

**JIMMA UNIVERSITY**



**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT**

**FACTOR AFFECTING EMPLOYEE SATISFACTION OF JIMMA TOWN WATER AND SEWERAGE SERVICE ENTERPRISE’.**

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**Declaration**

I declare that the research entitled: “factor affecting employee’s satisfaction of water and sewerage service enterprise’ in Jimma town. The study has been carried out by me under the guidance and supervisor of Dr. Chalchissa Amante. The research proposal is original and it has not been submitted for the award of degree of diploma at any university or institutions.

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## **Abstract**

*Effective company should have a culture that encourages the employee satisfaction. The current objective of the study was to assess factor affecting employee's satisfaction of water and sewerage service enterprise' in Jimma town. The study was employed cross-sectional study design. Both qualitative and quantitative data was collected by use of this design and further subjected to scientific and descriptive analyses. Census sampling methods was employed to select the study population in which the all total populations (145) of the enterprise were included in the study due to the few sample population of respondents. To conduct the data, both primary and secondary sources of data was employed. The data was analyzed in qualitative and quantitative by using descriptive study analyzed method. And linear regression test was used to test whether there was any significant associations or difference happened in the response of job in the enterprise and employees satisfaction. Based on the finding of the study, education background ( $p= 0.003$ ), duration in company ( $p= 0.003$ ) and Position in the company variables have association with employees satisfaction and determine significantly the employees satisfaction in sewerage and water service enterprise in Jimma town. On the other the relationships with the supervisor ( $p = 0.026$ ) of explanatory variable predict the satisfaction of employees. From this, the finding of the study shows no single organization variables determinant factor for the employee's satisfaction. The company should be adjusted the education advancement of employees by giving chance to modify their education levels. And the company should manage their worker by giving different opportunity for personality of individual employees by observing his individual psychological condition and wish to serves for company in long time. Also, the company should practice the system of increasing the relationships between the supervisor and employees by giving training to give positive approach for each others. On the other hand, the supervisor of the organization should be approachable and listen the comment of employees regarding motivation problems, the supervisors and employees should be transparency and existence of positive relationship in the organization.*

**Key words:** *employees, enterprise, satisfaction.*

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## CHAPTER ONE: INTRODUCTION

### 1.2 Background of the study

Employee satisfaction is a psychological, behavioral and occupational response by employees' towards fulfillment at their job. Indeed, it is an exhibition and expression of an employee pertaining to a particular segment of the work (For instance, reward, authority, peers) which can be associated with particular outcomes (Nawaz, 2014). On the other hand, satisfaction is the terminology used to describe whether employees are happy and fulfilling their desires and needs at work. Employee satisfaction is a measure of how happy workers are with their job and working environment (Alam, 2012).

There may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. And effectiveness of organization should have a culture that encourages the employee satisfaction (Bhatti & Qureshi, 2007). Reward and benefit should be the main concern of the human resource manager to enhance the satisfaction level of employees. Keeping employees satisfied with their careers should be a major priority for every employer (Bhatti, 2007).

An employee who has no interest in his or her field or position, in which he or she begins in a job, may initially put forth his or her best effort. However, this employee was often become bored with the work because there is no intrinsic motivation to success (Koslow & krausz, 2002). Satisfied employees affect the customer satisfaction and organizational productivity. There are numerous reasons why employees can become discouraged with their jobs and resign including high stress, lack of communication, lack of recognition or limited opportunity for growth. Having good relationships with the colleagues, high salary, good working conditions, trainings and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction (Potter, 1999).

As the increase in research studies suggests, the employees that workplace attitudes (e.g., employee satisfaction) might be positively connected with performance outcomes continues to intrigue academic scholars as well as practicing managers. The majority of the research examining the employee performance job satisfaction has been conducted on the micro-level of

analysis (Larry, 2010). As the study conducted by, Alam, (2012) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment etc.

Some research has been conducted on the satisfactions of employees. Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical as well as socio-emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Larry, 2010).

Based on this point of view, employee satisfaction is believed to influence the development of routine patterns of interaction within organizations. Through mutual interactions, employees develop relationships with coworkers that also prescribe behavioral expectations and influence behaviors (e.g., norms or informal standards of acceptable behavior). For example, an unhappy employee could be prevented from lowering their performance by control mechanisms (e.g., standards of measurement, supervisory influence). Dissatisfied employees might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency. Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort (Larry 2008.).

Satisfying the employees need is one of the motivation factor that the organization to be productive in their vision. Means of motivating the existing staff should be applied. This make enhance productivity of an organization, promoting the good image of an organization, recognized and scaling up the positive attitude of employees, attracting many pool of applicants from external environment for Satisfying the employees.

## **1.2 Statement of problems**

Effective organizations should have a culture that encourages the employee satisfaction. Employees are more loyal and productive when they are satisfied and these satisfied employees enhance customer satisfaction and organizational productivity. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place." but, Employee satisfaction affected by the lack of comprehensive job satisfaction of employees and their satisfaction overall with companies" policies, company environment (Alam, 2012).

Identified components of employee satisfaction such the characteristics of the organization, job task factors & personal characteristics, employees are more loyal and productive when they are satisfied. For that matter the researcher committed to study how employee satisfaction is related to organizational productivity and factors that affect employee's satisfaction. In today's world competitive environment is challenging for organizations. This requires knowledge about the organization reward, benefit, motivation; leadership style, leaders commitment, working environment, challenging work and coworkers and so on should considering the employee satisfaction is affected by different variables (Alsemeri, 2016).

Different literature argued assumptions and ideas on the factor affecting employee satisfaction, but there are limited works that has been carried out on factors affect employee satisfaction that organization face challenges through different times. In other research it is said that employee satisfaction influenced employee productivity, absenteeism, and retention (Derek & Merris, 2002). The success of any company is directly link to the satisfaction of employees who embody that company (Freeman, 2005).

The employee satisfaction is different from different disciplines and perspectives; thus there is no consistence regarding dominant variables. And there are differences factors that affect employee satisfaction such as intrinsic and extrinsic factors. The intrinsic factors are more significant, whilst others if only marginally, extrinsic factors are related to employee satisfaction (Alsemeri, 2016).

From the researcher observing complains of community on the service provided by Jimma town water and sewerage service enterprise. This matter may negatively affect the organization performance and indirectly the household's people who get service from Jimma town water and sewerage service enterprise as the researcher observed from the environment from the point of employees satisfaction in the enterprise. Over time, public employees' commitment to the interests of their organization and society is of interest to researchers.

The concept of public sector commitment has altered since it was envisaged and since found to be influenced by an employee satisfaction and the nature of the job. There are few recent studies on employees satisfaction in the Ethiopia conducted and those available generally relate to health sectors (Tseday, 2015) and academics in which no study conducted on the organization of water and sewerage service enterprise' in Jimma town. The remaining gap is that there are many studies representing different jurisdictions and working conditions, which do not reflect the Jimma environment and there is little research on employees satisfaction in the public sector. From the all of the above mentioned point of view, the researcher want to study the factor affecting employee's satisfaction and the reason why employees failed to provide service for public in water and sewerage service enterprise, Jimma town.

### **1.3 Research question**

The central question of the research is-how do employees feel about the factors affecting employees satisfaction.

1. How the current status of employees satisfaction with Job security?
2. How much are employees satisfied with working group condition?
3. How much are employees satisfied with relationship with superior styles?
4. How much are employees satisfied with working environment?
5. How do demographic variables affect job satisfaction in the enterprise?

## **1.4 Objective**

### **1.4.1 General objective of the study**

The objective of the study was to assess factor affecting employee's satisfaction of water and sewerage service enterprise' in Jimma town.

### **1.4.2 Specific objective**

The specific objective of the study was:-

- To identify the current status of employees satisfaction with Job security
- To assess the employees satisfaction with working group condition
- To assess the employees satisfaction in relationship with superior styles
- To assess employees satisfied with working environment
- To studying the relationship between demographic variables and job satisfaction in the industry

## **1.5 Significance of the study**

This survey was expected to be invaluable to various stakeholders within the organization of water and sewerage service enterprise' in Jimma town. Employees' attitude towards these factors and ways to improve employees' attitude towards these factors should be known for employee's satisfaction and the success of the organization. The study was inform for the managers, so that they have better understanding about which factors affect the satisfaction of employees. It was hoped that the survey findings would benefit the management in that it would be in a position to know the level of its employees satisfaction and where necessary carry out necessary changes. This is likely to lead to increased motivation and productivity among employees.

The finding of this study would be quite useful to other researchers in the government, as well as Human Resource managers who would find it useful in assessing the best route towards enhancing the employees' satisfaction. It is well known that any organization intending to achieve its goals has to achieve employee satisfaction through positive policies and support to its employees in their work places. On the other hand, the result of this study was help Jimma town water and sewerage service enterprise to identify why the workers dissatisfied on their job by making more satisfaction, which is the significant benefit for the enterprise. So that organization gives unique attention for this core resource in order to satisfy their need to competing

environment. The study creates awareness among management, the way become more productive and effective service for community.

Furthermore, the study was enable managers to improve work place treatment and practices to increase employee's job satisfaction and to provide the basis for which management and policy makers of the organization of water and sewerage service enterprise' in Jimma town to establish policies that enhance the job satisfaction of its employee's. Lastly, this study was provide as base for the other researcher who is interested to conducted further study with similar issue.

### **1.7 Scope of the study**

The study was conducted in water and sewerage service enterprise' in Jimma town on factor affecting employee satisfaction. The study was expected to cover and examined the major Organizational and personal variables those affect employee satisfaction and gives feasible solution for problem identified in the area. And the researcher was attempt to study the causal relations among the variables. The study conducted from October to June, 2019 G.C.

### **1.8 Definition of Operational Terms**

**Job-**in this study 'job' means the total relationship between the individual employee and his employer (organization) and with work for which he gets compensated.

**Satisfaction-**the term 'satisfaction' refers to the simple feeling/state accompanying the attainment by an impulse of his/her objectives.

**Job Satisfaction-** the term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' to the unfavorable with they take their work.

**Employee Satisfaction-** Employee satisfaction is a measure of how happy workers are with their job and working environment. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work.

**Job Advancement** - This is the promotion of an employee within a company position or job task.

**Advancement** - This is the process by which employees' progress through a series of stages, each characterized by a different set of developmental tasks, activities and relationships

**Working Conditions-** This refers to aspects of space, surrounding and status in workplaces  
**Employee -** This is a person who works in the service of another person under an express or implied contract of service.

**Job Security-** A feeling, which involves being able to hold on the job, being sure that all will be well with the job in future as in the past Career.

### **1.9 Organization of the study**

This study is organized in to four chapters. The first chapter introduces the study. It contains background of the study, statement of problem, objectives, research questions, significance, and scope of the study. The second chapter has the literature review of the study. In this part literatures related to theories satisfaction of employees, factors affecting employee satisfaction are reviewed & conceptual framework of the study. In addition, prior studies was reviewed. The third chapter explains methods of the study. In this chapter, the type, and design of the study, the subjects and sampling of the study, procedures of data collection, and the data analysis techniques are discussed. The fourth chapter is about the time plane and budget breakdown of the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introductions**

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical review, and the conceptual framework.

### **2.2 About Employee Satisfaction**

Employee satisfaction is the favorableness or un-favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee satisfaction (Alam, 2012).

The concept of Employee satisfaction is often measured by anonymous surveys administered periodically that gauge employee satisfaction in areas such as management and teamwork. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers was more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Elijah, 2012).

Armstrong (2004) argues that it is commonly held that an increase in satisfaction was result in improved performance; however it can be argued that it is not job satisfaction that produces high performance, but high performance that produces job satisfaction. Good performance leads to job satisfaction, which leads to better job performance, and more job satisfaction.

Although it has been more common to investigate employee attitude data at the individual employee level, researchers have begun to explore similar relationships at the business-unit level and the organizational level. Research conducted under the rubric of organizational climate has had success in aggregating individual employees' perceptions and investigating their relationship to both organizational-level and individual-level outcomes (Larry, 2012).

The study conducted on work behavior, by Elijah (2012) argues that the level of employee satisfaction seems to have some relation with various aspects of work behavior such as absenteeism, turnover and productivity. Several studies have revealed varying degrees of relationships between job satisfaction and factors of work behavior. In a unique study conducted



by (Larry, 2008), the study examined aggregated employees satisfaction sentiments and employee engagement, with the latter variable referring to individual's involvement with as well as enthusiasm for work. It is generally assumed that satisfied employees are more productive. Job satisfaction does not necessarily imply high performance. Research reveals no relationship between job satisfaction and productivity.

Seeking job satisfaction variables in local government or public, employee satisfaction with pay, benefits, and performance appraisals, career opportunities, resources, training, quality of supervisory relationships, and team spirit was significantly and positively related to overall employee satisfaction. Such as, the performance appraisal influenced employee satisfaction and commitment in the public sector organizations. In the United States, satisfaction with appraisal performance was associated positively with employees 'satisfaction and organizational commitment and negatively with intention to leave in non-profit organizations (Alsemeri, 2016).

Organizational and societal culture can influence management decision making. In this context, many researchers argue that managers with different cultural backgrounds may express different needs and different expectations. The study conducted by Alsemeri (2016) cultural differences between public sector employees in Egypt and the United Kingdom. This finding of the study found that culture influences adoption of technology through tribal and family tradition, Islamic law and values, which also influence workplace behaviors and relationships within organizations.

### **2.3 Determinant Factors Affecting Employee satisfaction of enterprises**

Employees Satisfaction with job is an emotional outcome towards job situation, which is assessed by the extent of performance. Thus, the treatment towards the employees with regard to their performance is unfairly evaluated and rewarded, they was exhibit unenthusiastic attitude towards their job, supervisor, or colleagues and the end result would be dissatisfaction. Contrary to that, empathetic and considerate state of mind as a result of equitable and fair treatment on job was materialize. Hence, satisfaction with job exhibits how pleased is an employee with his/her works.

Across the academic context, frequently the study conducted by Nawaz (2013) shown, constructs as determinants of job satisfaction are compensation, work-setting, counterpart, promotion, supervision, and motivation. Regardless of the theoretical perspective pertaining to the research

of satisfaction with job, most of the studies have turned up with types of determinants factors: personal peculiarities and organizational or environmental factors. Whereas for evaluating of performance or outcomes of satisfaction with job and discontent, workers' engagement, commitment (affirmative-results) and burnout, turnover intention, work exhaustion (unconstructive outcomes) are used as measures. Satisfaction with job proposes several allied behaviors. Therefore, years of research have depicted five factors pertaining to satisfaction with job for which people have emotional reactions: task, compensation, growth, colleagues and supervision (Nawaz, 2013).

Employee satisfaction is a psychological, behavioral and occupational response by employees' towards fulfillment at their job. Indeed, it is an exhibition and expression of an employee pertaining to a particular segment of the work (For instance, reward, authority, peers) which can be associated with particular outcomes. So, the determinant factors of employees satisfaction variable classify in mainly two broad categories namely; Organizational variables and Personal variables (Alam, 2012).

### **2.3.1 Organizational variables:-**

The organizational determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction (Alam, 2012).

#### **2.3.1.1 Job satisfaction**

Job satisfaction is the favorableness or un-favorableness with which employees view their work. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction (Nawaz, 2013).

#### **2.3.1.2 Job Security**

Job security is an employee's assurance or confidence that they waskeep their current job. Employees with high level of job security have a low probability of losing their job in the near future. Job security is also affected by a worker's performance, success of the business and the current environment (Alam, 2012).

In today's environment of economic and technological change, job insecurity is recognized as a chronic condition affecting the general workforce. Job insecurity is not only concerned with the

potential loss of employment but also with the uncertainty regarding job and career issues including one's level of responsibility and promotional opportunities. Researchers have examined issues such as how managing organizational change, downsizing, and outsourcing influence feelings of insecurity in employees and affect survivors' levels of commitment, intended turnover, and productivity. The issue of job security among workers is gaining importance as more organizational and environmental changes such as manufacturing transplants, decreased governmental regulations, and organizational downsizing are taking place (Elijah, 2014).

### **2.3.1.3 Relationship with Supervisors**

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding such as; relationship with immediate supervisor, Communication between employees and senior management and Treatment to employee (Alam, 2012).

The relationship between workers and supervisors is overrated as a variable affecting job satisfaction. Elijah L, (2014), stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors. And there are many factors that come into play in how well an employee performs on the job. Yet, supervisors unconsciously and unintentionally contribute to the failure of some employees by categorizing an employee as either strong or weak in the first three weeks of employment. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization.

As the Elijah L, (2012), study of six employees in various occupations, they found several aspects of managerial relations with workers to be significantly related to job satisfaction, as indicated by chi-square tests of association. "Treat\employee as important person" was one managerial behavior that was found to be related to job satisfaction. Other managerial variables found to be related to job satisfaction was "communication," "frankness," "consistence," "help solve job-related problems," "encouragement to seek educational opportunities," "awareness of employee difficulties," "encouragement to make suggestions," and "ability to foster good relations with work force". Other researchers have concluded that supervisor relations are important to job satisfaction. According to Alam, (2012), supervisors, are one of the main factors

which affect job satisfaction. Managers interested in employees' work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees' job satisfaction.

#### **2.3.1.4 Work group**

There is a natural desire of human beings to interact with others and so existence of group in organization is a common observable fact. The work groups make use of a remarkable influence on the satisfaction of employees. Such as; Relationship with the group members, Group dynamics, Group cohesiveness and Need of affiliation (Alam, 2012).

#### **2.3.1.5 environmental condition**

Employees are highly motivated with good working conditions are they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive were the employees. Same points come under this category were; Feeling safe and comfort in working environment, Tools and equipment, Working methods, Security guards and parking facility, Well ventilated with good light fans and air-conditioning and Neat and clean office place, rest area and was rooms (Nawaz 2013).

#### **2.3.2 Personal variables:-**

Various studies have investigated the demographic of personal attribute by applying them as determinants of managerial behaviors, for instance, age, sex, perk, education, job experience and marital status (Nawaz, 2013). An employee's individual attributes and demographic peculiarities are preserved by most scholars on satisfaction with job. Hence, majority of researchers have explored "demographic" as change agents, which ultimately adapt worker's behavior towards various features of his/her work. Demographics have also impact on employees behavior pertaining to performance, participation and dedication in one way; and in the other way, the extent of exhaustion, burnout, turnover intention and absenteeism (Shamil and Jalees, 2004). Besides that, a great number of scholars came up with findings that sex, job experience, age, department, overseas academic record or interaction with diverse cultures and hi-tech challenges constantly influences job satisfaction as a whole. The personal of demographic variable help a lot in maintaining the motivation and personal factors of the employees to work efficiently and

effectively. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees (Alam, 2012).

#### **2.3.2.1 Personality**

The personality of an individual can be determined by observing his individual psychological condition.

#### **2.3.2.2 Expectation**

The expectation level of employees affects their satisfaction level. If one receives more outcomes expected than he was highly satisfied and vice-versa (Elijah, 2012).

#### **2.3.2.3 Age**

Age is one demographic variable which has been placed and studied as the most important variable of job satisfaction. An employee's age has a negative implication on his/her satisfaction. And the level of satisfaction on job among older employees is more than younger co-workers. The senior workers exhibit more regard on extrinsic and intrinsic rewards than their younger fellows (Nawaz, 2013).

Age can be described as noteworthy determinants of employee satisfaction. It is younger age employees possessing higher energy levels are likely to be having more employee satisfaction than older age employees. Following these points come under this category: Young employees possessing high energy level so feeling more satisfied and Old employees resist accepting new techniques (Alam, 2012).

#### **2.3.2.4 Education**

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The higher educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power. Highly educated employees possess rationality and thinking power and Education develops individual wisdom and evaluation process (Alam, 2012).

Moreover, the most crucial and important demographic variable which has been researched is the educational level. In fact, majority of researchers have concluded that their results was reliable in

their studies of the relationship between education level and job satisfaction. An empirical study concluded that university graduates was in a state of great satisfaction when their jobs was in alignment with university majors (Nawaz, 2013).

#### **2.3.2.5. Gender differences**

The gender and race of the employees plays important determinants of employee satisfaction women, the fairer sex, are more likely to be satisfied than their counterpart even if they are employed in same job. Such as women are more likely to be satisfied than men (Alam, 2012).

A large number of studies have been carried out regarding association between satisfaction with job and gender (Nawaz, 2013; Peccei and Lee, 2005; Hoonakker et al, 2004). Also, various numbers of researches has concluded that women have propensity to attach more significance to some segments of their assignment than their male co-workers do. On the other hand, the conclusions of various studies depicted contradictory results.

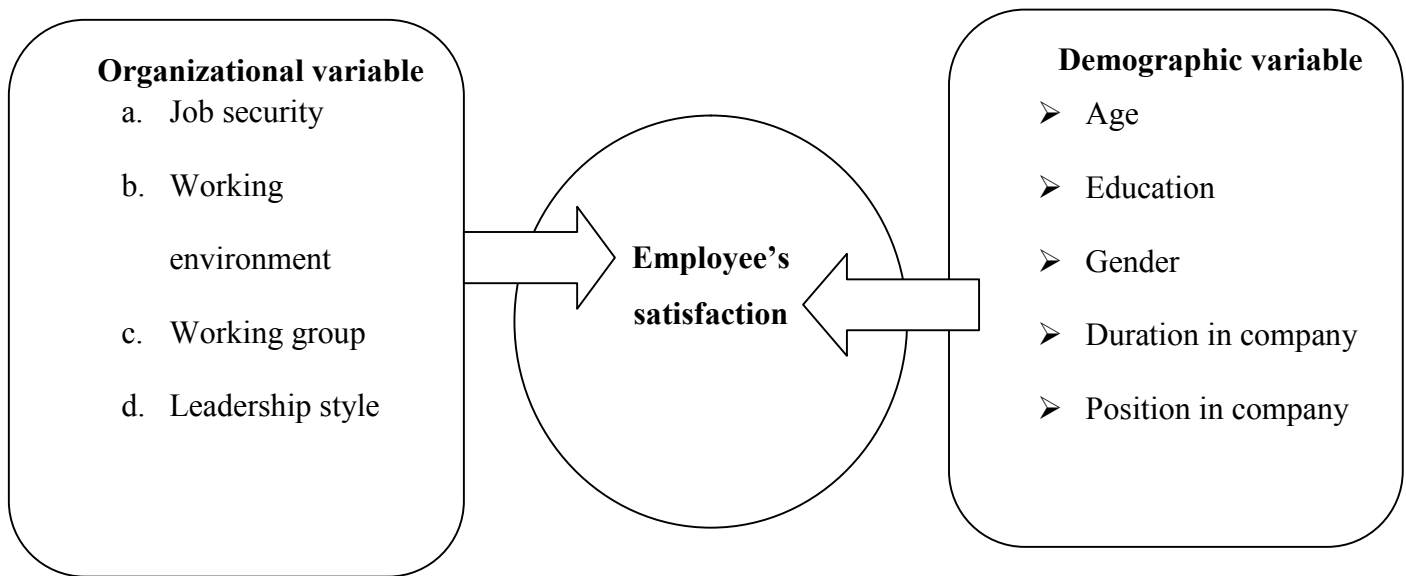
At the International Social Survey Program, Sousa (2000) concluded that in most cultures, women was indeed not as much satisfied as their male counterpart, while in America and British Cultures, the situation is vice versa. Hence, they found that gender and job-satisfaction disparity is not a global phenomenon but rather an Anglo-Saxon occurrence. Besides that, some of the researches have concluded that there is no any momentous association between workers' gender and satisfaction with job. The study of Donohue and Heywood went unsuccessful in finding gender-based distinction in job satisfaction among immature British and American workers (Nawaz, 2013).

#### **2.4 Conceptual frame work**

As shown in the diagram, the conceptual framework demonstrates complex relationships between factors that are likely to influence employee satisfaction. It is also evident from the theories reviewed, that there exists symbiotic relationship between employee satisfaction (dependent variable) and the listed independent variables. The study is to investigate the water and sewerage service enterprise of employee satisfaction and explore the relationship between employee satisfactions in organization. Since the purpose of this study was to investigate how much each of the individual factors affects the employee satisfaction of employees of water and

sewerage service enterprise, it was necessary to show the direction of investigation goes from employees satisfaction to the individual factors.

Employee satisfaction is generally composed of different factors. For this study, the researcher selected factors, investigated, and analyzed the satisfaction level in relation to each individual factor. By assessing the effect of each factor, it can be well understood which factors have more impact on the level of employee satisfaction. For this reason, the researcher put the illustration to focus on individual factors with two variables, depend variables and independent variables which are going to be tested.



**Figure 1 Conceptual Framework of factors affect employee's satisfaction**

Previous studies on the topic suggested; working environment, leaders commitment, organizational reward, communication with supervisor are that determine the satisfaction of employees. For this study, the researcher adopted the model below from the research entitled "Study of factors affecting Job satisfaction in Pakistan" by Mehamood, Irum, Ahmed & Sultan 2012. This model was chosen because it explained job satisfaction with better number of factors than other model. That would make it preferable for this study. That would make it preferable for this study.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Study area**

This study was limited to Jimma town water and sewerage service enterprise which is found in Jimma town. It covered the employees work stations in the Jimma town water and sewerage service enterprise. These work stations was chosen across all the departments to represent the population of employees at the Jimma town water and sewerage service enterprise. This gave enough ground to generalize on the whole organization. The departments included: Finance and accounts, Human resource management, marketing and planning and Procurement.

### **3.2 Study Design**

The study was employed explanatory study design. Since, this a case study unit of analysis was one organization. The aim of the study was to get detailed information regarding the factors affecting employee satisfaction at the Jimma town water and sewerage service enterprise. Institutional based cross-section study methods was used to determine employee's satisfaction of water and sewerage service enterprise and associated factors. Because, cross-sectional survey research the study was conducted once in time in the study area. On the other hand, the rational of cross-sectional survey chosen, because it is a method that helps in collecting information by interviewing or administering questionnaire to a sample of individuals (Odhiambo, 2003).

### **3.3 Research Approach**

Both qualitative and quantitative data is collected by use of this design and further subjected to scientific and descriptive analyses. The qualitative approach was incorporated in the study to validate and triangulate with the quantitative data. Qualitative approach was involved for interview while for quantitative data gathering tool was questioners employed for the sake of understanding and describing the current employees satisfaction and associated factors at the Jimma town water and sewerage service enterprise whether or not it was affect as effective employees satisfaction approach.

### **3.4 Target population**

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics (Elijah L, 2012). The study target of this research is employees of Jimma town water and sewerage service enterprise all total population of 145 employees. The



study employee census methods to gather the data from the population. Because of all the population of the study included for the survey to conduct the data. The total populations of the enterprise are 145 employees. So, all the 145 total employees were used as source of data in which the researcher was include across all the departments in the enterprise. After questionnaires was distributed and interview conducted for all total population to collect and investigate data for analysis.

### **3.5 Source of data**

A both primary and secondary source of data was employed. The primary data collected from respondents by distributing questionnaires and interview. Secondary sources of data was also obtained through analyzing documents related to factors affect employees satisfaction activities and related factors.

### **3.6 Methods of Data Gathering Instruments**

The study involved the use of a questionnaire that was administered to various employees from the different departments included: Finance and accounts, Human resource management, marketing and planning and Procurement. Keeping in view the goals of the study, Self-administer structured questionnaires for primary data through qualitative research and consisting of both close and open ended question and items. The main purpose of using extensive close ended questions was to gather huge data from respondents within relatively short time. In preparing close-ended question items, Likert scale was employed to identify to what extent the respondents agree or disagree on the stated issues with regard to employee satisfaction. This is because Likert scale is commonly used in survey research and takes less time to construct, best way to describe opinion and provides more freedom to respond. For the questions the responses of the questionnaires consisting of the following Likert scales (1-5); i.e., strongly dissatisfied =5, not satisfied = 4, moderate satisfied = 3, satisfied = 2, Very satisfied = 1.

The open-ended question in a questionnaire was used as they allow the respondents to respond their answers in their own words. Moreover, they are more qualitative and can produce detailed answers to complex problems. Furthermore, open-ended question items give greater insight and understanding of the topic under study by enabling respondents to write what they feel about the issue under consideration.

### **3.7 Method of Data Analysis**

The data was analyzed are qualitative and quantitative by using descriptive study analyzed method. With regards to the quantitative data, responses was categorized and frequencies was tallied before analyzing, presenting and interpreting the data. In order to analyze quantitative data which when gained through close-ended questionnaire, frequency and percentage was employed. To analyze the impacts of all aforesaid variables in the Jimma town water and sewerage service enterprise on employees' satisfaction, Linear regression model was used to test whether there were any significant association to predict happened in the response of dependent variable (employees satisfaction) by explanatory variable. For regression analysis the model specification test conducted for such as its Linearity, Multi collinearity and Normality.

SPSS version 23 computer program was used to compute the chi-square value. In analyzing qualitative data, the information that was gathered through content analyses (verbal and visual communication messages) during interview was transcribed and summarized using word expression. Summary sheets was prepared and the data when qualitative analyze and interpreting to validate and triangulate with the quantitative analysis. In analysis clear interpretation of the result and appropriate at recommendations was made and the analysis was completed.

### **3.8 Reliability and validity test methods**

The following condition was considered for data reliability and data validation. And to ensure reliable information, before the data collection period, the protocol of questioner materials was prepared. Training for data collector was done. Standard operating procedures were used for data collection and processing for keeping a good quality study. Since the Questionnaire adopted, the researcher did not test the validity of the Questionnaire. Reliability and validity refers to the degree to which the data collection tools consistent findings (Saunders, lewis & Thornhill, 2009). Reliability analysis measures the internal consistency of a group of items which is used in questionnaire construction. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale. Pilot survey was conducted using the questionnaires of the study on sample 15 employees (10% of the total sample).

### **3.9 Pilot Testing**

Pilot study was conducted in Jimma town water and sewerage service enterprise on employees for 15% employees to check the reliability of items prior to the final administration of the questionnaires to respondents. The pilot test is conducted to secure the validity and reliability of the instrument with the objective of checking whether or not the items included in the instrument can enable the researcher relevant information. Besides, to make necessary amendment so as to correct confusing and ambiguous questions. The result of the pilot testing is statistically computed by the SPSS computer program. Daniel M. (2004) stated that checking the validity and reliability of data collecting instruments before providing to the actual study subject was the core to assure the quality of the data. Participants of the pilot test must be informing about the objective of the pilot study and how to evaluate and give feedback regarding the validity of the question items, its lengthy and layout. Then, based on the important feedback and suggestion forwarded, the questionnaires was improved and necessary corrections are made before they was administered to subjects of the study. The information of the pilot test participants helping for modifying or deleting because of lack of clarity and redundancy of questionnaire.

### **3.10 Ethical Considerations**

Having received official letter of cooperation from collage of business and economics Jimma University, the researcher was communicate all concerned bodies and individual participants. Respondents was made adequately aware of the type of information the researcher want from them, why the information is being sought, what purposes it was put to, how they are expect to participate in the study, and how it was directly or indirectly affect them. Any communication with the concerning bodies are accomplishing at their voluntary consent without harming and threatening their personal and institutional wellbeing. The information obtaining from organization and individuals are keeping confidential for anonymity of both organizations and respondent individuals. Moreover the researcher was taking care of committing bias, inappropriate use of information and inappropriate reporting of results.

## CHAPTER FOUR

### 4. DATA ANALYSIS AND INTERPRETATION

This chapter consists of two major parts. The first part deals with the profiles of the respondents and the second deals with data analysis and interpretation of the data gathered from the respondents through questionnaires and interviews. Thus, the quantitative and qualitative data were collected and interpreted. The qualitative data collected through interview of the questionnaire were interpreted as complementary to the quantitative data and used for the purpose of triangulation. The data were collected from a total of 145 employee's respondents from the company and analyzed in the following way.

#### 4.1 Socio-demographic of the Respondents

The focus of this subtopic was to give some basic background information about the respondents of employee's (Finance and accounts, Human resource management, marketing and planning and Procurement). Accordingly, the profile of employee's who involved in filling questionnaire is discussed below.

**Table 1 the Profile of employee's Respondents in water and sewerage service enterprise' of Jimma town.**

No	Variables	Items	Frequency	Percentage
1	Sex	Male	101	69.7
		Female	44	30.3
		Total	145	100
2	Age	18-29	70	48.3
		30-40	51	35.2
		41-50	24	16.6
		Total	145	100

<b>3</b>	Education status	12 and below	21	14.5
		Certificate	21	14.5
		Degree	103	71.0
		Total	145	100
<b>4</b>	Duration in company	1-5 years	99	68.3
		6-10 year	14	9.7
		11-15 year	32	22.1
		Total	145	100
<b>5</b>	Position in the company	Management	43	23.4
		Non-management	102	76.6
		Total	145	100

(Source: own survey, 2019)

As in the item 1 of table one shown, with regard to the sex of the employees, 101(69.7%) and 44 (30.3%) of employees were males and females respectively. This shows that the majority of employees were males implying that the participation and contribution of females as were less than males. On the other hand as it is indicated in the item 2 of table one, age of the employees respondents showed that high number of respondents that is, 70 (48.3%) and 51(35.2%) of employees were at the age between 18-29 and 30-40 year respectively. While some of the employees 24(16.6%) of employees were at the age between 41-50 year.

Also, as it is indicated in the item 3 of table one, educational status of the employees respondents showed that the high number of respondents that is, 103 (71.0%) of respondents have first degree. While 21(14.5%) of both employees respondents were below grade twelve and certificate levels. As one can see from item 4 of table one, the service year distribution of employees respondents were almost highly (68.3%) distributed under 1-5 year. While some of the

employees respondents showed the duration in the company between 6-10 years and 11-15 year with 14(9.7%) and 32(22.1%) respectively. And as one can see from item 5 of table one the majority of the employees 102(76.6%) were in the non-management position in the company while 43(23.4%) of the employees were management position in the company.

## 5.2 Magnitude of explanatory variables

The summary values of all explanatory variables (working environment, job security, job satisfaction, working group and relationships with supervisor style) used to predict the employee's satisfaction were summarized in Table 2.

**Table 2 Descriptive statistics of input variables of working environment used to predict employees satisfaction in water and sewerage service enterprise' in Jimma town.**

No	Item	Response									
		Very satisfied		Satisfied		Moderate		Not satisfied		Strongly dissatisfied	
		N	%	N	%	N	%	N	%	N	%
1	Availability of conducive working environment	8	5.5	8	5.5	50	34.5	29	20.0	50	34.5
2	Availability of working materials	24	16.6	16	11.0	14	9.7	42	29.0	49	33.8
3	Rules and procedures make doing job difficult.	8	5.5	32	22.1	35	24.1	42	20.0	28	19.3
4	workers in the gang is appropriate	8	5.5	39	26.9	35	24.1	49	33.8	14	9.7
5	Satisfied with the site layout of my work place	8	5.5	24	16.6	22	15.2	35	24.1	56	38.6

6	Support by your supervisor and colleague	-	-	47	32.4	21	14.5	49	33.8	28	19.3
7	Facilities like Health, water and toilets	-	-	-	-	24	16.6	58	40.0	63	43.4

(Source: own survey, 2019)

As can be seen from item 1 of table two, the respondents were asked to respond whether availability of conducive working environment affects or not the employees' satisfaction. In response to this question 16(11%) of employees were satisfied, 50(34.5%) of employees respond not satisfied neither affected and 79(54.5%) of employees dissatisfied on the availability of conducive working environment in the company. This shows that there was negatively affects the employees satisfaction on their work.

Item 2 of table two, Availability of working materials in the company have the impacts on employee's satisfaction. In this regard the majority of employees respondents the 40(27%) of workers of the company were satisfied, 14(9.7%) of the employees moderate and 91(62.8%) of the employees dissatisfied. From this the researcher understand that, the majority (62.8%) workers response were negative in which they did not get enough availability of working materials in their respective company. This finding in items 1 and 2 of table two shown, has lead the researcher to support to implicitly that the company of the study were not have a conducive working environment and enough material for working to effectively to employees.

With regard to item 3 of table two, 40(27.6%), 35(24.1%) and 70(20%) of the employees respond satisfied, moderately and dissatisfied respectively on the company rules and procedures make in doing job is difficult. This show that high (27.6%) of workers were satisfaction with the rules and procedures of the company make in doing job of the company activity positively to achieve the objectives of their company.

While responding to item 4 of table two, 47(32.4%), 35(24.1%) and 63(43.5%) of the employees respond satisfied, moderately satisfied and dissatisfied respectively on the workers area in the gang is appropriate. From this, it is possible to recognize that water and Sewerage Company of Jimma town of the study area majority (43.5%) were not trying to better utilize and appropriate

safe in the working gang which have negative impacts for the employees. With regard to item 5 of table two, 32(22.1%), 22(15.2%) and 91(62.7%) of the employees respond satisfied, moderately and dissatisfied respectively with the site layout of their work place of the company. From this, the majority (62.7%) of the employees have negative relation with the site layout of their work place of the company.

In response to item 6 of table two, 47(32.4%), 21(14.5%) and 77(53.1%) of the employees respond were satisfied, moderately satisfied and not satisfied respectively on the support they get from supervisor and colleague in the company. As we can see from this data result, the majority (53.1%) of employee’s respondents witnessed and have negative effects due to the absence of the support from supervisor and colleague. With regard to item7 of table two, 24(16.6%) and 121(83.4%) of the employees respond were moderately satisfied and dissatisfied respectively on facilities like Health, water and toilets they get from the water and sewerage company of Jimma town. From this the researcher conclude that, the company have negative effects on employees and on their work satisfaction with no feeling of ownership of its employees due to lack of Facilities like Health, water and toilets.

**Table 3 Descriptive statistics of input variables of job security used to predict employees satisfaction in water and sewerage service enterprise’ in Jimma town.**

No	Item	Response									
		Very satisfied		Satisfied		Moderate		Not satisfied		Strongly dissatisfied	
		N	%	N	%	N	%	N	%	N	%
1	Company policy supports your job security	8	5.5	-	-	74	51.0	21	14.5	42	29.0
2	I get from the job security	8	5.5	32	22.1	70	48.3	21	14.5	14	9.7
3	company policies are put	9	6.0	15	22.0	30	20.7	91	62.8	-	-



	into practice										
4	your job provides for steady employment	8	5.5	39	26.9	42	29.0	49	33.8	7	4.8
5	job security affects your level of satisfaction	-	-	-	-	61	42.1	49	33.8	35	24.1

(Source: own survey, 2019)

As can be seen from item 1 of table three, the respondents were asked to respond the level of company policy supports your job security. In response to this question 8 (5.5%), 74(51%) and 63(50%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on company policy supports for the employees for their job security. From this, the majority of the workers negatively affected by the company policy. While in the item 2 of table three as shown, 40(27.6%), 70(48.3%) and 35(24.2%) of the employees respond were satisfied, moderately satisfied sand dissatisfied respectively on the feeling of accomplishment the employees from the job security in the company. In which the majority of the employees neither affected nor benefited by their job security in the company.

With regard to item 3 of table three, 24(28%), 15(22.0%) and 121(83.5%) of the employees respond were satisfied, moderately satisfied and not satisfied respectively on company policies are put into practice. This shows that the company policies most (83.5%) time not put into practice were not better in channeling of employee's satisfaction which affects negatively their works or activity and effort toward achieving the stated goals and objectives of their company.

While responding to item 4 of table three, 47(32.4%), 42(29.0%) and 56(38.6%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on the employees job provides for steady employment. Thus, it is possible to recognize that company of the study area were not satisfied mostly (8.6%) for trying to better utilize of job provides for steady employment negatively contribution on their activities and behaviors with company programs and strategies and channeling group and individual efforts in a way that they could contribute for the success of company goals and objectives.

With regard to item 5 of table three, 61(42.1%) and 84(57.6%) of the employees respond were moderately satisfied and strongly satisfied respectively. From this the researcher understand that, the majority of workers (57.6%) have dissatisfied on their job security which affected negatively the employees level of satisfaction.

**Table 4 Descriptive statistics of input variables of job satisfaction used to predict employees satisfaction in water and sewerage service enterprise' in Jimma town.**

No	Item	Response									
		Very satisfied		Satisfied		Moderate		Not satisfied		Strongly dissatisfied	
		N	%	N	%	N	%	N	%	N	%
1	Being able to keep busy all the time	16	11.0	16	11.0	29	20.0	35	24.1	49	33.8
2	The freedom to use my own judgment	8	5.5	8	5.5	24	16.6	49	33.8	56	38.6
3	Competence of my supervisor in decisions	16	11.0	24	16.6	42	29.0	28	19.3	35	24.1
4	The chance do something my abilities	8	5.5	16	11.0	51	35.2	42	29.0	28	19.3
5	Chance to be recognized in the community	-	-	16	11.0	45	31.0	49	33.8	35	24.1
6	Able to do things that not against my conscience	8	5.5	16	11.0	37	25.5	42	29.0	42	29.0

(Source: own survey, 2019)

As shown in the item 1 of table four, 32(22%), 29(20%), and 84(57.9%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on being able to keep busy all the time in company. From this, the majority of employees (57.9) dissatisfied due to they were being able to keep busy all the time in the company which affects negatively employees' satisfaction.

With item 2 of table four, the respondents were asked whether the freedom to use their own judgment in the company. In their response, the majority 49(33.8%) and 56(38.6%) of the respondent state that the employees were not satisfied and strongly dissatisfied respectively due to the freedom to use their own judgment in the company.

With regard to item 3 of the table four, the respondents were asked and answer for the question, 16(11.0%), 24(16.6%) and 105(72.4%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on competence of their supervisor in decisions. Regarding this, the majority of respondents (72.4%) employees affected negatively to expressed their competence for their supervisor in decisions making.

The objective in raising item 4 of table four was to explore respondents' satisfaction or dissatisfaction levels with regard to whether or not the chance do something with employees abilities of workers are driven from company strategies. Concerning this, 40(33.6%), 42(29.0%) and 63(43.4%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on the chance to did something with employees abilities. Based on these evidences, it was easy to understand that the majority (43.4%) employees affected negatively with the chance do something with employees abilities. Accordingly, 16(11.0%), 45(31.0%) and 84(57.9%) of the respondent employees satisfied, moderate satisfied and dissatisfied respectively with employees' job descriptions/recognized were clearly stated and communicated to each respondent of employees. As shown in table four item 24(16.5%), 37(25.5%) and 84(58%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on able to do things that not against their conscience which negative towards employees satisfaction.

**Table 5 Descriptive statistics of input variables of relationships employees with co-workers used to predict employees satisfaction in water and sewerage service enterprise' in Jimma town.**

No	Item	Response									
		Very satisfied		Satisfied		Moderate		Not satisfied		Strongly dissatisfied	
		N	%	N	%	N	%	N	%	N	%
1	Are you satisfied with relationships colleagues	-	-	8	5.5	24	16.6	64	44.1	49	33.8
2	Your co-worker abuse you in working groups	-	-	61	42.1	56	38.6	21	14.5	7	4.8
3	You fell and honest to talk with work group	8	5.5	16	11.0	51	35.2	56	38.6	14	9.7
4	Your co-workers get along with each other	8	5.5	24	16.6	57	39.3	49	33.8	7	4.8
5	Work is fairly distributed in your work group	7	4.8	25	17.1	50	34.5	49	33.8	14	9.7

(Source: own survey, 2019)

Based on the above table 5 of item 1, the respondent shown for the question; 8(5.5%), 24(16.6%) and 113(77.9%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively with relationships colleagues in the company. This evidence had led the researcher to understand that the majority (77.9%) of the company employees negatively affected on their worker relationships in the company.

With item 2 of table 5, the respondents were asked on co-worker abuse you in working groups. Accordingly, 61(42.1%), 56(38.6%) and 28(19.3%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively in which the co-worker not abuse during working groups. From this, the majority (42.1%) showed their positive agreement with satisfied enough in which co-workers not abuse in the working groups. Regarding item 3 of table 5, 24(16.5%), 51(35.2%) and 70(48.3%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively with the employs fell and honest to talk with work group during their working in the company. This shown, the majority (48.3%) of employees not satisfied with the work group which have negative effects on their work in the company.

Item 4 of table 5 was related to clarity of co-workers get along with each other. In response to this item, 32(22.1%), 57(39.3%) and 56(38.6%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively in which the employees were get co-workers along with each other. This, reveals that the most (39.3%) of the employees were neither co-workers along with each other nor co-workers along with each other. With regard to item 5 of table 5, 32(22.9%), 50(34.5%) and 53(43.5%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on work was fairly distributed in work group. From this, the majority of employees respondents (43.5%) in which work were fairly distributed in work group affect negatively the employees' satisfaction.

**Table 6 Descriptive statistics of input variables of relationships employees with supervisor used to predict employees satisfaction in water and sewerage service enterprise' in Jimma**

No	Item	Response									
		Very satisfied		Satisfied		Moderate		Not satisfied		Strongly dissatisfied	
		N	%	N	%	N	%	N	%	N	%
1	Adequate support from my supervisor	-	-	8	5.5	60	41.4	56	38.6	21	14.5

2	I feel encouraged by my supervisor	-	-	40	27.6	28	19.3	63	43.4	14	9.7
3	My supervisor is competent in doing job	-	-	-	-	61	42.1	56	38.6	28	19.3
4	The relationship that you have with supervisors	8	5.5	24	16.6	43	29.7	63	43.4	7	4.8
5	Availability of your manager when you need	8	5.5	8	5.5	52	35.9	42	29.0	35	24.1

(Source: own survey, 2019)

From item 1 of table 6, accordingly, 8(5.5%), 60(41.4%) and 77(53.1%) of the employees respond were satisfied, neutral and dissatisfied respectively on they were get adequate support from their supervisor. These shows, the majority (53.1%) of employees were affected negatively with existence adequate support from their supervisor about their work in the company.

In their reaction to item 2 of table six, 40(27.6%), 28(19.3%) and 77(53.1%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on they encouraged by their supervisor. From this, the majority (43.4%) of workers negatively affected with encouraged given by their supervisor.

Regarding item 3 of table six, 61(42.1%) and 84 (57.9%) of the employees respond were neutral and dissatisfied respectively on the way of their supervisor were competent in doing job. From this, the most (57.9%) workers were not enforced to competent in doing job. While responding to item 4 of table 6 as shown, 32(22.1%), 43(29.7%) and 48.2(70%) of the employees respond were satisfied, moderately satisfied and dissatisfied respectively on employees have relationship with supervisors. From this point, the majority (70%) of employee's respondents replied that the employees relationship with supervisors were negative approach on any issue of discussion in the company work. In reaction to the last 5 item of table 6, 16(11%) of the employees satisfied with availability manager when they need while 77(53.1%) of workers dissatisfied with the

availability of manager when you need. And 52(35.9%) of the employees respond were neither satisfied nor dissatisfied with the availability of their manager when you need. From this, one can possibly realize that majority (53.1%) employees negatively affected in the company works of the study area due to the limited availability of their manager professional support for employees when they need.

### 5.3 Correlation statistic output

**Table 7 Output of linear regression for socio-demographic factors affecting of employees satisfaction**

Items		sex of respondent	age of respondent	education background	duration in company	position in the company
sex of respondent	Pearson Correlation	1	.182*	-.040	-.138	.155
	Sig. (2-tailed)		.029	.630	.097	.063
	N	145	145	145	145	145
age of respondent	Pearson Correlation	.182*	1	.573**	.637**	.809**
	Sig. (2-tailed)	.029		.000	.000	.000
	N	145	145	145	145	145
education background	Pearson Correlation	-.040	.573**	1	.402**	.709**
	Sig. (2-tailed)	.630	.000		.000	.000
	N	145	145	145	145	145
duration in company	Pearson Correlation	-.138	.637**	.402**	1	.568**
	Sig. (2-tailed)	.097	.000	.000		.000
	N	145	145	145	145	145
position in the company	Pearson Correlation	.155	.809**	.709**	.568**	1
	Sig. (2-tailed)	.063	.000	.000	.000	
	N	145	145	145	145	145

Correlation is significant at the 0.05 level (2-tailed).



#### 5.4 Linear regression statistic output

**Table 8 Output of linear regression for socio-demographic factors affecting of employees satisfaction**

Variables	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Sex of respondent	.385	.204	.159	1.890	.061
Age of respondent	.402	.214	.267	1.879	.062
Education background	.318	.105	.332	3.014	.003
Duration in company	.423	.141	.315	2.990	.003
Position in the company	-1.899	.343	-.844	-5.539	.000

The p value in the table 8, tell us the education background, duration in the company and position in the company of explanatory variable with p-value ( $p > 0.05$ ) which were significant, there were a correlation between the dependent variable and the explanatory. From this, the education background, duration in the company and position in the company of explanatory variable as predict the satisfaction of employees. So, from this finding of the study education background ( $p = 0.003$ ), duration in company ( $p = 0.003$ ) and Position in the company ( $p = 0.000$ ) variables are affect s employees' satisfaction and determine significantly the employees satisfaction in sewerage and water service enterprise in Jimma town. While the sex and age of the employees not affects the employee's satisfaction due to not have significant correlation ( $p < 0.05$ ) with the dependent variables of employees satisfaction.

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Highly educated employees possess rationality and thinking power and Education develops individual wisdom and evaluation process for employee's satisfaction in the company (Alam, 2012). An empirical study concluded that university graduates were in a state of great employee's satisfaction when their job was in alignment with university majors. Moreover, the most crucial and important demographic variable which has been researched by Nawaz, (2013) argue that the educational level have significant ( $p=0.0072$ ) association with employees satisfaction levels. In fact, majority of researchers have concluded that their result was reliable in their studies of the relationship between education level and employees satisfaction.

As the study result conducted by Shamil and Jalees, (2004) shown. Demographics factors such duration and position of employees in the company significant impact on employee's satisfaction on their behavior pertaining to performance, participation and dedication in one way; and in the other way, the extent of exhaustion, burnout, turnover intention and absenteeism (Shamil and Jalees, 2004). Besides that, a great number of scholars came up with findings that duration and position of employees in the company with diverse cultures and challenges constantly influences employee's satisfaction as a whole. Generally, the personal of demographic variable help a lot in maintaining the motivation and personal factors of the employees to work efficiently and effectively. And employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees (Alam, 2012). As the study result conducted by Shamil and Jalees, (2004) shown. Demographics factors such duration and position of employees in the company significant impact on employee's satisfaction on their behavior pertaining to performance, participation and dedication in one way; and in the other way, the extent of exhaustion, burnout, turnover intention and absenteeism (Shamil and Jalees, 2004). Besides that, a great number of scholars came up with findings that duration and position of employees in the company with diverse cultures and challenges constantly influences employee's satisfaction as a whole. Generally, the personal of demographic variable help a lot in maintaining the motivation and personal factors of the employees to work efficiently and effectively. And employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees (Alam, 2012).

**Table 8 Output of linear regression model for explanatory variables affecting of employees satisfaction**

Variables	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.028	.587	.775	5.15	.000
Working Environment	.787	.579	.775	1.358	.177
Job security	-.865	.655	-.681	-1.320	.189
Relationships with Co-workers	.095	.571	.078	.166	.868
Relationships with supervisor	1.414	.629	1.070	2.249	.026

The fitted model equation:  $Y = 3.028 - 0.865X_1 - 1.343X_2 + 0.095X_3 + 1.414X_4$

The mean value of the fitted model is 3.028 when the value of the explanatory value is zero. When the value of the explanatory variable (working environmental, Relationships with Co-workers and relation with supervisor) were increase by one unit then the value of the response variable were also increases 0.787, 0.095 and 1.414 while the Job security was decreased by -0.865

As the table 8 show, the *P value of the* Relationships with supervisor ( $p= 0.026$ ) of each individual factors of employees satisfaction were has strong correlation with the dependent variable (employees satisfaction), while the environmental ( $p=0.1770$ ) and Relationships with Co-workers ( $p=0.8680$ ) which is *significant*, there is a correlation between the dependent variable and the explanatory variable.

As in the table 8, the researcher reveals that, the job satisfaction ( $p>0.012$ ) and relationships with the supervisor ( $p> 0.026$ ) of explanatory variable predict the satisfaction of employees. On the other hand, the explanatory variable such as: working environment, job security and relationships with co-worker with p-value ( $p <0.05$ ) which were no show significant, there were not a

correlation with dependent variable not affects the employee’s satisfaction due to not have significant correlation.

This study finding confirm with the study conducted by Nawaz, (2013). Job satisfaction is the significantly ( $p= .024$ ) favorableness in which employees view their work. Jobs that are rich in positive behavioral elements such as autonomy, task identity, task significance and feedback contribute to employee’s satisfaction.

The relationship between workers/employees and supervisors style is overrated as a variable affecting employees satisfaction as the study conducted by the Elijah L, (2014) shown, stated that there is significant association ( $p=0.001$ ) demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors. They asserted that the employees satisfaction are dependent on supervisors style with employees relationships in the organization. Other researchers by Alam, (2012), have concluded that supervisor relations with employees are significantly ( $p=>0.034$ ) for employee’s satisfaction. According to Alam, (2012), supervisors, are one of the main factors which affect employees satisfaction in the company. Managers interested in employees’ work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employee’s satisfaction.

**Table 9 ANOVA table for linear regression model**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	20.304	5	4.061	3.529	.005
Residual	159.931	139	1.151		
Total	180.234	144			

**a. Dependent Variable:** employees’ satisfaction

**b. Predictors: (Constant),** relation with supervisor, job satisfaction, relation with co-workers, job security, environmental factors.

Based on table 9 shown, the p-value the researcher was concluded that the model fit the data. Since the p-value in the ANOVA table is 0.005 which is significance, implies that the regression model fit the data well.

**Table 10 r-square result of the SPSS output**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.336 <sup>a</sup>	.113	.081	1.07265

a. Predictors: (Constant), AverSu, AverJ, AverCo, AverJS, EnV

As the r-square result show in the table 10, the proportion of variation in difference factors of employees satisfaction as that is “explained” by the linear regression on dependent variables. Approximately 11.1% of the variance in employees satisfaction is reduced as shown with fitted value to predict it.

### **5.5 Limitation of the study**

- Lack of data information for employees satisfaction and Linear regression constraints and lack of resource such as time and nature of the study season during sampling.
- Methodological limitation such as the interview methods not conducted for the study.
- The study only conducted on factors affecting employees satisfaction with limited on personal and organizational variable.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATION**

### **5.1 Conclusion**

The major assertion of this study is that the extent of employees satisfaction of water and sewerage service enterprise affected by the interaction of personal and organizational factors. This study showed that within the water and sewerage service enterprise' in Jimma town, employees satisfaction more likely affected by different organizational and demographic variable. As the researcher conclude based on the Linear regression output highlighted the employees satisfaction were affected with demographic factors such as: education background, duration and Position in the company have significantly affects the employees satisfaction. And organizational variable such as: the relationships with the supervisor were affects the satisfaction of employees in water and sewerage service enterprise in Jimma town. This shown, the employees of the organization dissatisfied with supervisor style on work system of organization and there is not good relationships system with employees in the organization. There is a great deal of relationships gap between the supervisors and employees with regard to how the work is made and what the work issue is about, this made employees complained and dissatisfaction and cooperation with in employees of water and sewerage service enterprise' in Jimma town regarding employees satisfaction. As a result they become a major problem to continuing a normal working condition. On the other hand, satisfaction by one's job is person, most of the time respondents explained that there is a positive relationship between co-workers of employee's participation in working and job satisfaction. From this, the finding of the study shows no single organization variables determinant factor for the employee's satisfaction.

## **5.2 Recommendation**

To create a conducive environment and to reduce employees' dissatisfaction the *water and sewerage service enterprise' in Jimma town*, the company should apply the following measures as the corrective actions.

### ***For the water and sewerage service enterprise/company:***

- The company should be adjusted the education advancement of employees by giving chance to modify their education levels.
- The company should manage their worker by giving different opportunity for personality of individual employees by observing his individual psychological condition and wish to serves for company in long time. Prime focus should be given on the side of organization for employees who perform better and initiate other employees in order they perform better.
- For better encouragement the company better with formal recognition program for major accomplishment on the job should be arranged and give scholarship by creating good relationship with different embassy for survive of workers in the company.
- The company should give advancement for position in the company to its employees based on their level of education all status. Due to the fact that promoted employees have good commitment to the organization and perform their job accordingly, the organization should give the chance of promotion to employees.
- The company should practice the system of increasing the relationships between the supervisor and employees by giving training to give positive approach for each others.

### ***For the supervisor and employees:***

- The supervisor of the organization should be approachable and listen the comment of employees regarding motivation problems in the organization.
- The supervisors should give comment and feedback to its subordinates on the job they are doing on the time for better relationships with employees.
- There should be transparency and existence of positive relationship between supervisor and employees.

### ***For future research:***

- Since the current study not addressed all the organizational variable such as: opportunity for advancement, policy compensation and benefits, promotion and rewards etc, the researcher recommend to be addressed in futures.

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## Appendix

**JIMMA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

### Questionnaires

The objective of the questionnaires was to assess factor affecting employee's satisfaction of water and sewerage service enterprise' in Jimma town. Gathering information on employee satisfaction, this survey focuses on how employees feel about their job description, position within the company, relationship with colleagues and managers, advancement opportunities, and overall satisfaction of employees.

Thank you for sharing your opinions.

Please Put an **X** or  $\surd$  mark in the box in front of your choice.

#### Section A: Demographic variable (Personal factors)

1. Sex    Male       Female
2. Age category: 18-29     30-40     41-50  51-60     61 and above
3. Education background: 12 and below  L-1 or L-2 (Certificate)   
Diploma  Degree  Master  PHD
4. Duration in the company: 1-5       6-10       11-15     16-20   
21-25       26-30       31 and above
5. Position: management       non- management
6. Which socio-demographic variable affects employees satisfaction?
  - a. Sex
  - b. Service of Year
  - c. Education status
  - d. Age of employees

**Section B: Factors affecting employee satisfaction**

Please circle the number that best expresses your opinion in each statement from the following, using the scale below:

**Hint:** Use a scale of 1-5 for how satisfied are you with the following:

**Where:** 5 = very satisfied                      4=satisfied      3=moderate satisfied  
                  2 =not satisfied                      1=strongly dissatisfied

**Part 1: working environment**

No	Questions	1	2	3	4	5
1	Availability of conducive working environment for employees					
2	Availability of working materials					
3	Many of our rules and procedures make doing a good job difficult.					
4	The number of workers on my gang is appropriate					
5	I am satisfied with the site layout of my work place					
6	I am Support by your immediate supervisor and colleague					
7	Facilities e.g Health insurance, Clean offices, water and toilets,....					

**Part a 2: current status of employee’s satisfaction with Job security related measures**

No	Questions	1	2	3	4	5
1	The extent to which the company policy supports job security					
2	The feeling of accomplishment I get from the job security					
3	The way company policies are put into practice					

4	The way your job provides for steady employment					
5	Extent of job security affects your level of satisfaction					

**Part 3: job satisfaction**

No	Questions	1	2	3	4	5
1	Being able to keep busy all the time					
2	The freedom to use my own judgment					
3	The competence of my supervisor in making decisions					
4	The chance to do something that make use of my abilities					
5	The chance to be recognized in the community					
6	Being able to do things that do not go against my conscience					

**Party 4: Relationship with co-workers related measures (working groups)**

No	Questions	1	2	3	4	5
1	How satisfied are you with your relationships your colleagues					
2	How is your co-worker abuse you in working groups					
3	Is satisfied with more friendly working atmosphere with colleagues					
4	How you fell and honest to talk with members of your work group					
5	The way your co-workers get along with each other					

6	Work is fairly distributed in your work group					
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**Part 5: Relationship with supervisor style related measures**

No	Questions	1	2	3	4	5
1	I am provided adequate support from my supervisor					
2	I feel encouraged by my supervisor					
3	My supervisor is quite competent in doing his / her job					
4	The relationship that you have with supervisors					
5	The way your boss handles his/her workers					
6	Availability of your manager when you need advice					