group mean/St. Deviation is 3.14( $\pm$  0.44) for Nature of work. That means; the respondents did not have a positive nor negative perception about the presentation styles of the Nature of work at Royal Foam Factory.

#### 4.1.10 Work Environments (Health and Safety at work place)

**Table 11: Perception of respondents on Work Environments (Health)**

7	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	D N (%)	N N (%)	A N (%)	HA N (%)		
7.1	Health and Safety Policy (Health Insurance)		3(2.9)	88(84.5)	13(12.5)		3.09	.38
7.2	Security in the physical Environment		4(3.8)	87(83.7)	13(12.5)		3.08	.39
7.3	Employee Working in well work environments		2(1.9)	89(85.6)	13(12.5)		3.10	.39
	<b>Work Environments</b>		2(1.9)	88(84.6)	14(13.5)		3.11	.38

**Source: field survey (2020)**

**For item no 7.1**, as shown from table 11, the majority of the respondents 88(84.5%) answer neither agree nor disagree followed by with response rate 13(12.5%) of the respondents choose agree. As well, with response rate 3(2.9%) of respondents choose disagree. The majority response rate of the respondents 88(84.5%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Health and Safety Policy are designed based on Perception of respondents is 3.09( $\pm$ .38). That means; according to respondent's perception: employees feeling on Health and Safety Insurance is **neither agree nor disagree** at Royal Foam Factory.

**For item no 7.2**, as shown from table 11, the majority of the respondents 87(83.5%) answer neither agree nor disagree followed by with response rate 13(12.5%) of the respondents choose agree. As well, with response rate 4(3.8%) of respondents choose disagree. The majority response rate of the respondents 87(83.5%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Security in the physical Environment are designed based on Perception of respondents is 3.09( $\pm$ .38). That means; according to respondent's perception: employees feeling on Security in the physical Environment is **neither agree nor disagree** at Royal Foam Factory.

**For item no 7.3**, as shown from table 11, the majority of the respondents 89(85.6%) answer neither agree nor disagree followed by with response rate 13(12.5%) of the respondents choose agree. As well, with response rate 2(1.9%) of respondents choose disagree. The majority response rate of the respondents 89(85.6%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Employee Working in well work environments are designed based on Perception of respondents is 3.10( $\pm$ .39). That means; according to respondent's perception: employees feeling on Employee Working in well work environments is **neither agree nor disagree** at Royal Foam Factory.

**Furthermore**, in table 11 illustrated that, majority On Overall Work Environments majority employees feeling or 88(84.6%) is neither agree nor disagree and score that group mean/St. Deviation is 3.11( $\pm$  0.38) for Work Environments. That means; the respondents did not have a positive nor negative perception about the presentation styles of the Work Environments at Royal Foam Factory.

#### 4.1.11 Demographic Characteristics

**Table 12: Perception of Respondents on Demographic Characteristics**

8	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
8.1	The Age of employee will pose impact on job satisfaction			36(34.6)	59(56.7)	9(8.7)	3.74	.61
8.2	Gender of an employee		2(1.9)	40(38.5)	58(55.8)	4(3.8)	3.62	.60

	will have an effect on job satisfaction							
8.3	Experienced employees will have an affirmative effect on job satisfaction		3(2.9)	27(26.0)	68(65.4)	6(5.8)	3.74	.61
8.4	The level of education will have an affirmative effect on job satisfaction		5(4.8)	28(26.9)	65(62.5)	6(5.8)	3.69	.65
	<b>Demographic Characteristics</b>		1(1.0)	<b>30(28.8)</b>	<b>67(64.4)</b>	<b>6(5.8)</b>	<b>3.75</b>	<b>.57</b>

**Source: field survey (2020)**

**For item no 8.1,** as shown from table 12, the majority of the respondents 59(56.7%) answer agree followed by with response rate 36(34.6%) of the respondents choose neither agree nor disagree. As well, with response rate 9(8.7%) of respondents choose strongly agree. The majority response rate of the respondents 68(65.4%) are in the agree. In addition, the mean ( $\pm$  SD) of an item, age of employee is designed based on Demographic Characteristics is 3.74( $\pm$  .61). That means; the ages of employees one of the Demographic Characteristics factors that affect the employee work performance at Royal Foam Factory.

**For item no 8.2,** as shown from table 12, the majority of the respondents 58(55.8%) answer agree followed by with response rate 40(38.5%) of the respondents choose neither agree nor disagree. As well, with response rate 4(3.8%) & 2(1.9%) of respondents choose strongly agree and disagree; respectively. The majority response rate of the respondents 62(59.6%) are in the agreed. In addition, the mean ( $\pm$  SD) of an item, Gender of an employee are designed based on Demographic Characteristics is 3.62( $\pm$  .59). That means; the Gender of employees other Demographic Characteristics factors that affect the employee work performance at Royal Foam Factory.

**For item no 8.3,** as shown from table 12, the majority of the respondents 68(65.4%) answer agree followed by with response rate 28(26.9%) of the respondents choose neither agree nor disagree. As well, with response rate 6(5.8%) & 3(2.9%) of respondents choose strongly agree and disagree; respectively. The majority response rate of the respondents 74(71.2%) are in the agreed. In addition, the mean ( $\pm$  SD) of an item, Experienced employees are designed based on Demographic Characteristics is 3.74( $\pm$  .61). That means; the experience of

employees is the major Demographic Characteristics factors that affect the employee work performance at Royal Foam Factory.

**For item no 8.4**, as shown from table 12, the majority of the respondents 65(62.5%) answer agree followed by with response rate 27(26%) of the respondents choose neither agree nor disagree. As well, with response rate 6(5.8%) & 5(4.8%) of respondents choose strongly agree and disagree; respectively. The majority response rate of the respondents 71(68.3%) are in the agree. In addition, the mean ( $\pm$  SD) of an item, education level of employees is designed based on Demographic Characteristics is 3.69( $\pm$  .66). That means; the education level of employees is the other major Demographic Characteristics factors that affect the employee work performance at Royal Foam Factory

**Furthermore**, in table 12 shows that, the findings suggest that; the employee work Experience and education level of employees are the most demographic characteristics factors job satisfaction that affects the employees work performance at Royal Foam Factory. On other hands, as the table shows: the findings suggest that; the 73(70.2%) respondents are agreed overall Demographic Characteristics and score that group mean/St. Deviation are 3.75( $\pm$  0.57). That means; the respondents **do have a positive perception** about the presentation of the Demographic Characteristics (ages, gender, education level & work experiences) at Royal Foam Factory.

#### 4.1.12 Management Recognition/ Communication

**Table 13: Perception of respondents on Managements Recognition**

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
9.1	Fair work communication motives between employees and management		5(4.8)	78(75)	21(20.2)		3.15	.48
9.2	Managements recognize each employee's relevant to within efforts and contribution.		2(1.9)	82(78.8)	20(19.2)		3.17	.43
9.3	Managements recognize the employee relevant to within unfair Appraisal &		4(3.8)	81(77.9)	19(18.3)		3.14	.45

	interpersonal relationships							
	<b>Management Recognition/ Communication</b>		2(1.9)	83(79.8)	19(18.3)		3.19	.44

**Source: field survey (2020)**

**For item no 9.1**, as shown from table 13, the majority of the respondents 78(75%) answer neither agree nor disagree followed by with response rate 21(20.2%) of the respondents choose agree. As well, with response rate 5(4.8%) of respondents choose disagree. The majority response rate of the respondents 82(78.8%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Fair work communication motives between employees and management are designed based on Perception of respondents is 3.15( $\pm$ .48). That means; the respondents **did not have a like nor dislike perception** about the presentation Fair work communication motives between employees and management at Royal Foam Factory.

**For item no 9.2**, as shown from table 13, the majority of the respondents 82(78.8%) answer neither agree nor disagree followed by with response rate 20(19.2%) of the respondents choose agree. As well, with response rate 2(1.9%) of respondents choose disagreed. The majority response rate of the respondents 82(78.8%) are choose neither agree nor disagreed. In addition, the mean ( $\pm$  SD) of an item, Management recognize each employee’s relevant to within efforts and contribution are designed based on Perception of respondents is 3.17( $\pm$ .43). That means; the respondents did not have a **positive nor negative perception** about the presentation styles Management recognize each employee’s relevant to within efforts and contribution at Royal Foam Factory.

**For item no 9.3**, as shown from table 13, the majority of the respondents 81(77.9%) answer neither agree nor disagree followed by with response rate 19(18.3%) of the respondents choose agree. As well, with response rate 4(3.8%) of respondents choose disagree. The majority response rate of the respondents 81(77.9%) are choose neither agree nor disagree. In addition, the mean ( $\pm$  SD) of an item, Opportunity to get chances higher education and learn new technology are designed based on Perception of respondents is 3.14( $\pm$ .45). That means; the respondents **did not have a positive nor negative perception** about the presentation

styles Opportunity to get chances higher education and learn new technology at Royal Foam Factory.

**Furthermore**, in table 13 illustrated that, majority respondents 83(79.8%) choose neither agree nor disagree and score that group mean/St. Deviation is 3.19(± 0.44) for Management Recognition/ Communication. That means; the respondents **did not have a positive nor negative perception** about the presentation of Managements Recognition/ Communication at Royal Foam Factory.

#### 4.1.13 Job Satisfaction

In this section discuss job satisfaction derived from the sum of explored each determinants of job satisfaction respondent perception divide by total number of determinants of job satisfaction. As Result show that: Job Satisfaction by what extent affect employee Job performance at royal foam factory? Look the average of respondent answer in detail as below:

**Table 14: Perception of respondents on job satisfaction**

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	job satisfaction.		2(1.9)	83(79.8)	19(18.3)		3.16	.42

**Source: field survey (2020)**

**Furthermore**, in table 14 illustrated that, majority respondents 83(79.8%) choose neither agree nor disagree and score that group mean/St. Deviation is 3.16(± 0.42) for job satisfaction. That means; the respondents **did not have a positive nor negative perception** about the job satisfaction at Royal Foam Factory.

#### 4.1.14 Employee Work Performance

To what extent the job satisfaction contributes to employees' work performance at Royal Foam Factory; as shown in table 15.

**Table 15: Effects of Job Satisfaction on work performance**

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA N (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	Employees avoid defect production and minimize the number of error			23(22.1)	61(58.7)	20(19.2)	3.97	0.65
2	Employees enhance number of unit of production & number of sales			23(22.1)	58(55.8)	23(22.1)	4.02	0.77
3	Employees complete their work on time& on budget			24(23.1)	73(70.2)	7(6.7)	3.83	0.52
4	Employees Generate more sales revenue & profitability and reduce operating expenses			23(22.1)	60(57.7)	21(20.8)	3.98	0..65
5	Employees build work confidence, creativity & decision making			14(13.5)	31(29.8)	59(56.7)	3.43	0.72
6	Enhance customer service quality& satisfaction		7(6.7)	31(29.8)	64(61.5)	2(1.9)	3.59	0.64
7	Enhance employee trust and retention & reduce turnover and absenteeism rate		9(8.7)	34(32.7)	61(58.7)		3.50	0.65
	<b>Work performance</b>			<b>25(24.0)</b>	<b>79(76.0)</b>		<b>3.77</b>	<b>0.45</b>

**Source: field survey, 2020**

Table 15: presents the Perception of respondents on effects job satisfaction statements weremeasured in terms of the calculation of their frequency distribution and percent and

mean and standard deviation. Based on the results, each item can be discussed in detail as follows:

**For item no 1, as explained in table 15,**the majority respondents 81(77.9%) choose agree and score that group mean/St. Deviation is  $3.97(\pm 0.65)$  for employees improving work quality. That means; the respondents have a positive perception i.e. Employees avoid defect production and minimize the number of error after receiving job satisfaction.at Royal Foam Factory.

**For item no 2, as explained in table 15,**the majority respondents 81(77.9%) choose agree and score that group mean/St. Deviation is  $4.02(\pm 0.77)$  for employees improving work quantity. That means; the respondents have a positive perception i.e. Employees enhance number of unit of production & number of sales after receiving job satisfaction.at Royal Foam Factory.

**For item no 3, as explained in table 15,**the majority respondents 80(76.9%) choose agree and score that group mean/St. Deviation is  $3.83(\pm .52)$  for employees improving work efficiency. That means; the respondents have a positive perception i.e. Employees complete their work on time& on budget after receiving job satisfaction.at Royal Foam Factory.

**For item no 4, as explained in table 15,**the majority respondents 80(76.9%) choose agree and score that group mean/St. Deviation is  $3.98(\pm .65)$  for employees improving organization performance. That means; the respondents have a positive perception i.e. Employees Generate more sales revenue & profitability and reduce operating expenses after receiving job satisfaction at Royal Foam Factory.

**For item no 5, as explained in table 15,**the majority respondents 90(86.5%) choose agree and score that group mean/St. Deviation is  $3.43(\pm .72)$ for employees improving work confidence, creativity & decision making. That means; the respondents have a positive perception i.e. Employees build work confidence, creativity & decision making after receiving job satisfaction at Royal Foam Factory.

**For item no 6, as explained in table 15,**the majority respondents 66(63.4%) choose agree and score that group mean/St. Deviation is  $3.59(\pm .64)$ for employees enhance customer service quality& satisfaction that means; the respondents have a positive perception i.e. Employees

enhance customer service quality & satisfaction after receiving job satisfaction at Royal Foam Factory.

**For item no 7, as explained in table 15,** the majority respondents 61(58.7%) choose agree and score that group mean/St. Deviation is 3.50(±.65) for employees reduce turnover and absenteeism rate. That means; the respondents have a positive perception i.e. Employees enhance employee trust and retention & reduce turnover and absenteeism rate after receiving job satisfaction at Royal Foam Factory. **Furthermore, in table 15 illustrated that,** the majority respondents 79(76%) choose agree and score that group mean/St. Deviation is 3.77(± 0.45) for effects of job satisfaction (employees work performance). That means; the respondents have a positive perception i.e. Employees enhance over all their work performance after receiving job satisfaction at Royal Foam Factory.

**4.1.15 Results of Inferential Statistics.**

This section describes the measurements that have been used to operationalize the variables.

**4.1.15.1 Correlation Analysis**

**The third objective of the study** is to investigate on the Correlation between job satisfaction and employees work performance among the employees of the Royal Foam Factory. To know the strength of the linear relationship between independent and dependent variables, a correlation test was used. A correlation coefficient expresses quantitatively the magnitude and direction of the linear relationship between variables, Pearson correlation coefficient reveal magnitude and direction of (either positive or negative) and the intensity of the relationship (-1 to +1). The researcher used one of the most commonly used types of correlation coefficient which is Pearson correlation coefficient methods because of the statistical accuracy that usually results from this method. The strength of correlation would interpret through suggestion by Evans (1996) as cited in Mitiku (2017), as shown in the following pattern: from 0.00 - 0.19 very weak, 0.2 - 0.39 weak, 0.4 - 0.59 Moderate, 0.6 - 0.79 strong and 0.8 - 1.0 very strong. As table 16 show the correlation between work performances, each determinant of job satisfaction and job satisfaction.

**Table 16: Pearson’s Correlation Analysis**

	<b>Work Performance</b>
--	-------------------------

Job satisfaction	Sample	Pearson's Correlation	Sig. (2-tailed)
Pay	104	.497**	.000
Training and developments	104	.266*	.006
Promotion	104	.235*	.016
Relationships	104	.502*	.000
Nature of work	104	.203*	.039
Contingent reward	104	.260*	.008
Work environments	104	.233*	.017
Demographic variables	104	.545*	.000
Managements recognition	104	.273*	.005
Job satisfaction	104	.273*	.005
*Correlation is significant at the 0.05 level (2-tailed).			

**Source: Field Work, 2020**

As described in Table 16, According to Evans, 1996 as cited in Mitiku (2017) state that; the correlation analysis as Pearson Correlation; The Pearson Correlation of each determinant of job satisfaction or job satisfaction with employee work performance are fall between 0.203 - 0.545 and p-value=0.000 - 0.039. Therefore, the hypothesis test of this study is the null hypothesis “that there is relationship between (employee work performance) DV and job satisfaction (Iv) is accepted (i.e. the sign is indicating positive or direct). And also, there is significant relationship between employee work performance and job satisfaction (i.e. the value of p is less than 0.05).

As results show that: the correlation between work performances, each determinant of job satisfaction and job satisfaction

The compensation, Relationships and Demographic variables are a moderate correlation.

The Management recognition/ communication, Work environments, Training and development, Contingent reward, Nature of work and Promotion are weak correlations.

The coefficient of correlation (R) measures the degree of association between the dependent and the independent variables. Therefore, R= 0.273 or 27.3% means that there is a weak association or correlation between job satisfaction and employee work performance are weak correlations at Royal Foam Factory. Regression analysis can show which are the important factors based on whether the variable is significant or not (what variables passed the t-test and

what did not pass.) t-test and what did not pass.) The magnitude and the level of coefficient indicate the importance of the variables.

#### 4.1.15.2 Multiple Regression Analysis

This section finds out how the variation of the dependent variable (work performance) is explained by a portion variation in each of the independent variation. In addition, Regression analysis can show which are the important factors based on whether the variable is significant or not (what variables passed the t-test and what did not pass.) t-test and what did not pass.) and indicate the magnitude and the level of coefficient the importance of the variables. In case study, linear regression analysis was used to examine the effect of the independent variable on the dependent variable. To achieve this, we find the coefficient of determination and test it is significance, and to determine the regression line and test it is slope. The coefficient of determination given by R<sup>2</sup> shows the goodness of fit test or shows the overall strength of the association between the dependent (employee's performance) and the independent (job satisfaction) variables at Royal Foam Factory.

**Table 17: Model Summary Regression Table Analysis**

Predictors (Independent Variable)	Work Performance (Dependent Variable) (WP)						Sig. (2-tailed)
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Coefficients		St. error	
				Constant	Coefficient		
Compensation/Pay (PC)	.497	.247	.239	2.49	.062	.37	.000
T& D	.266	.071	.061	2.89	.276	.42	.006
Promotion (P)	.235	.055	.046	3.00	.241	.41	.016
Relationships ( R)	.502	.252	.244	2.33	.414	.37	.000
Nature of work(NW)	.203	.041	.032	3.26	.160	.42	.039
Contingent reward (CR)	.260	.067	.058	2.96	.252	.41	.008
Work environments (WE)	.233	.054	.045	2.93	.266	.42	.017
Demographic variables(DV)	.545	.297	.290	2.22	.410	.36	.000
Managements recognition(MR)	.273	.075	.066	2.87	.279	.41	.005
Job satisfaction (JS)	.273	.075	.066	2.87	.279	.42	.005

\*Beta of each Predictor (Independent Variable) is similar with Pearson Correlation (R).

**Source: Field Work, 2020**

Table 17 indicates the coefficient of determination ( $R^2$ ) for the linear regression between each determinants and effects of job satisfaction.

**Interpretations the results**

It can be ( $R^2$ ) determined that the variation of effects of job satisfaction is explained by a significant portion of the variation in the determinants of job satisfaction: pay (27.7%), training & developments (26.60%), promotion (5.5%), relationships (25.2%), nature of work (4.10%), contingent reward (26.6%), work environments (23.30%), demographics variables (29.7%), managements recognition (7.50%) and job satisfaction (7.5%).

$R^2$  of job satisfaction = 0.075 means that 7.5 percent of the total variation in the dependent variable (employees' performance) is explained by the independent variable (job satisfaction). In these results, with a goodness fit of 7.5%, we can argue that the regression line is a "weak fit" at Royal Foam Factory.

The major finding of this study is job satisfaction has a positive effect on employee work performance (coefficients are positive) and significant (p value is equal to  $.000 < 0.05$ ) which means changes in the predictor's value are related to changes in the response variable, that is, job satisfaction significantly predicts the employees' performance at Royal Foam Factory.

The equation of the regression lines is defined by the following

$$EWP = Y = a + B1Z + e$$

$$EWP = 2.87 + 0.279Z + 0.42$$

whereas, EWP= employee work performance /  $Y_i$ = Outcomes score (dependent variable); a = constant value / correlation; B1= Coefficient for slope; Z= independent variable (job satisfaction), e= St. Error of estimate.

**4.2 Qualitative: Analysis and Discussion of Findings**

Qualitative research involves the use of methods such as participant observation or case studies which result in a narrative, descriptive account of a certain practice (Parkinson and Drislane, 2011).

The qualitative findings and analysis present sector- based interviews with managers. The qualitative analysis intends to help the quantitative analysis that understands in detail the effects of job satisfaction work performance at Royal Foam Factory. Key findings from the study are summarized as follows:

#### **4.2.1 Demographic Characteristics**

In all, 3 (three) management staff from the Royal Foam Factory selected were interviewed by the help of an in-depth interview guide. Two out of the three respondents were male and master's holder. Their ages range between 35-40 years of age. On other hand, the remaining female was 43 years old and 1<sup>st</sup> degree holder. All of them are married and have more than 10 years' service years in Foam Factory. The management staff positions were Human Resource Manager, production Manager and marketing manager.

#### **4.2.2 Managements Staff Views on Determinants of Job Satisfaction**

This section of the analysis is views of management staff on the determinants of job satisfaction; all management respondents are saying "In our company various determinants of Job Satisfaction applied in different events to enhance employee job performances". The production managers and Human Resource Manager indicated some of the determinants of job satisfaction implemented in the Royal Foam Factory.

**Production managers** say "the compensation/pay salary compared with their work performance, acknowledge for contributions and efforts and provide to employee the Health Insurance is major factors of job satisfaction."

**Human Resource Managers** says the "Most at times, the company provides to his/her employees fair salary for experienced and literate employees, well communication, work place safety, good relationship with superiors and provides different training". The above quotations are in consonance with the determinants of job satisfaction implemented in the field data of the employees and other researchers such as Abdullah et al. (2011) and (Locke, (1976) who made mention of factors such as compensation/pay, acknowledge for efforts, provide Health Insurance, good relationship with superiors and co-workers. This also supports the quantitative findings that demographic characteristics, employee relationships and compensation/pay are highly implement determinants of job satisfaction at Royal Foam Factory.

#### **4.2.3 Managements Staff Views on Effect of Job Satisfaction**

The three management staff views; besides consequences of job satisfaction that effects of job satisfaction on employees work performance at Royal Foam Factory and give reason(s) for that. Their responses are depicted in the following:

“In my opinion, enhance work quantity, work quality & organization performance is the positive Consequences of Job Satisfaction of workers because if workers more satisfied, become hard worker, more effective.” **[Production Manager]**. In consonance with this, (Aldag and Kuzuhara, 2002) state that; Employees who are satisfied; committed to their organization, they actually develop levels of satisfaction consistent with their commitment.

“Increments of employee turnover, absenteeism, conflict at work place and sabotages are the negative Consequences of Job Satisfaction of workers because if workers dissatisfied, become less attainable, inconsistency and conflict at work place, more ineffective.” **[Human Resource Manager]**.

In consonance with this (Spector, 1997 and Augustis, 2009) state that; Employees who do not like their jobs may experience negative physical and mental health problems (Spector, 1997).

“Enhance employee work confidence & decision making, career advancements and customer satisfaction are the positive Consequences of Job Satisfaction of workers because if workers more satisfied, become inspire, recognition, promotion and provide quality service, more effective.” **[Marketing Manager]**

This also supports the quantitative findings that 81(77.9%), 81(77.9%) and 81(77.9%) respondents agreed improve work quality, quantity of production and organization commitments are the major effects of job satisfaction on employee work performance at royal foam factory, respectively.

#### **4.3 Causes of Job Dissatisfaction among Employees**

The management staff views, besides Causes of Job Dissatisfaction among Employees at Royal Foam Factory and give reason(s) for that. Their responses are depicted in the following:

“Job dissatisfaction can be defined as an employee's negative feelings about their job. The negative feeling of employees about their job may causes; lack of motivation, lack of promotion policy and reward systems.” **(Marketing Manager)**

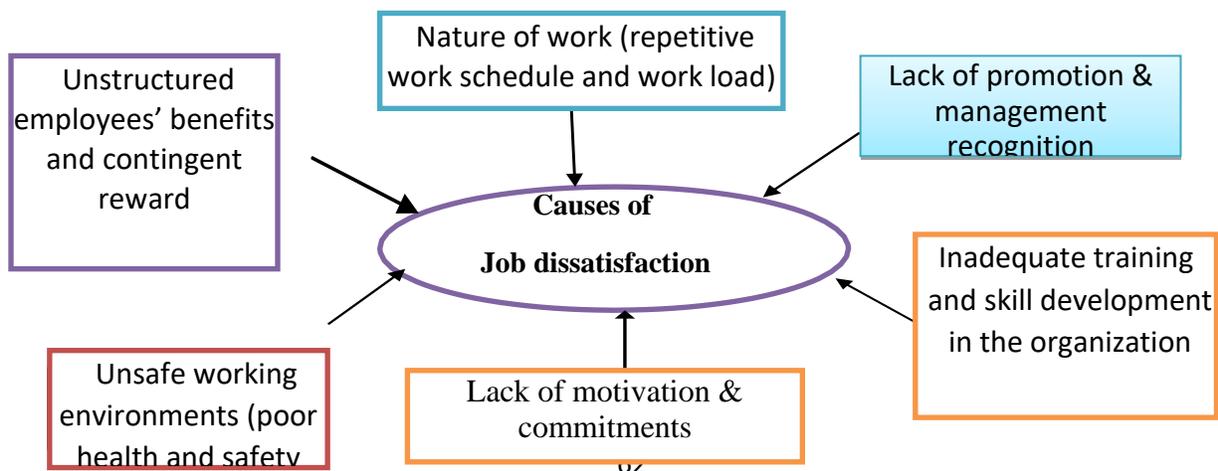
In consonance with this (Odom, Boxx& Dunn, 1990) state that; Job dissatisfaction can be defined as an employee's negative feelings about their job.

“In my views Job dissatisfaction is low level of job satisfaction.This low level of job satisfaction may cause; a decrease in motivation, poor supervision, repetitive work schedule and work load.” **(Production Manager)**

In consonance with this (Locke, 1976; Brown & Peterson, 1993) state that; Job dissatisfaction is a low level of job satisfaction may cause a decrease in motivation. “Job dissatisfaction is root source of unproductivity and poor organization performance. This unproductivity and poor organization performance may cause: low salary, Poor work environments condition, unstructured employees’ benefits, inadequate training and opportunity to growth in the organization.” **(Human Resource Manager)**

Dr. Edwards Deming (2012) state that: causes of job dissatisfaction are root source of unproductivity and poor organization performance.This also supports the quantitative findings that;promotion, contingent reward, management recognition, training and opportunity to growth in the organizationrespondents choose neither agreed nor disagreed and as Pearson Correlation analysis results weak correlation with work performance. Generally, the quantitative results and interview guide indicated that; the Causes of job dissatisfaction among workers at royal foam factory responses are demonstrated in figure 5 below.

**Figure 5: Causes of Job Dissatisfaction among respondents**



**Source: Field Survey, 2020**

#### **4.4 Improve of Job Satisfaction**

The aim of managers should be creating a high level of employee job satisfaction to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people (Dr. Edwards Deming, 2012).

In relation to this, management members were asked to suggest on how best the managements staffs could do to improve the job satisfaction in the Royal Foam Factory. Their responses were captured as follows:

“All Management staff knows detail about his/her employees; what they have and what to be need? Then they should draw policies that will conduct the best and related determinants of Job Satisfaction satisfy his/ her employee and at the sometime explore the best employee performance.” **(Marketing Manager)**

“The company and managements staff should draw best employee administration policies that will fairly implement the determinants of Job Satisfaction to enhance the employee work performance and improve the employee job satisfaction. For example, provide similar training for similar job and worker, pay bonus, over time and salary based on draw policies and so” **(Production Manager)**

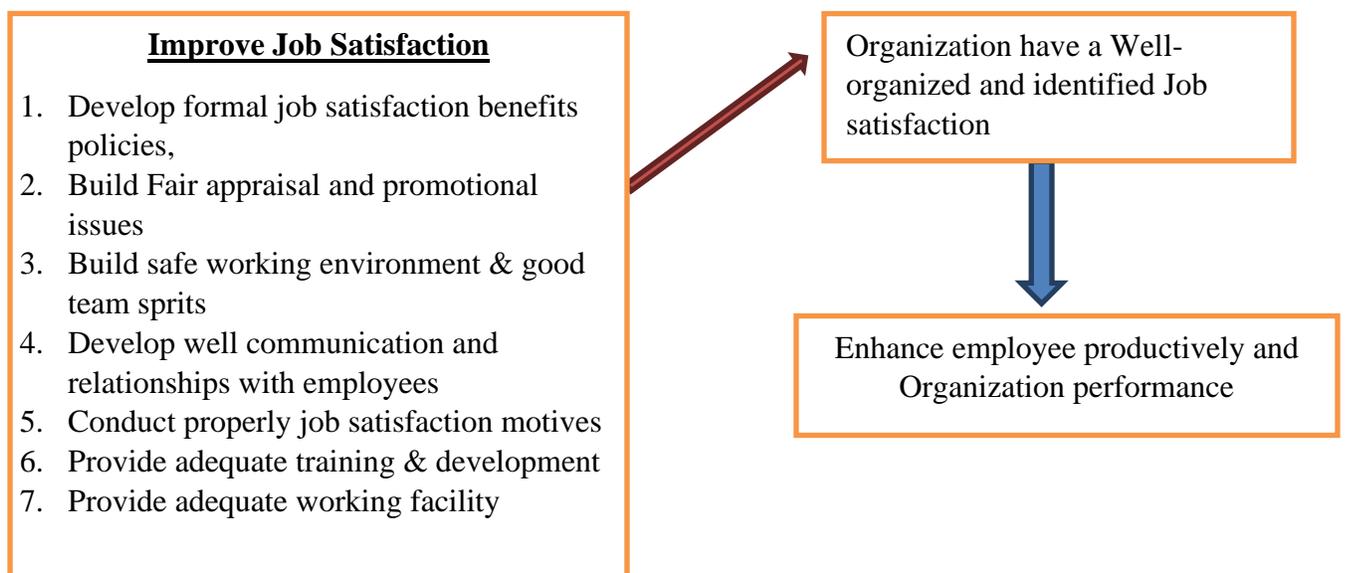
“According to me believe organizations cannot achieve success without the satisfied and commitment of their employees. However, satisfied and commitment of employees can be achieved by firms in reciprocal satisfied to employee’s job satisfaction. Satisfied and committed employee is a root source of productivity and organization performance.” **(Human Resource Manager)**

In consonance with this, (Karimi, S. 2007 & Dr. Edwards Deming 2012) state that: satisfied to employee’s job satisfaction are root source of productivity and organization performance; if improve the employee’s job satisfaction, enhance of employees work performance.

This also supports the quantitative findings that: the quantitative findings thus establish that employees work performance involve all respondents. Generally, the quantitative results and

interview guide indicated that; the enhancing job satisfaction complementary with employees work performance at Royal Foam Factory responses are demonstrated in figure 6 below.

**Figure 6: Improve Job Satisfaction**



**Source: Field Survey, 2020**

#### **4.5 Conclusion**

The chapter centered on the effects of job satisfaction on employees work performance at Royal Foam Factory. It primarily focused on the determinants of job satisfaction, the contribution of job satisfaction on the employee work performance, relationship between job satisfaction and employee work performance, causes of job dissatisfaction and Improve of job satisfaction. The results obtained underlay basis for the summary of findings, recommendations and conclusion.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### Introduction

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this chapter does not only recommends solutions but presents the findings in relation to effects of job satisfaction work performance in the Royal Foam Industry. The key components of the chapter include the Summary of Findings, Recommendations and Conclusion.

#### 5.1 Summary of the Finding of the Results

The Summary of the Finding of the Results in this study are started by summarized the demographic characteristics of respondents with in different categories views. the study used such as: Sex group of the respondents, age group, marital status, academic qualification of respondents, work experience and job position demographic characteristics of the respondents Based on previous theories and researches regarding effects of job satisfaction on employee work performance, this study find out and shows that the 9 (nine) determinants of job satisfaction (independent variables) i.e. Compensation/Pay, Training and developments, Promotion, Relationships, Nature of work, Contingent rewards, Work environments, Demographic Characteristics and Managements Recognition/ Communication have a significant effect on employees work performance at Royal Foam Factory. The results of this study **except the compensation/pay, relationship and demographic variables** suggest that the majority respondents **neither agree nor disagree** as regards the determinants of job satisfaction. Furthermore, the respondents did not have positive nor negative perceptions about the presentation of the employee job performance when conducting determinants of job

satisfaction. Finally, the respondents viewed the job satisfaction as neither effective nor ineffective. These findings imply that from the respondents' perspectives, the determinants of job satisfaction did not meet their expectations, effort and needs or counterparts.

These findings were supported by the ideas of (Rotundo and Sackett, (2002) who emphasized that the needs of the employees must be considered when conducting determinants of job satisfaction; who agreed the general benefits of employee satisfaction such as increased job motivation, create positive attitude toward job and morale among employees or reverses.

The results of the study indicated that Compensation/Pay, Demographic Characteristics, and Relationships have **positive and moderate correlation** with work performance. The remains have **positive and weak correlation** with work performance. Among all the variables recognition has the **weak** effect of job satisfaction on the employee work performance at Royal Foam Factory. The major finding of this study is each determinants of job satisfaction has a **positive effect on employee work performance** (all coefficients are positive) and significant as each p value is equal to  $< 0.05$ , which means **changes in the predictor's value are related to changes in the response variable.**

## **5.2 Conclusion**

The conclusions and recommendations presented in this chapter are the outcomes of the findings and the statistical analysis of the empirical results. This research study intended to investigate the effects of job satisfaction on employees work performance at Royal Foam Factory which are found in Addis Ababa city. Nowadays, many organizational managers believe that their organizations cannot achieve success without satisfaction of their employees. However, satisfaction of employees can be achieved by firms in reciprocal satisfaction to employee's job satisfaction. Employee's job satisfaction is a root source of productivity and organization performance. So that, employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organizations to perform well but ensure quality gain and show loyalty as well. In view of this, the study tested the effects of 'job satisfaction on employees work performance at Royal Foam Factory in the Addis Ababa. The objectives of the study were to identify the determinant job satisfaction on employee work performance, to

determine what extent the job satisfaction contribute to employees' performance and to show the relationship that exists between job satisfaction and employee performance at Royal Foam Factory. The study targeted a total of 109 respondents. However, only 104 respondents were responded and returned their questionnaires contributing to 95% response rate. The Data was collected administration questionnaires and depth interview. The data was analyzed into descriptive statistics (frequency distribution, percentages, mean and standard deviation) and inferential statistics (correlation & regression) using the Statistical Package for Social Sciences (SPSS) version 20. The data was presented using tables and figures. Respondent from different age group, gender, marital status, educational background, year of experience and job position were represented in the data collected. From the summary of the findings and based on the objectives of the study the researcher draws the following conclusions. A summary of results revealed that find out 9 (nine) determinants of job satisfaction that affect job satisfaction and all these determinants have a positive and significant effect on employee work performance at Royal Foam Factory. Employees work performance has a moderately correlation with the relationships, compensation/pay and demographic variables. The remains have a weak and positive correlation with work performance. Among all the variables recognition has weak effect of job satisfaction on the employee work performance at Royal Foam Factory.

### **5.3 Recommendations**

In the light of the key findings of the study and the conclusions drawn, the following recommendations are made:

#### **5.3.1 Work Environments**

It's the finding of the research that work environments is weak correlation with the employee work performance in the area Health Policy (Health Insurance), Security in the physical Environment and safety policy of work environments. Consequently, the management of the Royal Foam Factory is toughly recommended to create health, safety and well working environments to their employees. (Josias, 2005 and Mullins, 2008) demonstrate that employees prefer physical surroundings that are safe, clean, and comfortable and with

minimum degree of distractions will result in a motivated employee thereby increasing the job satisfaction and employee performance.

### **5.3.2 Training**

It has emerged from the study that training is weak or inadequate for employees in the case study organizations and based on the views of the respondents, it is recommended that management should attach importance to training. There should be consistent training programmed for both existing and newly recruited employees as a way of imparting knowledge and skills to climb the organizational ladder. (Armstrong, 2001) demonstrate that employees prefer training to enhance their work knowledge, skills and attitude to hold the job responsibilities.

### **5.3.3 Management Recognition**

It was found from the study that the management recognition level is weak in the area of Fair Recognize each employee's relevant to within efforts and contribution & relevant to within unfair Appraisal & interpersonal relationships. Besides, the level of recognition for employees as well their involvement in decision making is weak. Therefore, it appears employees are not pleased with these recognition factors. It is recommended that management should consider the need to adjust work communication & employee recognition. In addition, management should develop well communication and recognition to implement the job satisfaction and acknowledge employees 'effort for exceptional performance, and welcome workers' contributions in decision making to enhance workplace democracy

### **5.3.4 Promotion**

The last outcome of this survey is that there is a weak correlation between promotion and employee work performance in the area opportunities to growth, for Career advance and learn new skills. Consequently, Top management of Royal Foam Factory therefore needs to develop clearly defined criteria for promotion opportunities and career path. This policy needs to display fairness in that it presents an unbiased process in so far as providing equal opportunity to all employees. Mayhew (2012) states that the cycle of promotion, motivation, job satisfaction and performance feedback are critical, as one part of the cycle is dependent on the other.

Finally, this study is important for other researchers to conduct research in this particular area in the future by including additional variables like employees' inspiration/motivation, employees' engagement, performance appraisal, working condition and more to generate more convincing results that may increase the importance of job satisfaction for individual interests and organization performances.

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## APPENDIX 1:QUESTIONNAIRE FOR EMPLOYEES



**St. Mary's University**  
**School of Graduate Studies**  
**Master of Business Administration Program**  
**Questionnaire for Employees**

This questionnaire is prepared by **Solomon Syoum**, who is Masters of Business Administration (MBA) in General Management student at St Mary's University.

The purpose of this questionnaire is to gather data in order to study the effect of job satisfaction on employees work performance, which is purely for academic purpose. I kindly request your cooperation by filling the questionnaire. Because, your genuine and on time response is essential for the success of my study. Your response will be kept highly confidential and used only for this research. Thus, you are requested to respond each item carefully. No need of writing your name.

If you have any question or comment, please contact me; by the following addresses

- ✓ Mobile +251-911050358,
- ✓ E- Mail: Solomonsyoum79@gmail.com.

**Thank you, in advance, for your cooperation**

### **Part 1: Personal Information/Demographic Data**

- 1 . Gender:        Male            Female
- 2 . Age : 18-25     26-30     31-40     41-50     51 & above
3. Marital status : single     married
4. Educational qualification:  
Level III  college diploma  first degree  master& above
5. What are your service years in the organization?  
1-5 years     6-10 years     11-15 years     More than 16 years

6. Position: Managerial  supervisor  subordinates'

**Part 2**

7. Put an "√" mark to indicate your level of agreements to the following statements by using a scale of 1-5 where Strongly Disagree is (SDA-1), Dis agree is (DA-2), Neither Agree nor Disagree (Neutral) is (N -3), Agree is (A-4) & Strongly Agree Is (SD-5)

A	Job Satisfaction	level of agreement				
		SDA=1	DA=2	N-3	A-4	SA-5
1	<b>Compensation/Pay</b>					
1.1	Pay for employees salary compared with their work performance					
1.2	Pay overtime for additional time work					
1.3	Compensation /bonus for additional performance					
2	<b>Training and developments</b>					
2.1	Opportunity to develop improve skills(Training)					
2.2	Opportunity to develop worker position					
2.3	Opportunity to get a chances higher education and learn new technology					
3	<b>Promotion</b>					
3.1	Fair promotional policy					
3.2	Opportunities to growth in the organization					
3.3	Opportunity for Career advance and learn new skills.					
4	<b>Relationships with co-worker/ supervisor/management</b>					
4.1	relationship with co-workers					
4.2	relationship with immediate supervisors					
4.3	relationship with management					
4.4	management relationship with each other's					
5	<b>Contingents Reward</b>					
5.1	acknowledge for contributions and efforts					
5.2	surprises for exceptional efforts					
5.3	Management Recognition for each work activities.					

6	<b>Nature Of work</b>					
6.1	Job rotation moves employees between two or more jobs.					
6.2	Employees stay highly repetitive operation schedule and work load.					
6.3	Jobs and workers should be matched in terms of skills and intelligence.					
7	<b>Health and Safety at the workplace</b>					
7.1	Health and Safety Policy (Health Insurance)					
7.2	Security in the physical Environment					
7.3	Working in well work environments					
8	<b>Personal Demographic Characteristics</b>					
8.1	the age of employee will pose impact on job satisfaction					
8.2	Gender of an employee will have an effect on job satisfaction					
8.3	Experienced employees will have an affirmative effect on job satisfaction					
8.4	The level of education will have an affirmative effect on job satisfaction					
9	<b>Managements recognition /Communication</b>					
9.1	Fair work communication motives between employees and management					
9.2	Managements recognize each employee's relevant to within efforts and contribution.					
9.3	Managements recognize the employee relevant to within unfair Appraisal & interpersonal relationships					
<b>B</b>	<b>Employee Work Performance</b>	SDA=1	DA=2	N-3	A-4	SA-5
1	Employees avoid defect production and minimize the number of error after receiving job satisfaction					
2	Employees enhance number of unit of production & number of sales					
3	Employee complete their work on time& on budget after receiving job satisfaction					
4	Employees Generate more sales revenue & profitability and reduce operating expenses					
5	Employees build work confidence, creativity & decision making					
6	Enhance customer service quality&					

	satisfaction after receiving job satisfaction					
7	Enhance employee trust and retention & reduce turnover and absenteeism rate					

**APPENDIX 2: INTERVIEW GUIDE FOR MANAGERS**

**INTERVIEW GUIDE FOR MANAGERS**

Thank you very much for volunteering for this interview.

This is research conducted as part of my MBA study at St. Mary’s University. Your participation is very important to the research; hence you are kindly requested to respond to this interview to achieve the grand objective of the study. Your response will be kept highly confidential and used only for this research on academic purpose. I thank you very much in advance for participating in this survey and provide your thought full feedback.

**Part 1: Introduction**

**Please provide a brief demographic information about your**

1. Age: -----
2. Gender: -----
3. Level of education: -----
4. Job position: -----
5. Years of experience in the foam industry: ----- and

**Part 2**

6. What are the major determinants of Job Satisfaction at your organization?
7. What are the effects of Job Satisfaction on employees work performance at your company?
8. What is the Causes of Job dissatisfaction among employees in your company?
9. How can improve the job satisfaction on employees work performance in your company?

**Thank you for your time and attention.**

