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Factor Affecting Employ Job satisfaction in manufacturing organization
(In Case Of Desta Garment in Butajira)

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in Management.

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Abstract

This research paper is intends to determine the factor affecting employee job satisfaction in manufacturing organizations,The main objective of the study is examining factors that affect employees job satisfaction in manufacturing organization.

To achieve their objective primary and secondary data are collected. The sample were taken from permanent employees of the organization and drawn from two groups who are in managerial and non-managerial position in the organization. So that used to stratify sampling technique. To obtain relevant information regarding the problem questionnaire and direct interview were used. The collected data is edited to avoid some error during data collection and then classifies into more homogenous classes to achieve the objective of the study. The researcher used stratified sampling techniques, which means, classifying the total population in to some homogeneous groups according to some similarity and then taking sample from each class of the population.

Key Term: Job Satisfaction

CHAPTER ONE

1. INTRODUCTION

This chapter included background of the study, statement of the problem, general and specific objectives of the study, research question, significant of the study, scope of the study and organization of the study.

1.1. Background of the Study

Human capital is perceived as one of the most dynamic assets for the enhancement and development of any organization. It is crucial in making other assets useful and valuable in any organization in order to generate the best return for the organization. It is evident that if employees are satisfied and are happy with the action of their company, then they were does their best for the best of their company.

The meaning of job satisfaction is defined by many writers in different ways. For example it is considered as the attitudes and feeling that people has about their job (Armstrong, M.& Taylor, S 2014). In another study, job satisfaction as considered as the level of gratification and contentment that any employee has towards his/her job. as will as the overall organizational success, it is considered in any organization as being a major driver which directs any organization achieve its goals (Fahed-sreih,2020)

At other cases, the transition is from one career to another that is thought to be a better fit this is typical in countries dealing with a shrinking economy and its consequences, such as bad working conditions and late salary payments (1997). Job satisfaction influences organization behavior. Most study has indicated that job satisfaction positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal and Ferratt, 2001)

Companies need to know what factors need to be identified in order to has the knowledge of what cause both satisfaction and dissatisfaction among employees in the intention of increasing employees motivation and satisfaction for organizational commitment (1966 and 1961).Due to this, the organization first need to properly identify the current factors that affect its employees job satisfaction so that to take appropriate measures to address the gap.

1.2. Statement of the Problem

Many organizations in both the general public and indeed the private sector take into account their works as an important asset within the organization towards the attainment of the structure goals. However, the same objectives can only be earned from a satisfied work force. Thus worker satisfaction is significant if organizational goals are to be attained. Worker job satisfaction is related to increased productivity, organizational commitment, lower absence and turnover, and ultimately with increased organizational effectiveness (Logsdon & Ellickson, 2001).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals; those lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is an important issue in running of institutions and one of the key signs of how well an organization is.

Thus, organizations attach great importance to the job satisfaction issue.

Satisfaction levels of employees are vital for organizations, since satisfied employees contribute to success and enduring achievement of the organization (Ahmed, 2010). The efficiency and performance of an organization depends on its employees and surely "a happy worker is an effective one".

It is not imaginable for advancement of an organization without considering developing of the staff's abilities and refining their working conditions. Organizations which have very satisfied employees are without doubt more fruitful (2017).

There are some academic works related to employees' job satisfaction in Ethiopia. However, most of them focused on education and health sectors, among others.

1.3. Research Questions

Hence, this study tries to answer the following questions:

1. What are the intrinsic factors that affect employee job satisfaction in manufacturing organization?

2. What are extrinsic factors that affect employee job satisfaction in manufacturing organization?
3. Which factors has more effect on employee job satisfaction in manufacturing organization?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of this study is factor affecting employee job satisfaction in manufacturing organization in Desta Garment.

1.4.2. Specific Objective

The specific objectives of this study can be listed as follows:

1. Determine the intrinsic factor that affects employee job satisfaction in manufacturing organization.
2. Analyze the extrinsic factors that affect employee job satisfaction in manufacturing organization.
3. Analyzing the factors which have more effect on employee job satisfaction in manufacturing organization.

1.5. Significance of the Study

It is believed that the study can identify the factors that affect employee job satisfaction and that can help the organization take appropriate actions to keep employees being satisfied and perform to the best of their capacity. Moreover, the results of the study can be used as an input for further research studies and also were enhance the researcher's knowledge in the areas of job satisfaction. Investigating and analyzing the elements that influence employee job satisfaction, particularly in the context of businesses, helps to explain the idea and its practical implications. The research outcome can be used in a variety of ways. By offering a conceptual framework and Identifying the factors, it benefits businesses to have focus on employee job satisfaction, and develop a strategy to remedy the job satisfaction problem.

1.6. Scope of the Study

The scope of the study is limited to non-governmental sectors with a particular reference to case of Desta Garment. This factory is selected because it is one among other organization having the problem of job satisfaction. During data gathering and interview, Daily labor workers /employees

and contract employees were not be included. This is because most of the time the only employees being evaluated are permanent employees so that daily labor employees and contract workers employees may not have a sufficient information and some secrets about the organization.

The research were generally cover introduction (Background) of the study, source of data, methodology, theoretical aspect about performance evaluation, finding and finally conclusion and recommendation based on the analysis of the finding.

1.7. Limitation of the Study

The limitations of the study are:

The research material unavailability and one potential con of employee satisfaction is that satisfaction can lead to complacency. Distance: It was not possible to follow the current situation in the factory. Validity: some respondents may not be willing to give their responses to the interview questionnaires, and some respondents might be biased towards filling out the questionnaire. In addition, the resistance of the organization to give detailed information about the practical application of factor affecting job satisfaction for the company is also another limitation of the study.

1.8. Organization of the Study

This particular research was containing five chapters. Chapter one presents the introduction, statement of the problem, objective of the study, significance, scope, and limitation of the study. Chapter two deals with both theoretical and empirical literature related to the subject matter under study. The third chapter deals with the identification and discussion of the appropriate methods and methodology that is going to be employed to undertake the study., the fourth chapter deals with findings and discussions. Finally, the fifth chapter deals with conclusions and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. The Concept and Definition of Job Satisfaction

Job satisfaction has been defined by different authors in numerous ways. In this paper the widely cited definition of job satisfaction are going to be analyzed as follows.

Hoppock (1935), in his classic research of job satisfaction defined job satisfaction as the collaboration of the physical, the psychological and the environmental factors that make any person feel the sense of being satisfied. His study shows that a person's internal sensation plays a greater role in making him/her feel satisfied.

People may have positive or negative attitudes towards their job. The positive attitude can be considered as favorable attitude which implicate the person's satisfaction but the negative attitude on the other hand is considered as the negative attitude which implicate dissatisfaction. Generally speaking job satisfaction is a person's feelings/attitudes regarding his/her job (Armstrong, 2006). Job satisfaction is the attitudes and feelings people have about their work.

Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Employees' level of comfort with their jobs is referred to as work satisfaction. Beyond their regular tasks, this includes how happy they are with their bosses and team members, how happy they are with the organization's rules, and how their job affects their life. Employee job satisfaction is the fulfillment, gratification, and enjoyment that come from work. It is not the money or the fringe benefits, but the feelings employees receive from the work itself (Asegid, et al., 2014).

2.2. Theoretical Literature

The Job Characteristics Model (JCM) is developed by Hackman and Oldham (1980) is understood to be the most powerful model in researching job design (Thomas-Shaw, S. A. 2004). The authors had first proposed then tested the theory of work redesign which targeted the characteristics of jobs. The model elaborates how the characteristics of people and the characteristics of jobs interact to determine when an enhanced job will lead to favorable outcomes. The model also shows the time of failure expectation of such efforts (Thomas-Shaw, S. A. 2004). According to Atasoy (2004). The theory has the most widely accepted job characteristic approach with the following job attributes namely: task identity, feedback, variety, dealing with others friendship opportunities and autonomy.

➤ Theories of job satisfaction

When mentioning Job satisfaction theories, it is clear to observe that there are similarities with motivational theories. The frequently mentioned theories in this area include: Maslow's needs hierarchy theory; Herzberg's motivator hygiene theory; Aldefer-ERG theory; McClelland's Need Theory; Vroom's Expectancy Theory, Locke's Goal- Setting Theory, Adam Equity Theory; These theories are discussed in the following part of this sub title.

➤ Maslow's needs hierarchy theory

Maslow's needs hierarchy theory is one of the basic motivation theories. These needs are classified as deficiency needs meaning physiological and safety needs and growth needs meaning belonging, self-esteem and self- actualization needs. As per his explanation if the deficiency needs are not satisfied then the individual will feel the gap and that in turn will affect his/her development (A, Lemma. 2020).

➤ Herzberg's motivator hygiene theory

Herzberg (1959) has discussed motivation from two angles of job satisfaction namely

motivators and job dissatisfaction as hygiene factors. It is clearly stated that job satisfaction can increase employees satisfaction while job dissatisfaction can decrease employees satisfaction which leads to poor working performance. Since job satisfaction is a process that an individual's feeling of good concerning his/her work, it can hold for instance, job security, high salary, recognition and interest in one's work, (Shaikh, S. H. et al.,2019). As per Herzberg, job dissatisfaction is one part of the two-factor theory. It can however be improved by creating satisfaction in the organization. But according to him, this is only possible when managers exert motivating factors (Yuosef, 2000). In the Herzberg's two-factor theory, individuals are motivated by lower-level needs (extrinsic or hygiene factors) due to elimination of dissatisfaction in order to do better performance. Robbins (2009) stated that intrinsic or motivation factors (i.e. recognition, responsibility) should be there to motivate and enhance employee's performance. Examples of hygiene factors include the company, organizational policies, administration, salary, status, job security, working conditions, personal life, and interpersonal relations (A, Lemma. 2020).

On the other hand, Herzberg's motivation-hygiene theory is also criticized on some points. Theory does not clarify the differences between the satisfaction and dissatisfaction. These two factors, called "motivators" and "hygiene", conclude differently from population to population. Any factor that causes dissatisfaction may contribute to satisfaction in any other condition or any other country. In addition, this difference is hard to put into effect, since people have different needs and expectations. According to researcher having opposite view, level of satisfaction cannot be predicted with the only motivator or hygiene (Stello, 2011).

There are however, some criticisms regarding Herzberg's motivation-hygiene theory. These are because the theory doesn't clearly separate satisfaction and dissatisfaction. These factors may be accepted in a different way from one group of people to another. This is explained as being factors that bring dissatisfaction in one group of people may bring satisfaction in another group (Unutmaz, S. 2014).

➤ Aldefer-ERG theory

As per Alderfer, C. P. (1989), the ERG theory states that the order of need is different for Different individuals. He further developed the A. Maslow's Hierarchy of Needs into a three Factor motivation models which are called the ERG model namely; existence, relatedness and Growth. In another study, ERG Theory needs the understanding of the factors that affect the

Individual behavior. It is considered to be one of the other approaches that focus on the intrinsic factors of an individual which are responsible in making him take specific actions (Ivancevich, J. M., et al., 1990). As per the study of Caulton, J. R. (2012) ERG Theory can be used to study Needs and family relationships and also performance and human right needs.

➤ McClelland's Need Theory

As per David McClelland there are three central motivational paradigms namely: achievement, affiliation and power. The Theory states how the needs for authority, achievement and affiliation affect people's actions in the context of management. David McClelland theory was based on Henry Murray's (1938) list of motives and manifest needs study (Osemeke, M., & Adegboyega, S. 2017)

McClelland's research has identified the six characteristics of high need achievers as:

- They have a strong desire to assume personal responsibilities in order to perform a task;
- They try to set moderately difficult goals and take calculated risks;
- They also have a strong desire to get performance feedback
- They have the need for achievement regarding attaining personal accomplishment.
- They are interested in challenging tasks.
- They don't pass their responsibilities to others. Sinha, D. K, (2015)

➤ Vroom's Expectancy Theory

As Parijat, P., & Bagga, S. (2014) described, Vroom's Expectancy Theory focuses on the Relationship between personal goals and organizational rewards. Employees personal goals can be fulfilled by organizational rewards. It concludes that outcomes (organizational rewards) are highly dependent on employees performance. In addition, employee's perception of their effort to contribute high performance of the company is considered very important. On the other hand, The theory is criticized as being very complicated and with so many variables that makes it difficult to implement. Robbins, S. P. (2010) indicated that the theory is more of idealistic since there are few individuals who can clearly perceive the relationship of effort with performance and performance with company reward.

➤ Locke's Goal- Setting Theory

As per this theory goal setting is a very important part of job satisfaction. The theory is developed by Locke and Latham. In goal setting process, if people want to be satisfied on emotions and desires they need to get their goals. The theory further states that, for a goal

setting to be effective, consistent feedback must be there. Here, supervisors or managers need to evaluate the cause of undesirable performance of employees rather than applying punishment (Luthans, 1995).

➤ **Equity Theory of Adams**

As Adams (1963, 1965) stated, in Equity Theory satisfaction is determined by the input & outcome balance.

He states that, employees aim to reach a balance between their inputs and their Outcomes. He considered inputs as factors such as, experience, educational level, ability & skill responsibility, age and effort, and outcomes as such as performance, salary, good working conditions, work insurance, promotion, recognition, status, and opportunity. Outcomes are also explained as being rewards that a company gives to its employees; such as salary and inputs are those contributions rendered by the employees of the company (Huseman & Hatfield, 1990).

2.3. Factor that affect Job satisfaction

As Aziri (2011) explained, job satisfaction is affected by many factors such as: salary, nature of work, development opportunities, the management itself, work conditions and work groups. In another study factors of job satisfaction are stated as: Manager's concern for people, the job design, employee compensation, work conditions, social relationships, long-range opportunities which are perceived by employees, elsewhere perceived opportunities and levels of aspiration & need achievement which all lead to either job satisfaction or dissatisfaction. Job satisfaction or dissatisfaction also leads to the commitment to the organization or absenteeism, tardiness, strike, etc. (Rue and Byars, 2003). There is a distinction between intrinsic factors (i.e. recognition, responsibility) and extrinsic hygiene (i.e. job security, wage, and working environment) variables, according to the Two-Factor Theory of Job Satisfaction. Higher satisfaction and performance are facilitated by intrinsic factors, whilst the absence of extrinsic factors helps to decrease dissatisfaction. (Goetz and Champbell.2012)

2.4. Empirical literature review

As Tremblay and others discovered, a positively influencing work environment is characterized by setting clear expectations of employees' roles and a consistent support from supervisors. These are believed to positively affect the intrinsic as well as extrinsic motivation of employees to get organizational objectives.

On the other hand, if the work environment allows insecurity of jobs, employees may act just to get their salaries without the self-motivating factor (Tremblay. Et al., 2009). Kanwal and Majid (2013) investigated the factors which are the major contributors towards employee's job satisfaction. It was found that low pay, long working hours, bonuses and rewards and effective communication were the contributors towards job satisfaction or dissatisfaction and have impact to the employees intention to leave or stay in the organization. Nyamekye (2012) argued that non-monetary benefits had a direct bearing on employees' job satisfaction. The employees were dissatisfied with supervision and non-participation in the decision making process, these may influence their intention to leave the job. Girmachew (2019) investigated a study on to make comparison of job satisfaction level in between public and private bank employees. Job satisfaction is attitude of employees towards their work.

2.5. Conceptual Framework

In order to get the research objectives the researcher has applied the twenty item short form of Minnesota Satisfaction Questionnaire (MSQ) to measure and determine employee's job 19 Satisfaction at Desta Garment. The researcher used the Minnesota Satisfaction Questionnaire (MSQ) in order to use the advantage of effective measurement of the Intrinsic as well as the extrinsic job satisfaction components. As per Specter, (1997) and Herzberg et al (1959)., Intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves, whereas extrinsic job satisfaction refers to how people feel about the task outside the work itself. In this study employee job satisfaction is going to be taken as dependent variable while, intrinsic and extrinsic factors of job satisfaction are to be taken as independent variables.

Independent Variables

Dependent Variable

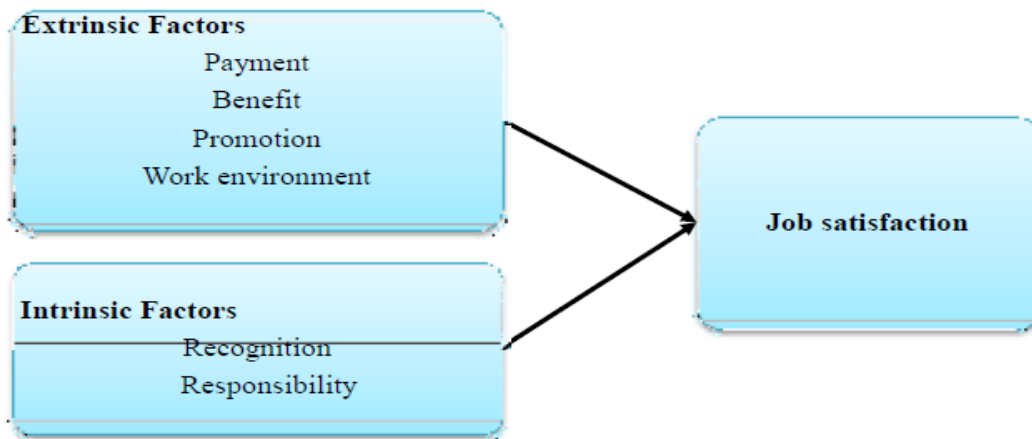


Figure 2.1: Conceptual frame work, the relationship between intrinsic and extrinsic factors of job satisfaction and employee's job satisfaction based on Herzberg (1959) theory.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 . Research Design

A research design is a plan or a blueprint of how to design conducting the research (Bobbie and Mouton, 2001). The function of research design is to provide the collection of relevant evidence with minimal expenditure of effort, time, and money (Kothari, 2004). In order to answer the research questions and achieve the stated objectives, the study has used a combination of descriptive and explanatory research designs. Therefore, in order to analyze the existing situation under consideration, descriptive research and explanatory design was employed. On the other hand, the researcher also used explanatory research designed to collect raw data and create data structures and information that allow the decision maker or researcher to model cause-and effect relationships between two or more decision variables (Hair et al., 1998). Descriptive survey design helped the study to gather varieties of data to achieve the objectives of the study by

describing the situation as it is. It helped in assessing the practices by addressing the size of population and describes the situation. In terms of data collection type and source, the researcher employed survey research technique using structured; enumerators administered questionnaire to obtain first hand qualitative and quantitative data from target population. The aim of this research is to determine which factors are important for employee job satisfaction in Desta Garment.

3.1. Background of the study Area

Desta garment founds in Butajira City Administrations of under the location behind Butajira larger mosques and moderate climate condition, backgrounds of the escapes standard and the characteristics of the population follows diversification culture and religion. Butajira locates in the central region of Ethiopia and the intermidary between Addis abeba and Hossana

3.2. Source of Data

There are two types of data, primary and secondary data. The primary data type that I who's used are filled questionnaire and interview response. The secondary data type were be record documents, research on the some problems and internets materials. The researcher were focus on the permanent employees because of the fact that they are expected to fill the job satisfaction and have possibility to see the strength and weakness of the evaluation system. Due to this, they are believed to give the required and relevant information in more certain reliable manner and they have more access to activities in improving their satisfaction before and after job satisfaction undertaken.

3.3. Study Population and Sampling

As of January 31, 2025 Desta Garments has a total of 1,000 employees. In This study, employees of the organization have participated. The target population included the top management members at all level and professional employees working in Butajira excluding non-clerical employees like cleaners, drivers, and security guards since these job positions are usually filled by outsourcing. As a result, the target population has been lowered to 900 people. List of employee profile from the Human Resource data base was used to determine the sample data. As per literature review, probability sampling was assumed to be suitable to survey research methods since it is possible to make inferences from the samples regarding the population (Saunders, et al., 2009).

3.4. Tools and Method of Data Collection

The researcher were use stratified sampling techniques, which means classifying the total population into some homogeneous groups according to some similarity and then taking samples from each class of the population. Based on this, the researcher classified the employee into two categories according to functional areas: employees in the managerial/supervisory position and those in the non-managerial/supervisory position. This classification may help the researcher get relevant data from employees who work in different types of jobs or positions. And this may help him see the problem of job satisfaction in relation to employee productivity.

To make the sample represent all the population of the organization for the purpose of the study, the researcher make the size of each class proportional to the size of the population. It can be computed as follows.

$$S_i = \frac{S \times T_{ci}}{N}$$

were N = the total number of population in the organization
 S = the total sample size form the population
 S_i = sample size of class I
 T_{ci} = the total class I size in the organization

From the total 320 permanent employees in the organization, there are 298 employees who are in the non-supervisory position and 22 employees in the managerial positions. After classifying employees under each class, then 101 sample size has been taken with consideration of cost and time. The classification can be shown as follows.

$$S = 101$$

$$T_{ci} = 298 \text{ (in non-supervisory level)}$$

$$T_{ci} = 22 \text{ (in supervisory level)}$$

$$N = 320$$

Employees in non-supervisory level

Employees in supervisory level

$$S_i = 101 \times \frac{298}{320}$$

$$= 94$$

$$S_i = 101 \times \frac{22}{320}$$

$$= 7$$

Method of data Analysis and Interpretation

After the relevant data is collected, the descriptive method of data analysis used. The reason that I use the descriptive method is that in order to clarify and describe both qualitative and quantitative data, the descriptive method is going to be more appropriate than the other. These were be done first by editing the collected data to avoid some errors during data collection or responses that are not in parallel with each other. Then, the data can be classified according to their similarities to the designed group or the same class interval and will describe the relationship and similarities of the classified data. The processed and analyzed data presented in the form of a percentage, pie chart, bar graph, and table, which are based on their appropriateness to the processed data. From the analyzed and processed data interpretation, the researcher is going to draw a conclusion by summarizing the main points of the study and also forwarding a recommendation. At last, the final report of the study can be provided to the concerned body at the right time when it is required to be submitted.

3.5. Ethical Considerations

As explained by Kothari (2011), research ethics involves the procedures undertaken to ensure that the study is conducted in a manner that respects the rights of respondents and respondents were treat with confidentiality without disclosure of their identity. To maintain the confidentiality of the information provided by the respondents, respondents were not require writing their name on the questionnaire and sure that responses were use only for academic purpose and kept confidential. No information were change, hence gotten from respondents were present as collected and any sources used in this study were be appreciated in the reference list.

CHAPTER FOUR

4. Result and Discussion

This chapter deals with analysis and interpretation of the data collected on Desta Garment concerning employee factor affecting of job satisfaction. Desta Garment has about 1000

employees of which 320 are regular while the rest about 680 are contract employees. My study is only concerned on the regular employees of the company because of the limitation of the time and budget. The finding is made based up on the responses in the questionnaire filled by employees of the organization. 101 copies of questionnaire were distributed to the employees of the company. Out of 101 copies of questionnaire 90(85%) were filled correctly and returned.

In addition to this, the researcher uses interview based on the questionnaire prepared.

4.1. Result Analysis and discussion

4.1.1. Demographic Information

The findings are presented in the context of Age, Sex, Education level, Working Experience, and Work unit and also according to the findings gathered from the respondents on the subject matter.

Table4.1: General Background Information of Respondents

no		item	frequency	Percent
1	Gender	Male	155	15.5
		Female	845	84.5
		Total	1000	100
2	Age	18-25 years	325	32.5
		26-35 years	589	58.9
		36-45 years	66	6.6
		46 & above	20	2.0
		Total	1000	100
3	Education	Diploma	50	54.3
		First degree	40	43.4
		Masters	2	2.1

		Total	92	99.8
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4.1.2. General Distribution

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations. The findings show that 155 (15.5 percent) were male and 845 (84.5 percent) were female respondents as Table 4.1 demonstrates: The results presented in Table 4.1 show that the majority of the respondents were female. This also indicates that there are more female professional employees than male ones in the organization. On the whole, there is gender imbalance among professional employees in the organization.

4.1.3. Age distribution

The commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts. In this study, respondents were asked to indicate their age in the appropriate space provided. The result shows that the age group between 26 and 35 years were 589 (58.9 percent) respondents. This was followed by 66 (6.6 percent) respondents in the age group of 36 and 45 years, while the age group between 18- 25 were only 325 (32.5 percent) respondents. The age group between 46 and above years had 20 (2.0 percent) respondents.

4.1.4. Educational distribution

Another common demographic variable studied was educational level. Most of the researches on the relationship between education level and job satisfaction yield consistent findings. Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level are tend to be more satisfied with their job than workers with lower educational level. The study also set out to establish respondents' level of education and found that the majority of

the respondents have a bachelor's degree as evidenced by 101 (70.2 percent), while 20 (2.1 percent) of the respondents have masters degree and 50 (54.3percent) of the respondents have the Diploma level. This is an indication that about 43.4 percent of the professional staff of the organization has the university education level of at least first degree.

4.1.5. Factor that affect employee job satisfaction

Extrinsic factors

no	A, payment and Benefit
1	My Salary Is Equitable when compared with other garment company's
2	My salary payment is satisfactory in relation to what I do
3	I am satisfied by the organization pay grade
4	Salary adjustment or increment is made on reasonable time period
5	The organization pay competent benefit in the market
6	Benefit and bounces payment of the organization are matched (bounces based on profitability of the organization is matched
7	The benefit system of the organization has effect on my satisfaction
	B, Promotion
1	Everyone has an equal chance to be promoted
2	The organization promotion policy is clearly communicated to all employs
3	The existing promotion motivate employ for high level of job satisfaction
	C, working environment
1	I am Provided with adequate facility and resource to do my job effectively
2	The working like space seating arrangement ,ventilation , lighting etc helped me to do my duties in better way
3	The organization provides flexible work hours to accommodate my personal needs
4	All in all satisfied with the working condition of the organization

Intrinsic factor

No	Responsibility
----	-----------------------

1	Employee have clear job responsibility in our organization
2	Employee participate in decision making that has a positive effect on their job satisfaction
3	I perform my duty with full autonomy and freedom
	Recognition
1	I get credit for what I do
2	I receive constructive criticism (positive feedback) about my work
3	The existence of recognition for good works, has given me an opportunity to perform well

Others factor influenced over all employee satisfaction and employee engagement in the work environment and trust b/n employee and managers, respect for employee at all level, overall benefits, compensation, job security, relationship with immediate supervisor, opportunities to work skill and abilities there are four factor that influence an employee’s job satisfactions - Limited career growth at an organization -Lack of meaning a role -Lack of work-life balance - poor management

4.1.6. Job satisfaction

Job satisfaction is a measure of an employs contentedness with their job, the feeling of enjoyment or fulfillment that a person derives from their job, it is measured in behavioral, cognitive and affective component job satisfaction refers to employee’s overall feelings about their jobs, it is the state of well-being and happiness of a person concerning performance in the work space and its environment, it can be an excellent determinant of productivity with in a company employee job satisfaction is essential for organization.

No	Items
1	Being able to keep busy all the time
2	The chance to work alone on the job
3	The chance to do different thing from time to time
4	The chance to be “somebody “ in community
5	The way my boss handles his or her works
6	The competence of my supervisor in making decision
7	Being able to do things that don’t go against my conscience

8	The way my job provides for steady employment
9	The chance to do things for other people
10	The chance to tell people to do
11	The chance to do something that makes use my abilities
12	The way company policies are put in to practice
13	My pay and the amount of work I do
14	The chance for advancement on this job
15	The freedom to use my own judgment
16	The chance to try my own method of doing the job
17	The working conditions
18	The way my co-workers get along with each other
19	The praise I get for doing a good job
20	The feeling of accomplishment I get from the job

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1. Summary

The main goal of this study is to examine factors that affect employees' job satisfaction in Desta Garment based on the questionnaire which was distributed to 101 professional employees of Desta garment. Based on the literature review discussed in chapter two, five independent variables have been established. These variables are payment and benefits, promotions, work environment as extrinsic factors and responsibility and recognition as intrinsic factors.

In the descriptive part of the analysis, the result indicated that majority of the total respondents are female (84.5%), 58.9 % of the respondents are in the age range of 26 – 35 years and 2.1 % of the respondents are master's degree holders.

Prior to the main analysis of the study, a reliability test was administered to check whether the questionnaire was reliable or not. With this regard, as Table 3.2 illustrates all the quaternaries were reliable and acceptable with overall Cronbach's Alpha result 0.945. The result from Pearson coefficients implies that the five factors were all positively related to employee job satisfaction within the range of 0.621 to 0.515.

Significance value of F statistics shows a value 0.000, which is less than $p < 0.05$, implies the model is significant.

The intrinsic factor recognition is the largest value followed by responsibility which is also intrinsic and payments, promotion and work environment which are extrinsic factors three to five respectively. The higher is the relative effect of the factors to the job satisfaction.

5.2. Conclusion

The study had been conducted mainly to assess the problem of employee job satisfaction in the factory and find out the management to take corrective actions so as to minimize the severity of the problem. More analysis and discussions were presented in the analysis section. Here only important and major findings are presented by referring the previous sections.

Generally the implementation of employee job satisfaction in a proper manner has a valuable effect on the overall organizational objectives as well as on employees day to day activities

performed in the organization. Desta Garment conducts job satisfaction semiannually by their immediate supervisors. According to the response given by some employees, those employees who are in the managerial position are evaluated by top management.

As indicated in the analysis part of the study, Desta Garment mostly uses graphic rating scale technique of job satisfaction which uses the standard of the evaluation like punctuality and completeness on time skill, knowledge and quality of work.

There are problems in evaluating employee which comes from poor evaluations standards and techniques. Almost all problems of job satisfaction observed in Desta Garment are directed towards evaluators. The matter is the skill and ability of evaluators on how to evaluate employees and rate results. The major problem of employee job satisfaction in the company was subjectivity and biasness.

job satisfaction can have both positive and negative impact on employees moral and satisfaction. If job satisfaction is satisfactory /good, employees would have a change to get promotion, salary increments, reward (which could be financial as well as psychological reward) which can be viewed as positive impact. On the other hand, it is negative impact when job satisfaction feedback is not that much satisfactory. This negative impact of job satisfaction is salary reduction, demotion and morally dissatisfied.

This is a waste/loss to the organization which restricts the full purpose of achieving organizational objectives through the use of qualified and motivated manpower. At the end, job satisfaction mainly has importance to help the organization in according to the order from the first to the last:

- Designing training and development programs
- Improving working environment
- Identifying good and poor performance
- Strength superior subordinate relationships
- Fix salary of employees.

5.3. Recommendation

From the conclusion made based on the major findings of the research the following recommendations are suggested. These are:

- ✓ Recognition, which is one of the intrinsic variables, has the most influential factor on the satisfaction of employees of Desta Garment. Therefore, it is strongly recommended for the top management to give a due attention towards this variable. Managers should establish criteria for identifying employees who are eligible for recognition, then recognize anyone who meets the criteria by being consistently fair.
- ✓ The management of Desta Garment should recognize excellent performance. Employees are motivated when their above-average efforts are recognized and rewarded. This helps to build a sense of employee attachment to the organization thus increase job satisfaction.
- ✓ Desta Garment should also formulate a fair promotion system, an extrinsic factor to increase employees' motivation and their job satisfaction.
- ✓ Since responsibility (intrinsic variable) is a significant variable supervision of employees in any insurance companies, it should be conducted based on their job requirements. When people's responsibilities are meaningful and involve their strengths and values, they become driven. Supervision of employees must be free from bias and the results of supervision are supposed to be communicated with employees in a transparent manner.
- ✓ Additionally, Desta Garment needs to promptly update pay and benefits.

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APPENDIX

PART I: FACTORS THAT AFFECT JOB SATISFACTION

- Kindly indicate the degree to which you agree with the following statements concerning factors that affecting job satisfaction in your organization.
- Please give them a rank based on a five point Likert Scale. Select if

1 = **stronglydisagree** 2 = **Disagree** 3 = **Neutral** 4 = **Agree** 5=**strongly agree**

Extrinsic factors

No	A, Payment and Benefit	1	2	3	4	5
1	My Salary Is Equitable when compared with other garment company's					
2	My salary payment is satisfactory in relation to what I do					
3	I am satisfied by the organization pay grade					
4	Salary adjustment or increment is made on reasonable time period					
5	The organization pay competent benefit in the market					
6	Benefit and bounces payment of the organization are matched (bounces based on profitability of the organization is matched					
7	The benefit system of the organization has effect on my satisfaction					
	B, Promotion					
1	Everyone has an equal chance to be promoted					
2	The organization promotion policy is clearly communicated to all employs					

3	The existing promotion motivate employ for high level of job satisfaction					
	C, working environment					
1	I am Provided with adequate facility and resource to do my job effectively					
2	The working like space seating arrangement ,ventilation , lighting etc helped me to do my duties in better way					
3	The organization provides flexible work hours to accommodate my personal needs					
4	All in all satisfied with the working condition of the organization					

Intrinsic factors

No	Responsibility	1	2	3	4	5
1	Employee have clear job responsibility in our organization					
2	Employee participate in decision making that has a positive effect on their job satisfaction					
3	I perform my duty with full autonomy and freedom					
	Recognition					
1	I get credit for what I do					
2	I receive constructive criticism (positive feedback) about my work					
3	The existence of recognition for good works, has given me an opportunity to perform well					

PARTII: QUESTIONSRELATEDTOJOBSATISFACTION

Here are items that help to measure Job satisfaction. Please give them a rank based on a five point Likert Scale. Select 1=**very dissatisfied** 2=**dissatisfied** 3=**Neutral**4 =**satisfied** 5 = **very satisfied**

No	Items	1	2	3	4	5
1	Being able to keep busy all the time					
2	The chance to work alone on the job					
3	The chance to do different thing from time to time					
4	The chance to be “somebody “ in community					
5	The way my boss handles his or her works					
6	The competence of my supervisor in making decision					
7	Being able to do things that don’t go against my conscience					
8	The way my job provides for steady employment					
9	The chance to do things for other people					
10	The chance to tell people to do					
11	The chance to do something that makes use my abilities					
12	The way company policies are put in to practice					
13	My pay and the amount of work I do					
14	The chance for advancement on this job					
15	The freedom to use my own judgment					
16	The chance to try my own method of doing the job					
17	The working conditions					
18	The way my co-workers get along with each other					
19	The praise I get for doing a good job					

20	The feeling of accomplishment I get from the job					
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THANK YOU FOR YOUR GENUINE RESPON

