

**FACTORS AFFECTING EMPLOYEES JOB SATISFACTION IN
COFFEE PROCESSING AND WAREHOUSE ENTERPRISE
(CASE STUDY ON JIMMA TOWN)**

**A RESEARCH PAPER FOR PARTIAL FULFILLMENT OF B.A
DEGREE IN BUSINESS ADMINISTRATION AND
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Abstract

The job satisfaction has got tremendous attention in organization research. The focused on this study is to determine and examine the impact of various human resource management factors that affecting employees job satisfaction of coffee processing and ware house enterprise in Jimma. Job autonomy, leadership, work standards condition), interpersonal relationships salary organizational and administrative policies etc. it also investigates the major determinants of job satisfaction on coffee processing and warehouse enterprise in Jimma. This study further evaluates the level of difference in job satisfaction among male and formal employees. The sample of study consisted of 360 employees working in different parts of the organization; lamed vapor through questioner; interview random sampling techniques are used to collect primary data; of which 118 were returned and processed and secondary data gathered from journals, books magazines etc.

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CHAPTER ONE

INTRODUCTION

Background of Study

Job satisfaction a workers sense of achieving and success 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 suitably rewarded for one's effort.

To keep employees satisfied and motivated on job the concerned body should primarily go through assessment of different facets to the job. The assessment gives an insight for fruitful management of job satisfaction. The primary objective of this study is to assess and examine rigorously the level of job satisfaction of employees in coffee processing and was house enterprise.

1.1 Organizational Profile

The coffee processing and warehouse enterprise (CPWE) came in to existence on May 28, 1994 by establishment regulation No 184/1994 issued by the council of minster of the transitional government of Ethiopia.

The relational behind the establishment of this enterprise was to met the country, export promotion and encouragement initiative policy of the government by giving due attention to export of washed coffee.

At the beginning of the establishment of the Enterprise, coffee export market was mainly monopolized by the government. At the down fall of Derg region the socialist centralized economic policy was substituted by the free market economy policy.

Consequently, the coffee export market that was under the monopoly of the government was distributed among different new entrants in to the market nevertheless, new coffee export initially had no enough financial capacity to invest ton a coffee processing machines and construction of suitable coffee ware housed. Hence the burdened supporting this coffee exporter was said on the government for some times in the past.

1.2 Statement of the Problem

Most employees spend many of their working time at work in addition to working on assigned task they typically interact with other person (supervisor, fellow employees) and are exposed to organizational policies and practice this entire inurn influence employees feeling about their job or reduce their motivation to the job. Coffee processing and warehouse enterprise had many problems that are related to with employees Job Satisfaction. Since employees are the most important asset of the organization the way that managers treat them would affect their motivation. The managerial capability of the enterprise related with keeping employees moral benefit that would be very low in practice. The employees would not satisfy with their salary. Because the enterprise should not have an initiative payment that would make dissatisfied with their job. The payment might very less where compared to the job of those employees performance formed. Generally; the reward system is very low since reward is a typical motivation for performing the job. Because of this employees of the enterprise were not satisfied with their job. The other problem is the amount of work assigned or work load is above the employee's capacities especially during February and March, when production of coffee is high. And a money employee is not obtaining advancement compare to their job experience.

1.3 Limitation of the Study

The most limitation of the study is that there was not sufficient time and resources to collect data that is why the researcher obtains 118 answered from the 240 questionnaires that were prepared to be filled by the employees.

1.4 Objective of the Study

This study is to identify and achieves the following objectives.

1.4.1 General Objective

The main objective of this study is to examine identify and assess factors affecting the degree of employees job satisfaction in line with Herzberg two factors theory and discrepancy theory of coffee processing and warehouse enterprise in Jimma.

1.4.2 Specific Objective

To examine job satisfaction of the employees there exist in coffee processing and warehouse.

To examine factors that caused employees job satisfaction.

To identify wore performance of the employee and.

To suggest that measures of the job satisfaction in order to improve employees work performance through job satisfaction.

1.5 Scope of the Study

The study is to examine, Assess and give identify that factors affecting employees job satisfaction of coffee processing and warehouse enterprise. It also covers to find our solution to enhance motivation of employees and minimizing job dissatisfaction. The time scope of data will be used covers time series.

This study is limited to Jimma town coffee processing and warehouse enterprise.

Because, the organization has had problems like employees job dissatisfaction and of payment system.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Magnitude of Job Satisfaction.

Job satisfaction is an essential factor that affects employees' initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction is a major factor in personal satisfaction (Locke, 1976), self-respect, self-esteem, and self-development. Job Satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach. A satisfied worker is creative, flexible, innovative, and loyal ("Emotes", 2010).

Job satisfaction in general that means the work force is motivated and committed to high quality performance. Improving the quality of working life will help employees to increase productivity (the quantity and quality of Output per hour worked). Unhappy employees are not motivated to work hard and give 100% of their efforts over a Long period of time. Job satisfaction is also linked to a healthier workforce and has been found to be a good Indicator of longevity foray company (Argyle, 1989). It is important for the worker to feel satisfied doing his/her job and feel great value for his/her efforts. Job satisfaction brings a delightful an emotion (Brown, 1996), which leads to an optimistic work manner. A satisfied worker is more likely to be creative and show more durability (Engleza, 2007). Companies and organizations that considered most the job satisfaction of the workforce with regards to the efficiency of work and the number of hours also had higher quality performances among its employees. Researches shows that more satisfied workers tend to add more value to an organization.

Unhappy employees who are motivated by fear of job loss do not give 100% of their effort for very long (Akerlof, Rose & Yelp, 1987)

2.2 Job satisfaction verses motivation

These terms are related but not synonymous concept motivation is a dynamic process people may be motivated by different things. (Need and drives 0 during different period of their lives. Motivation persist a set of innate drives and felt needs for each employees. It is a goal oriented behavior.

Satisfaction is a consequence of rewards and punishment associated with the past events experience.

2.3 Determinates of job Satisfaction

Job satisfaction is function of several factors at varying degree of influence. Review of researches theories and model reveal some important determinant of job satisfaction discussed in the following program.

1. Supervision

The first and for most important determinants of job satisfaction is supervision and leadership style. Generally employees centered leadership style enhances great amount of job satisfaction as the leader look after the subordinate carefully displays, friendship respect and warmth etc. towards employees on the other hand production oriented leaders may cause lo job satisfaction to employees and may affect the turnover and absenteeism adversely.

In addition according to Hertzberg two factors theory supervision in an event of hygiene issue that can only dissatisfy if they are absent or mishandled. The hygiene factors can not affect motivation of employees but can minimize dissatisfaction if handled properly.

In Abraham Maslow's need hierarchy, the supervisor concept matches to his (social) needs in that employee wants to have good working relationship, harmonious work group with subordinates and customers. Maslow's social need involves need for belongingness and love.

2. Co – Workers

It has been found empirically that isolated workers dislike their job.

An individual level of job satisfaction might be function of personal characteristic and the characteristic of the groups to which he/she belongs that more is that another study shows that the better relationship with coworkers and supervisors the great the job satisfaction.

3. Job Content

Job content is Herzberg's motivation as recognition, responsibility, advancement, achievement etc. These factors suit Maslow's upper level needs self-esteem and self actualization). Job content factors create satisfaction by fulfilling individuals need for meaning and personal growth they make people satisfied with their job.

Maslow model depicted self-esteem and self – actualization need at higher hierarchy. His esteem needs include desire for self – respect, self – esteem and the esteem of others. When focused externally these need also include the desire for reputation, prestige, Status, fame, glory dominance, recognition, attention, importance and appreciation. He added that satisfaction of esteem needs produces feeling of self-confidence, worth strength capability and adequate and truth of importance. In managerial context's self-actualization means opportunity for higher training, advancement, growth, innovation.

4. Specialization

The relationship between job satisfaction and job specialization is complex.

Specialization leader to greater efficiency in general at the same time it lowers the job satisfaction to some people.

5. Pay and Security

Hertzberg identified salary (money as the most important hygiene factor that create a zero level of motivation and if maintained at proper level prevent dissatisfaction, never satisfy.

Abraham Maslow considered salary as means to meet physiological need and explain the effect of pay on satisfaction.

Security is also extrinsic to Hertzberg that is neutral to state of motivation satisfaction and performance where as for Abraham Maslow security is equivalent to having a safe work environment that is not Hazardous to health economic.

2.4 The dimensions of job satisfaction

The perceptions of job satisfaction vary among scientists and scholars. The reason is related to the numerous concepts, values, beliefs, and cores of interest among scholars to identify the circumstances (Ting, 1997) of the surrounding environment that are considered elements in measuring and defining job satisfaction.

The concept explored here began as simple definition that satisfaction is anything that leads to fulfillment (Locke, 1976), joy, and happiness. Job satisfaction, employee morale, and a good attitude toward a job shows that the importance of Individual feeling. Other scholars define job satisfaction as the sum of individual Feelings toward the job and th emotional fulfillment that individuals reach in their work. Yet for many researchers the meaning of job satisfaction has shifted from a concentration

on the feelings that individuals have towards their job to complex concepts used to determine the component of job satisfaction and its multiple sides (Al-Haydar& Bin Taleb, 2005).

Many scholars, like Maslow (1943), agree that the feeling of satisfaction in a job positively influences the achievements of employees, while dissatisfaction can negatively reflect on their performance. The feeling of satisfaction or dissatisfaction develops into a condition of internal psychological emotion, which appears as behaviors observed through the individual's performance (Motowidlo, 1996). Job satisfaction has multiple

dimension and sides, influenced by different factors; some are related to the work itself, while others are connected to the peer work group and surrounding work environment. It is erroneous to believe that increased satisfaction in one aspect of a job results in satisfaction with other dimensions of the job. For example, we may find some employees are satisfied with their relations with their colleagues, but dissatisfied with the salary or work conditions. This leads us to understand that job satisfaction is not absolute, but is a problem related to multiple factors (Borjas, 1979).

Dunnette and Jorgenson (1972) assert that job satisfaction is the sum of relations and interactions between workers' desires, expectations, and the value of what their jobs offer. Therefore, job satisfaction is the sum of social, physiological, and environmental circumstances that make an individual pleased about their work (Clark & Oswald, 1996).

The concept of job satisfaction has multiple dimensions that represent the overall satisfaction the individual gets from the work itself, as well as from work groups, superiors (Clark & Oswald, 1994), and the work environment. In achieving job satisfaction, the individual may become highly satisfied with one dimension while remaining dissatisfied with others (Freeman, 1978). For example, it is possible for the employee to be satisfied with the organizational policies while indicating a low level of satisfaction towards colleagues. (Al-Haydar & Bin Taleb, 2005). In this situation the organization must seek to develop the satisfaction of its employees by determining the dimensions its employees complain about to improve positive feelings.

Determining factors that create job satisfaction in the work environment rely (Al-Haydar & Bin Taleb, 2005) upon seven dimensions: the work itself, supervision, the organization and its management, promotion opportunities, pay and other financial benefits, coworkers, and working conditions (Green, 2002).

2.5 How to Create Job Satisfaction

What are the fundamentals of a job that create job satisfaction? Organizations produce job satisfaction by putting systems (Hammersmith, 2001) in place to make sure that workers are challenged and then happy over their successful outcomes. The Organization need to focus on plans to accomplish job satisfaction through multiple steps, some of which can include:

1. Increased creativity
2. Increased accountability
3. Secure work atmosphere
4. Accessibility to a manager -Who provides timely feedback and support
5. Updated technology
6. Competitive salaries and opportunities for promotion who Harvard Professional Group, 1998)

So, the most important objective for increased job satisfaction is providing factors that make employees happy with their work, but it varies among workers (Levy-Garboua & M on Marquette, 2002). Job satisfaction is also influenced by the employee's characteristics, the manager's personal characteristics, the management style of the business, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction among their workforce must try to understand the needs of each employee. For example, managers can enhance worker satisfaction by placing people with similar backgrounds and experiences in the same workgroups (Orisatoki1& Oguntibeju, 2010). Also managers can enhance job satisfaction by carefully matching workers with their preferred type of work.

Someone who does not pay attention to details would have difficulty with finely detailed work (Arches, 1991), and a shy worker would face difficulties in being a good salesperson consequently, managers should match job tasks to employees' Personalities and skills ("Emotes", 1998).

Managers can create a good work environment using steps. Job enrichment is one of these steps. Job enrichment is an upgrade in responsibility. It usually includes increased recognition and greater chances for advanced (Reenter & B islands, 1990) developments, learning, and achievements. There are many companies that use job-enrichment programs to enhance worker motivation and job satisfaction (“Enotes”, 1998), Good administrations also important for creating more self-confidence, higher efficiency, and greater work values as a sense of purpose and meaning for the entire organization and its employees. Many Studies show that job distinctions, such as reimbursements, promotional opportunities, and skills training, as well as organizational uniqueness (Reenter & Bissland, 1990), increased duties, and improved relationships with supervisors and coworkers, all have a great effect on job satisfaction. These job characteristics can be carefully managed to produce better job satisfaction (Pauline, 1994). A worker who becomes committed to his job will increase good elements in the work environment.

Many of those employees ask themselves questions such as: Am I close to expressing my full potential in my work situation? (Everett, 1995) What features of the workplace are helpful? What aspects of the work are enjoyable? What kind of experiences I have received?

2.6 How to Increasing Employee Satisfaction.

Here are six agreed-upon instructions for support employee satisfaction in business:

1. Guarantee that each employee knows the company’s aims, missions, and goals

Happy employees care about the company’s accomplishments and achievements (Robert, 1993) Priorities and responsibilities are divided among employees according to each person’s work rank and job classification (“Morebusiness”, 2010)

2. Provide obvious opportunities

Every employee must know his job duties, and identifying each worker's duties clearly is one of the best ways to improve employee satisfaction. This should include a distinct job description with goals and expectations. Set an agenda to carry out semi-annual or at least an annual job performance evaluations ("More business", 2010). Analyzing performance over a period of time and comparing it to the original expectations is an essential step. If all employees unmistakably know what is expected of them, they have a much easier time accomplishing their goals (Weiss, 2002).

3. Empower employees

Many employees hate to be micro-managed. Often people get more job satisfaction when they are familiar with service people to make their own decisions on improving customer relations. Empowerment gives workers ownership of their jobs and it makes them more creative within the company (Cote & Morgan, 2002).

4. Reward Employees

When was the last time you commended an employee for a job well done? Workers like to know that their efforts are appreciated. Rewarding workers can be as simple as a verbal "job well done." Other rewards for improving working conditions can be in the form of a cash bonus ("More business", 2010) or gift card for taking initiative, or a promotion, even if it is just in little (Wegge, Schmidt, Pares & Van Dick, 2007).

5. Team-Building Activities

Improving employee satisfaction includes building and improving your work team. Team-building activities might include inviting your workers ("More business", 2010) Together to a day retreat where goals are discussed and ideas are introduced. Management might consider hiring a team-building consultant to perform activities with

employees. One example of a simple team-building exercise is setting a team goal and, if it is met, rewarding the employees with a team lunch or even a movie (Saari & Judge, 2004).

6. Reasonable Compensation Salary

Is last on the list because it is not the top priority for employee satisfaction according to human resources polls. Employees would much rather be recognized for their efforts (“More business”, 2010) and be rewarded per job well done hasJust receive an excellent salary. That doesn’t mean you should skimp, however. Be sure you offer salaries that are comparable to other positions in your industry. Include the other benefits you should offer (Mount & Johnson, 2006), such as insurance, retirement contributions, and attractive time-off packages.

2.7 MODELS OF JOB SATISFACTION

2.7.1 Discrepancy Theory

Discrepancy theory was developed by Lawler, who agreed that job satisfaction was determined by a motivational structure. This idea deals with how an individual measures job satisfaction based on what the employee gets versus what the employee believed he or she deserved. “Satisfaction is determined by the difference between the exact amount a person receives and what they expect. Therefore, dissatisfaction occurs when a person receives less or more than what was expected” (Steven, 2008, p.30). Social; Psychologist Bandura developed the social influence hypothesis theory, which explains there is a social consequence where a person wants what they recognize others around them to desire.

Lawler’s discrepancy Theory suggests that a person’s job satisfaction or dissatisfaction comes from what they feel is important, valuable, or worthwhile rather

than the fulfillment or un-fulfillment of their needs. Person's importance rating of a variable is in reference to how much of something is wanted. Discrepancy explains that dissatisfaction occurs when an employee receives less than what they want and expected (Berry, 1997). This theory indicated that one's satisfaction is measured by his own innate values, so one person may feel satisfied in a specific job while another person in the same job may not be satisfied at all (Yip, Goldman & Martin, 2010). Also, this theory claims that identical twins will have exactly the same level of satisfaction because their standards and values are likely to be similar (Berry, 1997).

. So, Job satisfaction means the "achievement of a need or want" (Gomes, 2009, p.3), thus job satisfaction is an indication of the employee's feelings or what they think of their job. It can be influenced by the quality of relationships within the organization, the quality of the physical environment, and the degree of the work fulfillment.

There are many elements that are considered very important to job satisfaction, because they all affect the way a person (Rode, 2004) feels about their job. These elements include: payment, promotions, benefits, supervisor, coworkers, work conditions, communication, safety, productivity, and the work itself.

Each of these factors can mean something totally different to each employee and influence an individual's job satisfaction. One might value the paycheck and consider it to be the most important component in job satisfaction, although this is not always true.

Employees tend to be more concerned with working in an

Environment they enjoy and like (Yip, Goldman, & Martin, 2010). Landy developed another theory related to the discrepancy theory to explain job satisfaction, known as the opponent process theory. Landy believed that the main reaction or emotional response combined with the secondary reaction, the afterward emotional reaction, creates a steadily "equilibrium that results in job satisfaction" (Steven, 2008, p.31). However, according to Hackman and Lawler (1971), job satisfaction occurs when what an individual needs matches the job characteristics. Hackman and Lawler (1971) and Hackman and Oldham (1976) created a model they called the job characteristics model. They stated that there is a strong relation between the characteristics of any job and the work results and outcomes, and it is moderated by how much those employees want to obtain growth satisfaction in their job. They called it the GNS, or "growth need strength." Their

conclusion was that in order to have high job satisfaction, the GNS of any employee must match the job's features and characteristics. Hackman and Oldham (1980) state job satisfaction is measured by the job characteristics and their effect on the individual workers.

These two researchers claim there are five core characteristics of jobs: skill variety, task identity, task significance, autonomy and feedback. These five characteristics identify how much impact each job characteristic has on each employee in terms of their attitude and behavior in the workplace.

According to the job characteristics model, the desired results can occur only when the individual employee experiences three psychological states (Robbins, 2001):

1. **Meaningfulness:** Sensing the value and the importance of the job and that it is worthwhile.
2. **Responsibility:** Obtaining a sense of independency in the workplace.
3. **Knowledge of results:** Obtaining feedback about the effectiveness of job performance.

These three psychological states are promoted by the characteristics of the job. Meaningfulness is created by three job characteristics; task significance, task identity, and skill variety, while job autonomy and job feedback are the job characteristics that are expected to introduce such states. When matched with the appropriate level of growth need strength, these states are supposed to lead to high level of performance and thus satisfaction (Fried, 2010). The degree of effort spent by an employee to perform a task and his perception of what a task requires directly affect the employee's job performance

When an employee performs his job well, it leads to rewards that are intrinsic (positively valued work outcomes given by some person or source in the work setting) as well as extrinsic (positively valued work outcomes received directly as a result of task performance; they do not require the participation of another person or source, such as a feeling of achievement after accomplishing a job). These kinds of rewards increase an

employee's satisfaction. Moreover, satisfaction of the individual depends upon the fairness of the reward (Al-Hydra& Bin Taleb, 2005).

There are other job characteristic theories related to the discrepancy theory such as:

2.7.2 Equity Theory:

The equity theory developed in 1963 by John Stacey Adams is based on the level of equality and fairness that the employee receives in return to his contributions at work. The theory describes the employee's desire to find a balance between the ratio of their input (experience, qualifications, capability) to the ratio of the output (incentives, rewards, recognition) they receive, comparing their status with their coworkers. If this comparison is fair, then employee will reach satisfaction, if not he/she will be dissatisfied (Al-Hayda& Bin Taleb, 2005). Scholars like Chapman (2006) state "we each seek fairness and balance between what put into our jobs and what we get out of it" (p .1). So, employees continuously measure their feelings, achievements, outputs, and inputs.

2.7.3 Frederick Hertzberg's Motivation-Hygiene Theory:

Frederick tried to modify Marlow's need hierarchy theory in 1959. His theory is also known as the two-factor theory or hygiene theory. He portrays two different factors—hygiene factors and motivator factors—as the primary causes of job dissatisfaction and job satisfaction. Hygiene factors are sources of job dissatisfaction. It is associated with the job context or work setting, such as: organizational policies, quality of supervision (Herzberg, 1987), and working condition. He believes that improving hygiene factors prevents workers from being dissatisfied, but do not contribute to satisfaction. On the other hand, motivation factors are the sources of job satisfaction (Feder,2000), and it is associated with the job content, for example, recognition, the work itself, responsibilities, and advancement.

In his point of view, building motivation factors into the job enables employees to be satisfied, and the absence of motivation results in low satisfaction, low motivation, and low performance (Net MBA, 2002). He proposed several key findings as a result of this identification:

People are made dissatisfied by a bad environment, but they are seldom made satisfied by a good environment. The prevention of dissatisfaction is just as important as the encouragement of motivator satisfaction. Hygiene factors operate independently of motivation factors. An individual can be highly motivated in his work and be dissatisfied with his work environment. All hygiene factors are equally important, although their frequency of occurrence differs considerably. Hygiene improvements have short-term effects. Any improvements result in a short-term removal of, or preventive support. Hygiene needs are cyclical in nature and come back to a starting point. Hygiene needs have an escalating zero point and no final

Answer (Hertzberg & Frederick, 1959, p 59–83).

This theory also called the motivation-hygiene theory. Frederick Hertzberg (1987) stated that job satisfaction level is determined by two factors, which are motivation and hygiene. Motivation is considered to be the force found inside an individual that will push them to work and perform better, as it is very important that individuals need promotions and recognition, etc. Hygiene factors are those aspects of work that have a huge influence and effect on employees, for instance, salary, work environment, and organizational policies, etc. (Doyle & Forsyth, 1973, Goodman, 1989 & Stanton, 1974).

2.8 What Makes You Lose Job Satisfaction?

Losing job satisfaction will cause an employee stress and depression. There are many reasons for the loss of job satisfaction. Sometimes a worker feels the job is mostly routine, and requires the employee to stay behind a desk and sign papers, and this makes the worker bored and dissatisfied.

Conflicts with other employees or supervisors are also good reasons for losing satisfaction, as well as not being rewarded or paid for what an employee has accomplished.

The fear a worker feels that he or she may lose the job for any reason, or the position the worker holds does not match his or her educational qualifications will cause an employee to have a feeling of uselessness, which leads to dissatisfaction. Furthermore, there are many other reasons for losing job satisfaction that vary depending on the job, individual values and expectations (Mayo Clinic, 1998). Farber (2000) gives four steps for management to assist employees to become more motivated and rejuvenated:

1. Cultivate positive influences.

2. Monitor content input.

3. Take a step.

4. Set goals and go after them Work Approach and job satisfaction

2.9 Work approaches Affects individuals Job Satisfaction

There are three work approaches that affect an individual's job satisfaction.

The first approach is the Job

Approach, where an employee believes his or her work is no more than a job, then the worker (Wright, 1985) will focus on how he or she is going to be paid, and how much. The financial aspect is more important, and the higher the salary the more satisfied the worker.

The second approach is the Career Approach,

When the worker's only focus is on progress and accomplishment (Eskildsen, 2000) of what the career calls the employee to do. The faster this employee gets to progress, the more motivated and satisfied he or she is.

The last approach is the Calling Approach,

Where the employee's focus is on what his or her work asks the worker to do rather than focusing on payment or progression. It is just satisfaction of how the employee is working and the environment of the work (Elizabeth, S., 2007). "Maintain a work environment conducive to the well-being and growth of all employees and how the measure employee satisfaction" (Eskildsen, 2000, p. 581).

2.9 Assuring Job Satisfaction

Job satisfaction requires careful planning and effort both by management and by the workers. Leaders are expected to support their employees and to be more efficient in developing a good mix of factors. Because of the comparative distinction of pay rates in the prize system, it is significant that salaries be tied to job tasks and that pay increases are tied to performance rather than seniority (Hertzberg's, 1957) & (Maslow, 1943). "Job satisfaction is a product of the events and conditions that people experience on their jobs" (Brief, 1998, p. 15). If a person's Work is attractive, her reimburse is fair, her promotional chances are good, his/her supervisor is helpful, and her coworkers are pleasant, then a situational approach leads one to expect he/she is satisfied with his/her job; very simply put, if the pleasures associated with one's job outweigh the pains, there is some level of job satisfaction (Brief, 1998).

2.3.0 How to Measure Job Satisfaction:

To assess employee satisfaction, many organizations will routinely have obligatory surveys or face-to-face meetings with employees to gain data. Both of these strategies have pros and cons and should be chosen carefully. Surveys are often nameless, allowing workers more liberty to be honest without fear of ramification. Interviews with company administration can feel threatening, but if done suitably can let the worker know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can really get to the heart of the data surrounding individuals' satisfaction, and can be main tools to identify specific

2.3.1 Problems leading to lowered morale.

Many experts believe that one of the best ways to keep employee satisfaction is to make workers feel like Part of a family or team. "Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work-related setting. Camping trips, paintball wars, and guided backpacking trips are versions of this type of team-building strategy" (Ellis, 2010, p.4). Other scholars like Selden, Sally, and Gene Brewer (2000), state that managers can motivate employees and keep them satisfied. The conclusions of the Selden, Sally, and Gene Brewer study is High levels of both job performance and job satisfaction often result from a match between individual needs for growth and job characteristics (job scope).

2. Upward and lateral

Communication doesn't usually affect job performance and job satisfaction when high individual-job congruence exists

3. Downward communication sometimes affects

Performance more than job satisfaction when low levels of individual-job congruence exist 531).

CHAPTER THREE

METHODOLOGY

Since the methodology of this study is the core point as it is illustrated, analyzed and results are communicated, it would be better if explained by dividing it into sub sections as follows.

3.1 Source of Data (Materials)

Primary and secondary data were used for the study. Primary data were collected through the personal interview with the help of questionnaires and secondary data gathered from journals, books, magazines etc

Work related data from employees of the sample organization were given to priority in the conducting of this study. The following is the list of independent variables that pave the way look in to the dependent variable and Justification on how they are related to the dependent variable under this study.

Work it self – Consider whether the work is challenging /complex or routine.

Supervision – Quality of interpersonal relation among peers, supervisor and subordinate has dominant emission employee feeling.

Salary – the amount of money that they received monthly is proportional when it is compare to their experience, educational level.

Interpersonal Relationship – consider the degree of the relationship between employees and boss also between themselves is good or bad.

Workload -The amount of work assigned to an employee

Promotion and advancement-opportunity to improve position as the result of job performance and reward for their loyalty they would feel valuable asset of the firm.

Other – factor – recognition – organization and administrative policies and responsibility was given room to minimize the effect of extraneous variables dependent variables of job satisfaction.

3.2 Dependent variables of job satisfaction.

Demographic variable contained in the questioner like sex, Nationality, qualification, marital status and qualification.

The relevant data will be collect from employees of coffee processing and warehouse enterprise, which is located in Jimma town the research data collection take 20 days.

3.3 Methods of Sampling

However, the sampling from was determined the employees of coffee processing and warehouse enterprise, Random sampling was chosen for taking the sample because every single observation of sample has not zero chance of being actually included in the sample. In organization there are about 360 employees among them about 40% selected as sample of this study.

3.4 Data collection

Unstructured interview and self administered questionnaire were used for the primary data collection and the method is determined to be the best for

Obtaining information from very large number of respondents within short period of time

Minimize cost of study

The questions will be design as closed question

3.5 Data Processing

It involves editing, sorting, classifying and tabulating the data. Through editing the data check and adjusts for omission, legibility and errors in sorting the processing and analyzing done orderly. Tabulation and classification would be done in the calculation frequencies on percentage.

3.6 Methods of data Analysis and interpretation

Here the data transformed in the understandable form and it was easy for interpretation the analysis includes editing, coding, classifying, tabulation, calculation of frequencies, percentage for intrinsic and extrinsic variables.

After performing all this tasks I have used only tables to interpretation of collected information from the respondents.

Intrinsic variable recognition, responsibility, works itself, advancement, achievement
extrinsic – working condition, Interpersonal relationship, salary, supervision.

3.7 Ethical Consideration

The researcher have a supporting letter from SRP and department to be formal respondent would be asked, in advance, their ancient to fill the questionnaires. Moreover, great care would be taken not to include personal and leading questions at questionnaire development.

CHAPTER FOUR

Result and Discussion

The result and analysis of the study presented under different dimension of job satisfaction needing. According number of respondents and percentage (%) for Demographic variable as well as extrinsic and intrinsic factors of job satisfaction are depicted subsequently relate discussion for the result are presented as follow.

4.1 Results and Discussion of Extrinsic factors

4.1.1 Demographic Characteristic

Demographic variables includes sex, nationality qualification, material status age etc affects employees job satisfaction for example when the employee is qualified person the company gets qualitative effective and efficient products. If qualitative product is to produced the organization pay a higher salary to the employee and the employees satisfied with their payment.

The age affects satisfaction when employees gets higher age that means pension age the quality of product to be produced is low and the organization lowering the payment. If the payment is low the employees dissatisfied.

Table 1: Demographic characteristic and number of percentage distribution

Demographic variable	Number	Percentage	Total
Sex			
Male	73	61.86%	
female	45	38.14%	118
Nationality			
Ethiopian	118	100%	118
Expatriate	-	-	

Qualification			
Diploma	28	23.72%	118
Degree	10	8.47%	
master	4	3.38%	
Complete 12 Grade	26	22%	
Less than 12 Grade	50	42.3%	
Service year			
2 years	14	11.86	
3 – 5 years	12	10.17	
– 10 years	64	54.23%	
>10 years	28	23.72%	
Marital status			
Married	85	72%	
Single	33	28%	

Analysis of the respondents who completed the questioner indicate in the above table shows that from 360 employees 144 are asked 118 (82%) completed the questionnaire. The research thing, it is sufficient out of 118, 73 (61.86%) are male and 45 (38.14%) are females. About 4(3.38%) master holder and majority of them 50 (42.3%) are below 12 grade. 28 (23.73%), 10 (8.47%), 26 (22%) are degree, diploma and 12 grade completes respectively. Regarding service year 2 are 14 (11.86) have served 2 years, 12 (10 – 17 %) 4 – 5 year, between 5 and 10 64 (54.23%), 28 (23.72%) are above 10 years served.

To talk about marital status 85 (72%) and 33 (28%) are married and single respectively. All respondents are Ethiopian from the outcome of the data; it can be conclude that most employee have been working for long period of time in the company this is may be due to lack of obtaining another job and may be directly related with their less educational status.

This part consists of result and discussion of extrinsic and intrinsic factor of job satisfaction and begins with extrinsic variable. Which include salary, working condition, interpersonal relationship, administrative and organization policies and supervision?

4.1.2 Salary Compensation

Salary is a lost on the job satisfaction because it is not the top priority for employees satisfaction according to human resource polls. Employees would much rather be recognized for their efforts and able be rewarded per job well done than just receive an excellent salary. That does not mean you should skimp, however. Be sure you offer salaries that are computable to her position in your industry. Includes the other benefits you should offer such as insurance, retirement, contributions and attractive time off packages.

Table 2: Salary

Ref no	5	4	3	2	1	Total
1.1 Comparability of base salary with quality of work			19(16%)	41(34.75%)	58 (49.15%)	118
1.2 base salary comparable to what other office in the same area are paying			40 34%	47 (40%)	31(26%)	118
1.3 the availability of part lime employment			11(9.3%)	27 (23%0	80 (68%)	118

Key:

1 very low

2 low

3 Medium

4 High

5 Very high

This key would use for all result and succession part help up to the end of result and discussion salary which is one of extrinsic dimension of job satisfaction as depicted in above table 2.

The greater number of employees 49% and 34.75% rated comparability of base salary with the quality of work being done from very low to low and 16% rated medium. Similarly 26.3% rated very low 40% rated low and 34% rated medium with base salary comparable to what other office in same area paying. In addition greater proportion of employee 68% answered that the availability of par time employment 9opportunity for additional income0 is very low 23% and 9.36% said it is low and medium respectively. Herzberg's identified salary 9money as the most important hygiene factor that creates a zero level of motivation and if maintained at proper level prevents dissatisfaction). Generally we can understand from the above table result that most employees are not satisfied with their salary.

If they are not satisfied with that salary their motivation to job will be decrease and this may cause low productivity and turnover in order to get better job that will satisfy them.

4. 1.3 Work Standards Condition

Work standards are one of the employees' job satisfaction dimensions that encourage communication between employees & customers quality gains important when – employees see its impact ton customers. Develop meaningful measures of quality celebrate achievements in quality.

The following table presents the working condition

Table 3: Working Condition

Ref No	5	4	3	2	1	Total
2.1. Conformability of coffee condition like chair and table		35(29.6%)	43 (36.5%)	40 (33.89%)		100%
2.2. the access to computer & internet				5(4.24%)	133(95.6%)	100%

service						
2.3. the Degree of comfort ability of the environment for the work			21/11.8)	62(52.5%)	35(29.7%)	100%

From the data the researcher can say that the majority of the respondent 43(36.5%) answered that conformability of office material condition like chair and table is not at all some of them 40(38.89%) Saied low and the rest respondent 35(29.6%) claim high. The access to computer and internet service being very low is rated by higher proportion 113(95.6%) and the rest 5(4.24%) says it is low finally 35 929.7%), 62(52.5%) and 21 (17.8%) responded very low, low and medium for the question related with the degree of comfortably of environment respectively.

The result let conclude that the working condition; the working place is not comfortable for a great number of employees this is due to very coldness of the environment. Regarding with computer and interest service majority of them are very dissatisfied there two factors put their impact an job satisfaction and enterprise greatly. In addition to these factors office condition has got less satisfied with their need so this factors office condition has got less satisfied with their need so this factor should be greatly considered and improved as well.

4.1.4 Interpersonal Relationship

Some employees are satisfied with their relation with their colleagues and the their supervisor but dissatisfied with the salary or work condition. This leads us to understand that job satisfaction is not absolute but is a problem related to multiple factors.

The following table decrypts the interpersonal relationship between employees of the organization.

Table 4: interpersonal relationship

Ref no	5	4	3	2	1	Total
3.1 the level of relationship with other employees		47 (39.83%)	50 (42.37%)	22 (18.64%)		100%

From the above table of result one observes that interpersonal relationship is one of the criteria of extrinsic dimension of job satisfaction. Here are large number of respondent answered that the level of relationship with to her employees is high which accounts 5(52.37%), 47(39.83%) and 22(18.64%) said that it is very high, high and medium respectively.

Interpersonal relationship which considers the relationship between employees has effect on job satisfaction from the above data researcher can conclude that they are satisfied with their relationship which is helpful for a better job satisfaction and for a very well accomplishment of job due to employees' coordination.

4.1.5 Organizational police and administration

The policy of the organization statement should express the organizations philosophy and value in terms of its intended treatment of the people it employees. For example, in dealing with the subject of human resource development of all employees at all level in interest of achieving the organizational aims and objectives, and personal development of individual employees.

It should make a clear the organizations philosophy and intended practice for all main areas of personal function, Example human resource planning, job analysis, recruitment and selection, induction of new employees, assessment of performance, potential and rewards, training and development, pay and benefits condition of service, health and safety welfare, discipline, redundancy and retirement industrial relations.

Table 5: Organizational Policy and Administration

Ref no	5	4	3	2	1	Total
4.1 the level of application polices greater to service and training infrastructure		21 18%	12 10.2%	41 35%	44 37%	118
4.2 The nature of polices related with cons tactual agreement 9whether they are realized recently or not		11 (9%)	70 59%	39 (33%)		118

Responding to the variable organization policy and Administrative as indicate in the table 5 above relatively dominant number of respondent (59%) are medium in the level of the nature of policy. About 933%) and 9% are low and high respectively.

The level of application of policies related service and training infrastructure about 37% are rating very low 35% are low, 10.2% rating medium and 18% rating high.

The stated data indicate that the nature of policies related with contractual agreement, majority of them are neither satisfied nor dissatisfied, revising recently help for to move with world even if in some extent need improvement.

The level of application of policies related service and training infrastructure about 37% are rating very low 35% are low, 10.2% rating medium and 18% rating high.

The stated data indicate that the nature of policies related with contractual agreement, majority of them are neither satisfied nor dissatisfied, revising recently help for to move with world even if in some extent need improvement.

Finally the statement of policy must be based on current requirement of employment low and codes of practice presents in the following table.

As last the level of application greater to service and training infrastructure money number of respondents are dissatisfied.

4.1.6 Supervision

Data from employee's satisfaction surveys has shown employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking actions.

Make sure your manager sure well trained leader ship combines altitudes and behavior. It can be learned.

People responds to managers that they can trust and who inspire them to achieve meaning goals discussed in the following table.

Table 6: Supervisor

Ref No	5	4	3	2	1	Total
5.1: The degree of fairness on supervision		21 18%	48 40.67%	49 41.37%	-	118
5.2: Superior passes leadership skill or style						

As apparent from the above table the dominant proportion of employee about 41% with low degree of fairness on supervision while 40% and 18% says medium and high respectively, with the supervisor posses leadership skill; about 42% for words low. 31% are medium and the rest 26% says it is high.

Supervision; quality of interpersonal relationship among peers, supervisor subordinate has dominate emission employees feeling the stated data indicate that most employees and not satisfied with supervision which affect accomplishment of job in proper way and may cause lack of trust between supervisor and employee.

4.2 Result and Discussion of Intrinsic factor

4.2.1 Work itself.

The management style of business and the nature of work itself managers who won't to maintain a high level of job satisfaction among their work force must try to understand the needs of each employee.

For example managers can enhance workers satisfaction by placing people with similar backgrounds and experiences in the same workgroup. Also managers can enhance job satisfaction by carefully matching workers with their preferred type of work. 9arche; 1991)

Table 7: work it self

Ref no	5	4	3	2	1	Total
6.1: the degree to which the job involves physical strain and excretion	16 14%	57 48%	45 38%	-	-	118
6.2: the level to which the work impact on heal the	21 18%	50 42%	32 27%	15 13%	-	118

From the above table about 48% employee responded that the degree to which the job involves physical strain and exertion is high, 38% and 14% employees agree with medium and very high respectively in respective with the level to which the work has an impact ton health about 42% responded high, 27% and 18% of the employees have no doubt in medium and very high degree respectively and the rest 15% says low.

The result indicates that the degree of physical strain and exertion on job is high and impact ton health tool this result in job dissatisfaction and turnover more over; diseases like trachoma and blood pressure are may be the cause.

4.2.2 Advancement and Reward

Employees are satisfied when they feel they are rewarded and have got scholar opportunity for further educational and personal growth fairly for the work they do consider employees responsibilities, the effort they have put forth the work they have done well and demands of their job is shown in the following table.

Table 8: Advancement and Reward.

Ref no	5	4	3	2	1	Total
7.1: Opportunity for advancement reward for performance.			20 16.94%	58 49.15 %	40 33.89%	100%
7.2: Scholar opportunity for further education and personal growth						

Advancement, which is one of the intrinsic dimensions of job satisfaction, that has the following results about 49.15% of the sample size answered that the opportunity for advancement is low. While the rest 33.89% and 16.95% rating very low and medium respectively. Moreover, factors which is related to advancement for scholar opportunity About 84.7%, 13.56% and 1.69% have a chance of very low, low and medium respectively.

As it can be understood from the data reward for performance is low. The opportunity for scholarship is also very low; this decline that the employee moral toward proper work has got negative impact ton employees skillfulness.

4.2.3 Recognition

Employee recognition is not just a nice thing to do for people. Employee recognition is a communication tool that reinforces and rewards the most important outcomes people create for your business. When you recognize people effectively, you reinforce, with your chosen means of recognition, the actions and behaviors you most want to see people repeat. An effective employee recognition system is simple, immediate, and powerfully reinforcing.

When you consider employee recognition processes, you need to develop recognition that is equally powerful for both the organization and the employee. You must address five important issues if you want the recognition you offer to be viewed as motivating and rewarding by your employees and important for the success of your organization.

The Five Most Important Tips for Effective Recognition

You need to establish criteria for what performance or contribution constitutes reward able behavior or actions.

- All employees must be eligible for the recognition.
- The recognition must supply the employer and employee with specific information about what behaviors or actions are being rewarded and recognized.
- Anyone who then performs at the level or standard stated in the criteria receives the reward.
- The recognition should occur as close to the performance of the actions as possible, so the recognition reinforces behavior the employer wants to encourage.

- You don't want to design a process in which managers "select" the people to receive recognition. This type of process will be viewed forever as "favoritism" or talked about as "it's your turn to get recognized this month." This is why processes that single out an individual, such as "Employee of the Month," are rarely effective.

A Working Example of Successful Recognition

A client company established criteria for rewarding employees. Criteria included such activities as contributing to company success serving a customer without being asked to help by a supervisor. Each employee, who meets the stated criteria, receives a thank you note, hand-written by the supervisor. The note spells out exactly why the employee is receiving the recognition.

The note includes the opportunity for the employee to "draw" a gift from a box. Gifts range from fast food restaurant gift certificates and candy to a gold dollar and substantial cash rewards. The employee draws the reward, so no supervisory interference is perceived. A duplicate of the thank you note goes into a periodic drawing for even more substantial reward and recognition opportunities.

More Tips about Recognition and Performance Management

- If you attach recognition to "real" accomplishments and goal achievement as negotiated in a performance development planning meeting, you need to make sure the recognition meets the above stated requirements. Supervisors must also apply the criteria consistently, so some organizational oversight may be necessary.

-

The challenge of individually negotiated goals is to make certain their accomplishment is viewed as similarly difficult by the organization for the process to be a success.

- People also like recognition that is random and that provides an element of surprise. If you thank a manufacturing group every time they make customer deliveries on time with a lunch, gradually the lunch becomes a "given" or an entitlement and is no longer rewarding.

In another organization, the CEO traditionally bought lunch for all employees every Friday. Soon, he had employees coming to him asking to be reimbursed for lunch if they ate lunch outside of the company on a Friday. His goal of team building turned into a "given" or an entitlement and he was disappointed with the results.

- There is always room for employee reward and recognition activities that generally build positive morale in the work environment. The Pall Corporation, in Ann Arbor, MI, has had a "smile team" that meets to schedule random, fun employee recognition events. They have decorated shop windows, with a prize to the best, for a holiday.

They sponsor ice cream socials, picnics, the "boss" cooks day, and so on, to create a rewarding environment at work. Another company holds an annual costume wearing and judging along with a lunch potluck every Halloween.

Rewards and recognition that help both the employer and the employee get what they need from work are a win-win situation. Make this the year you plan a recognition process that will "wow" your staff and "wow" you with its positive outcomes. Avoid the employee recognition traps that:

- single out a few employees who are mysteriously selected for the recognition,
- sap the morale of the many who failed to understand the criteria enough to compete and win, and

- Sought votes or other personalized, subjective criteria to determine winners.

More about Employee Recognition

- [Make Their Day! Employee Recognition That Works](#)
- [Formal Employee Recognition Letter](#)
- [Leadership Rewards and Recognition](#)
- [Reward and Employee Recognition Quotes](#)

Table 9: Recognition

Ref no	5	4	3	2	1	Total
8.1: Management recognition for their major accomplishment		21(18%)	74(63%)	19.5	-	118
8.2: Opportunity for obtaining bonus		88(75%)	30 25.42%	-	-	118

The table above shows that the responds of the variable of recognition. And it can be seen that 63% of the respondent answered that the management recognition for their major accomplishment on duties is not that much. A few respondents 917.8%) filled the high item and the rest 19.5% says it is low. In the opportunity of getting bonus majority of 75% respondent is high and the rest 25% are on medium.

It concludes could be possible for the researcher that management recognition for their major accomplishment is medium and opportunity for having bonus is high. This enhances motivated work as result job satisfaction may be satisfied.

4.2.4 Adequate responsibility and Authority of employees

Employees are more satisfied when they have adequate freedom and authority to do their job.

Actions when reasonable:

Let employees make decision participation

Allow employees to have imputes on decision that will affect them.

Establish work goals, but let employees determine how they will achieve those goals later reviews may identify innovative “best practices.”

The employee’s responsibility, opportunity of sufficient freedom and authority to carry out their duties is represented by the following table as following.

Table 11: Adequate responsibility and Authority of employees

Ref No	5	4	3	2	1	Total
10.1: Ownership of the work (felineness of responsibility)	32 27.12%	64 54.24%	22 18.64%	-	-	100%
10.2: Provision of sufficient freedom and authority to carry out their tasks		44 37.3%	51 43.2%	23 19.5%	-	100%

The last intrinsic dimension of job satisfaction, responsibility has the following acts. Table 11 shows that (54%) of the employees feel high responsibility of working, the rest 27% and 18% have very high and medium responsibility feeling respectively.

In responsibility, opportunity of sufficient freedom and authority to carry out their duties is another factor many respondents about (43.24%) said there is medium opportunity. And the rest about 37.3% and 19.5% of the employees agree with high and low opportunity respectively.

The outcome of the study can be understand that there is high responsibility of employees, that can be used for better accomplishment of work and also authority to

carry out their task helps the employees to carry out their tasks confidentially even if in some extent minimum conditions must be improved to achieve job satisfaction.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The major assertion of this study is that the extent of employees job satisfaction of coffee processing and warehouse enterprise affected by the interaction of extrinsic and intrinsic factor. The study tries to forward solution for problems by identifying reason of job dissatisfaction and to set alternative solution based on findings.

According to the findings; a greater proportion of employee rated all specified facts of salary; supervision work itself. Achievement (opportunity to receive regular and timely feedback, Advancement opportunity for further education and personal growth) some were between very low and low this show they are dissatisfied with these factor so these affect productivity of the enterprise cause turnover because when employees are not satisfied with the above stated variable their motivation on work decrease and employee look to another company to get better satisfaction.

In contrary the facts of organizational and Administrative policies 9the nature of policies related with contractual agreement). With facts of organizational and administrative policies (the nature of policies related with contractual agreement, Within Working condition (comfortably of office condition like chair table), achievement opportunity.

To use their skill and ability), responsibility (opp9rtunity of sufficient freedom authority to carry out their task land recognition most of them are neither satisfied nor dissatisfied so this is may be good but needed improvement through time to achieve higher level of job satisfaction.

As far as the overall response of inters personal relationship and recognition opportunity to obtain bonus) dominant proportion employees are satisfied with that this help to built employees moral to words job and to work in coordination and this increase job satisfaction and improve growth of the enterprise. Finally the conduct of this study would help to minimize problems of job satisfaction.

5.2 Recommendation

To create a conductive environment and to reduce employees' job dissatisfaction the company should apply the following measures as the corrective actions.

- *salary should be adjusted based on qualification relevant of year experience
- *The Company should introduce computer based information and working system in order to improve ways of services providing, to decrease boringness and also need of replacing old furniture by new one.
- * The policies create to services and training infrastructure must implement and revised from time to time.
- *There should be transparency and existence of positive relationship between supervisor and employees.
- *The company should give advancement to its employees based on their level of education al status and give scholarship by creating good relationship with different embassy.
- *The company should introduce and implement new way of performing job, like new technologies that minimizes physical exertion and strain and source of different diseases.
- * The supervisors should give comment and feedback to its subordinates on the job they are doing on the time.
- *For better encouragement formal recognition program for major accomplishment on the job should be arranged.

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Appendix

Jimma University

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

AND INFORMATION SYSTEM

This questioner is prepared to determine factors affecting employees' job satisfaction of coffee processing and warehouse enterprise in Jimma town.

I Background Information

In order to know who was participating in the study, you are likely request to fill the following background information. Place a check mark (✓) to the items that apply in box provided and give information in the space provided as request.

1. Sex

1. Male _____ 2. Female _____

2. Nationality:

1. Ethiopian _____ 2. Expatriate _____

3. Qualification

1. Diploma _____ 2. BA _____ 3. MA _____

4. Length of experience

1. < 2 years _____ 3. 5 – 10 years _____
2. 3 – 5 years _____ 4. > 10 years _____

5. Marital status:

1. Married _____ 2. Single _____

II Rating Job Satisfaction

Below are listed numerous factors structured around F. Herzberg's job satisfaction and dissatisfaction theory.

* use the following five point scale numerical code of rating.

5 = Very high 3 = Medium 1 = very low
4 = high 2 = low

Ref	Factors that may relate to the level of satisfaction and dissatisfaction	Numerical code				
		5	4	3	2	1
1	Salary					
1.1	Comparability of base salary with the quality of the work doing					
1.2	Base salary comparable to what other office in the same are paying					
1.3	The availability of part time employment.					
2	Working condition					
2.1	Comfort ability of office condition like chair, table					
2.2	The access to a computer & internet service					
2.3	The degree of comfort ability of the environment for the work					
3	Interpersonal Relationship					
3.1	The level of relationship with other employees					
4	Organization and administrative policies					
4.1	The level of application of policies geared to service and training					
4.2	The nature of policies related with contractual agreement (whether they will be revised recently or not)					
5	Supervision					
5.1	The level of fairness on supervisor					
5.2	Superior possesses leadership skill					
6	Work itself					
6.1	The degree to which the job involves physical strain and exertion					

6.2	The effect of work on health					
7	Advancement					
8	Recognition					
8.1	Management recognition for their major accomplishment					
8.2	Opportunity for obtaining bonus					
9	Achievement					
9.1	Opportunity to use their skill & ability					
9.2	Opportunity to receive regular and timely feed back					
10	Responsibility					
10.1	My ownership of the work (fleetingness of responsibility)					
10.2	Provision of sufficient freedom and authority to carry out my task					