DETERMINANTS OF EMPLOYEES JOB SATISFACTION: THE CASE OF HEINEKEN BREWERIES S.C

BY
MARCO ASFAW

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

HUMAN RESOURCE GRADUATE PROGRAM

June 2016

Addis Ababa

DETERMINANTS OF EMPLOYEES JOB SATISFACTION: THE CASE OF HEINEKEN BREWERIES S.C

BY
MARCO ASFAW

Thesis Submitted to Addis Ababa University School of Commerce Human Resource Graduate program in Partial Fulfillment of the Requirement for the Degree of Master of Arts in Human Resource Management.

June 2016

Addis Ababa

Statement of Declaration

I, Marco Asfaw Wassihun, hereby declare that this thesis entitled "Determinants of Employees Job Satisfaction: The Case of Heineken Breweries S.C." submitted by me for the award of the degree of Master of Human Resource, Addis Ababa University at Addis Ababa, Ethiopia, is my original work and it has never been presented in any university. All sources and materials used for this thesis have been duly acknowledged.

Name: Marco Asfaw Wassihun

Signature: _____

Place: Addis Ababa

Date of Submission: May 29, 2016

This master thesis has been submitted for examination with my approval as thesis.

Advisor Name: Wubshet Bekalu (PhD)

Signature_____ Date_____

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis entitled, "Determinants of Employees Job Satisfaction: The Case of Heineken Breweries S.C." was carried out by Marco Asfaw Wassihun under the supervision of Wubshet Bekalu (Phd), submitted in partial fulfillment of the requirements for the degree of Master of Science in Human Resource complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by:

Internal examiner: _____ Signature _____ Date _____

External examiner: _____ Signature _____ Date _____

Advisor: Wubshet Bekalu (PhD)_____Signature _____ Date _____

Acknowledgment

First and foremost I would like to thank the almighty God for his gift and strength that enabled me to complete this research.

Second, I would like to record a special note of thanks to my advisor Wubshet Bekalu (PhD), who generously devoted his time giving valuable suggestion and comments in reshaping and organizing the whole research. Without his effort, this research could not have been realized.

I am highly indebted with Heineken Breweries S.C., for their unreserved support for the successfulness of carrying out the data collection.

Finally, my deep appreciation goes to Bethelhem Bogale, Omer Mohammed and Tesfa Getachew for their constant encouragement and support that they rendered in entire endeavor of my work.

Table of Contents

List of Acronyms

BLUE - Best Linear Unbiased Estimators

CLRM - Classical Liner Regression Model

HR - Human Resource

HBSC - Heineken Breweries Share Company

JB - JarqueBera Test

OLS - Ordinary List Square

SPSS - Statistical Package for Social Sciences

VIF - Variance Inflation Factor

List of Tables

List of Figures

Abstract

The purpose of this study is to determine level of employees' job satisfaction and to identify factors affecting employees' job satisfaction. Factors that have an impact on job satisfaction include nature of job, pay and benefits, attitude towards supervisor, interpersonal relationship, career advancement, evaluation process and working condition. Random sampling was used for the sampling technique and 80 employees were selected from employees of Heineken Breweries S.C. Descriptive analysis was performed to determine level of employees' job satisfaction. In addition, regression analysis was utilized to empirically test the relationship between employees' job satisfaction and the factors. Findings suggest that employees are moderately satisfied with their job and there is significant relationship with interpersonal relationship, pay and benefits, evaluation process and working condition with employees' job satisfaction. Contrary to previous studies, a negative relationship of nature of job, attitude towards supervisor, and career advancement with job satisfaction was also found. To increase the level of employee's job satisfaction, possible recommendation of the research, are providing competitive benefits, giving rewards and recognitions, developing employees skills, creating positive work environment, engaging employees and tracing job satisfaction.

***Key Words**: Job Satisfaction, HBSC*

Chapter One

Introduction

1.1. Background of the Study

In this era of competitive world, success of any organization highly depends on its human resource. Manufacturing companies are no exception to this. The employees of manufacturing companies are valuable assets to the organization. If they are highly satisfied they produce more and it is profitable for the organization. In this competitive environment, it is necessary to know the employees views toward their job and to measure the level of satisfaction with diverse techniques and methods. Efficient human resource management and maintaining higher job satisfaction level in organizations determine not only the performance of the company but also affect the growth and performance of the entire economy. As a result, it is vital to manage human resource effectively and assess employee's satisfaction level as to increase their performance, commitment, productivity and satisfaction, which directly have significant role for the success and profitability of the company. (Susan J. Linz, Anastasia Semykina, 2010).

Now a day, human life has become very complicated; needs and requirements are ever increasing and ever changing. This situation leads to individuals needs to be unsatisfied. Unsatisfied people are likely to contribute very little for any purpose.

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1997).

Job satisfaction is an integral component of organization climate and an important element in the management of employee's relationship. Job satisfaction results from the employee's perception that the job content and context actually provided what employees values in the work situation. Organizationally speaking high level of job satisfaction reflects a highly favorable organizational climate resulting in attracting and retaining better workers.

Job satisfaction can also be defined as the extent of positive feelings or attitudes that individuals have towards their job. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researches from the perspective of need fulfillment that is, whether or not the job met the employee's physical and psychological needs for the things provided by work, such as pay. (Spector, P.E. 1997)

Job satisfaction has been defined as the degree to which employees have a positive affective orientation towards employment by the organization (Price, 1997). Another defines job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired (Cranny, Smith, Stone, 1992, p.1).

Work determines a person's worth and place in society and it influences one's psychological identity and sense of well-being. Work establishes one in the community of human kind. It links a person to others, advances the goals of culture, and gives purpose to ones very existence" (Szymanski & Parker, 1996, p.1). There is a statement that says "work is a purposeful human activity, directed toward the satisfaction of human needs and desires" which explains how work important is to life. (Best, 1973, p.2). It is obvious that work needs to be satisfying to the job incumbent for a mutually beneficial relationship to occur between employee and employer.

1.2. Background of the organization

HEINEKEN is an independent global brewer, committed to surprise and excite consumers with its brands and products everywhere. The company was founded in 1864 by Gerrard Adrian Heineken. HEINEKEN is Europe's largest brewer and the world's second largest by consolidated volume. The company's aim is to be a leading brewer in each of the markets in which it operates and to have the world's most valuable brand portfolio. The Company is present in over 70 countries and operates more than 165 breweries. HEINEKEN is committed to the responsible marketing and consumption of its more than 250 international premium, regional, local and specialty beers and ciders. The number of people employed is over 81,000.

HEINEKEN has a long history with Africa and was exporting beer to various African countries (Ghana, Nigeria, Liberia and Sierra Leone). Africa is a major part of the overall business: it provides 14.5% of the revenue or 14.1% of the beer volumes. Heineken are investing massively in Africa because the continent is really moving fast. In Africa, HEINEKEN supports 1.1 million direct and indirect jobs.

Heineken made acquisition of Harar and Bedele Breweries in Ethiopia. In 2012 Heineken commenced the construction of a new Greenfield brewery, which was fully operational in January 2015. Since then the Ethiopian beer market is growing fast. The market practically doubled over the past years. The main drivers for growth are a growing population, urbanization and rising incomes. HEINEKEN's key brands are Walia, Bedele Special, Bedele Regular, Harar, Hakim Stout and Sofi Malt.

1.3. Statement of the Problem

One of the main roles of Human Resources (HR) departments is to ensure that employees are sufficiently satisfied with their jobs. Job satisfaction of employees is very important for a success of a company and employee satisfaction is increasing in importance, as the competition for talent is high and still growing (Boyens, 2007).

Some research has shown that satisfied employees are thought to be more productive. A factor that helps increase employee motivation is their ability to learn new ideas and most importantly ways to use new technologies which helps to develop new skills (Henderson and Tulloch 2008, Dieleman, Cuong, Martineau 2003; Haq & Hafeez 2009; Fort & Voltero 2004; Benson &Dundis 2003; Dubois & Singh 2009). Training employees in new techniques and imparting new ideas helps to increase their job satisfaction by giving them more importance and making them feel important enough to receive the training. This helps to boost self confidence in employees and thereby increase job performance as well as job satisfaction (Maslow's hierarchy as given by Benson and Dundis 2003). Additionally things like appraisal, non-monetary incentives, recognition of good work, appreciation of senior staff and other rewards have a positive impact on the workers (Henderson and Tulloch 2008; Franco, Bennet, Kanfer 2002; Dieleman, Cuong, Martineau 2003; Haq & Hafeez 2009; Fort & Voltero 2004; Benson & Dundis 2003; Dubois & Singh 2009).

On the other hand, if workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. The pressure of work at a workplace can also negatively influence workers. Long hours, job stress, poor moral and short deadlines tend to create dissatisfaction among workers because it offsets the work life balance and creates problems for workers. This in term creates a push factor that forces workers to look elsewhere as observed by Rahman (2012).

The researcher was interested to conduct this study because there has not been any research (to the knowledge of the researcher) that is conducted to measure the level of job satisfaction and factors affecting employees' job satisfaction at Heineken Breweries S.C. Furthermore, since Heineken in Ethiopia is relatively a new company and has more young employees it is necessary to create awareness and suggest necessary improvements to be undertaken to the management teams of Heineken Breweries S.C. The general job satisfaction feedback will help HR in identifying the level of employee satisfaction and the significant factors affecting job satisfaction.

1.4. Research Questions

This study attempts to answer the following research questions:

1. What is the level of job satisfaction of employees in Heineken Breweries S.C?
2. What are the factors that affect the employees' job satisfaction?
3. What are the dimensions that should be taken to increase job satisfaction level of employees?

1.5. Research Hypothesis

The purpose of this study is to assess employees' job satisfaction in Heineken Breweries and determine the factors affecting job satisfaction. The empirical studies made showed the factors affecting job satisfaction of employees. Thus, the researcher has developed the following hypothesis to estimate the significant relationship between job satisfaction and factors that affect job satisfaction in Heineken Breweries.

H_1: There is significant relationship between nature of the job and job satisfaction.

H_2: There is significant relationship between pay and benefits and job satisfaction.

H_3: There is significant relationship between attitude towards supervisor and job satisfaction.

H_4: There is significant relationship between interpersonal relationship and job satisfaction.

H_5: There is significant relationship between career advancement and job satisfaction.

H_6: There is significant relationship between evaluation process and job satisfaction.

H_7: There is significant relationship between working condition and job satisfaction.

1.6. Objectives of the Study

✓ **General Objective**

The general objective of this study is to determine factors affecting employees' job satisfaction.

✓ **Specific Objectives**

Benching the general objective, the study undertook the below listed objectives:

- To assess the satisfaction level of employees in Heineken Breweries S.C (HBSC);
- To identify the factors that affect employees satisfaction in Heineken Breweries S.C (HBSC) and;
- To identify the dimensions that should be undertaken to improve the satisfaction level of employees.

1.7. Significance of the Study

To beer industry as a whole, the findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee satisfaction.

To the management of Heineken the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the company formulate appropriate retention policies and strategies to enhance employee satisfaction and company performance and productivity.

To other researchers**,** the result of the study will serve as literature to throw more light on the factors that may affect employee satisfaction. The outcome will further serve as secondary data for future research on the topic.

1.8. Scope and Limitations of the Study

It would have been appropriate if the study could cover the beer industry in Ethiopia as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on employees of Heineken Breweries S.C.

The study attempted to identify level of employee's job satisfaction in Heineken Breweries S.C. The scope of the study covered Heineken Breweries S.C. head office non-managerial employees. Therefore, employees working at Green Field, Bedele and Harar Brewery S.C are excluded in the sampling size because of unfavorable location.

In this study the researcher conducted this research with few respondents limiting the subject area and the generalization of the study. The researcher may have biases in selecting sample because it may need in-depth level of research and sufficient funds. In addition, since it is not possible to incorporate all factors of job satisfaction in one study, only seven specific factors are included in this study.

1.9. Organization of the Study

The research report is organized in 5 chapters:

Chapter One: deals with general introduction of the study. It consists of 7 subtitles; background of the study, statement of the problem, basic research questions, research hypothesis, objectives of the study, significance of the study and limitation and scope of the study.

Chapter Two: presented review of related literature, which discussed some concepts from literatures as references for this study. It provided the theoretical foundations upon which the research is based on and it stated the basic ideas and concepts in relation to the specific issue under study.

Chapter Three: this chapter covered the research design & methodology; which answered the question "how?" the research is done. Therefore, this chapter contains design of the research, source of data, tools and procedures of data collection and methods of data analysis.

Chapter Four: this part presented the findings of the research that has been analyzed by the method predetermined. The results of this study is discussed in depth and the findings are presented both quantitatively and qualitatively.

Chapter Five: the final section, contains a summary of the study and findings, conclusions drawn from the findings and recommendations aimed for improving the job satisfaction of employees in Heineken Breweries S.C.

Chapter Two

Review of Related Literature

Fundamental principles, theories, past research works, suggestions of different scholars, are of vital importance in any study. Even though finding research reports relating to this study are a challenge to find, the section attempts to highlight pertinent issues related to the topic. The theoretical review covers the definitions and concepts of job satisfaction, measurements to increase job satisfaction and factors affecting job satisfaction. In addition conceptual framework on job satisfaction is included.

2.1 Theoretical Review

2.1.1. Definition of Job Satisfaction

The concept of job satisfaction and its definition have continually grown, expanded and unfolded through the previous decades. The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago (Robbins, 2001).

According to Weiss and Cropanzano (1996), job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. According to Saleh (1981), job satisfaction is a feeling that is a function of the perceived relationship between all that one wants from his/her job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Luthans (2006) stated that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important.

Generally job satisfaction is an attitude employee hold towards his/her job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about his/her job.

2.1.2. Importance of Job Satisfaction

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitates in decision making and correcting the path of organizational policies and behavior (Shah, Arun K., 1990). According to Shah, Arun K (1990), the study of job satisfaction helps:

- To know the general level of satisfaction in the organization about its programs, policies etc.
- To identify employees' problems, effecting changes and correcting with least resistance.
- An organization and managements strengthens the communication system of the organization and management can discuss the result for shaping the future course of action.
- In improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization.
- Unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations.
- To facilitates in determining the training and development needs of the both, employees and the organization.

According to Daftaur, Chitranjan N. (1982), human resource managers are concerned about employees' job satisfaction for different reasons. Managers want satisfied employees because:

- Managers care about their employees.
- Satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts.
- Satisfied employees are more productive and that organizations with satisfied employees are more efficient.
- Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover.

2.1.3. Job Satisfaction and Performance

For many decades now, the view that job satisfaction affects employee performance has received much attention in the literature. The general consensus from numerous studies was that employee satisfaction is only mildly, but positively, linked to general measures of performance. Some scholars even downplayed the link between employee satisfaction and general measures of performance (Petty et al., 1984). It was only when other scholars (Organ, 1988) focused on qualitative conceptualization and measures of employee performance, that these investigators identified significant linkages between job satisfaction and performance. Consequently, the view that satisfied employees will deliver quality service or improved performance has almost become an axiom in the service literature.

Yet, notwithstanding the apparent support for the hypothesis, some studies suggest that overall job satisfaction, as well as some specific dimensions of satisfaction, may not always reflect positively in terms of customer orientation (Hoffman and Ingram, 1992) or customer perceived quality. Besides, to date, only a few studies have examined how various dimensions of job satisfaction and related moderator variables may explain service performance.

Crosby et al. (1994, 2000) point out: "If employees are truly motivated by a desire to do quality work that meets customer needs, then achievement of that outcome (customer satisfaction) should contribute to their own satisfaction as well." So, compelling evidence shows that there is a strong linkage between employee and customer satisfactions. Mirvis and Lawer (1977) produced conclusive findings about the relationship between job satisfaction and performance. Many of the studies have found that a positive relationship existed between job satisfaction and performance. Katzell, Barret and Porker (1952) demonstrated that job satisfaction was associated neither with turnover nor with quality of production.

2.1.4. Job Satisfaction and Employee Engagement

Effectively implementing employee retention program by increasing employee engagement ensures that the employees are satisfied with their work, take pride in their work, report to duty on time, feel responsible for their job, feel valued for their contributions, and have high job satisfaction. As employees actively focus on their work, it increases the productivity levels in the organization and leads to improvement in several associated areas. Employee engagement ensures

that the employees have good understanding of their roles and responsibilities in the organization. Increasing employee engagement helps to develop emotional connection, enthusiasm among the employees that promotes teamwork and healthy environment at the workplace. (Arnolds, C.A., & Boshoff, C. 2001)

2.1.5. Dimensions to Increase Level of Job Satisfaction

Job satisfaction is critical to high productivity, motivation and low employee turnover (Gregory S., 2010). Employers face the challenges of finding ways to increase job satisfaction so their businesses stay competitive and maintain productivity, profitability as well as keeping their workforce engaged and satisfied with their jobs.

Those that fail to improve job satisfaction are at risk of losing their top talented people to the competition. Supervisors and managers who maximize the potential, creative abilities, and talents of the entire workforce have a greater competitive advantage than those who don't. Employees that are engaged in their work have a higher level of job satisfaction (Gregory S., 2010).

According to Gregory S. (2010), the following are some ways to improve job satisfaction:

- ✓ **Provide a positive working environment**- Creating job satisfaction begins by first providing a positive work environment
- ✓ **Reward and recognition**- Personal recognition is a powerful tool in building morale and motivation.
- ✓ **Involve and increase employee engagement**- People may show up for work, but are they engaged and productive? People are more committed and engaged when there is a process for them to contribute their ideas and employee suggestions. This gives them a sense of ownership and pride in their work
- ✓ **Develop the skills and potential of your workforce**- Training and education motivates people and makes them more productive and innovative. Well-trained employees are more capable and willing to assume more control over their jobs. They need less supervision, which frees management for other tasks. Employees who understand the business, complain less, are more satisfied, and are more motivated. All this leads to better management-employee relationships.
- ✓ **Evaluate and measure job satisfaction**- Evaluation is a nonstop activity that includes a specific cycle of steps. The primary purpose of evaluation is to measure progress and

determine what needs improving. Continuous evaluation includes, but is not limited to, the measurement of attitudes, morale, and motivation of the workforce. It includes the identification of problem areas needing improvement and the design and implementation of an improvement plan. Good organizations conduct a job satisfaction survey at least once a year.

2.1.6. Factors affecting Job Satisfaction

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007).

The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 1995). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (Katzell, Thompson, and Guzzo, 1992).

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al., 2011) and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty also considered. In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir et al., 2010). Ali and Ahmed (2009) concludes that due to the changes in reward or recognition

programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance. Moreover positive and significant association found between job satisfaction and management practices such as team work, independence and leadership positions (Hunjra et al., 2010).

Hanif and Kamal (2009), argues that if companies makes favorable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increased employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness. Abdulla et al. (2011) examines the relationship between job satisfaction and environmental and demographic factors and found environmental factors (such as salary, promotion and supervision) better predictors of job satisfaction as compared to demographic factors (such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience).

2.1.2.1. Nature of Work

The nature of the work performed by employees has a significant effect on their level of job satisfaction (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen and Moorhead, 2009). Robbins et al. (2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results". Sharma and Bhaskar (1991) assume that most significant influence over job satisfaction of employees appears from the nature of the work given to them. In addition, they assert job satisfaction can be achieved by employees if the job requires sufficient variety, discretion, challenge and scope for using an individual's own skills and abilities. Therefore it can be concluded that nature of work for the above researchers has significant or positive effect on job satisfaction which means that job satisfaction is achieved for jobs which are found to be interesting to employees.

2.1.2.2. Employees Benefits

According to the survey taken by Kathawala, Moore and Elmuti (1990) in automobile industry, salary was found to be the prime factor for the motivation and job satisfaction of salaried employees. The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization, which in result enhances attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). It also works as communicator when it is given to employee against the services, which shows how much an employee is valuable for its organization (Zobal, 1998).

The main objective of reward programs are to attract qualified people to join the organization to keep employees coming to work and to motivate employees to achieve high level of performance. Though the rewards are provided by the organization, every employee is evaluated by an individual. To the extent that the rewards are adequate and equitable, the individual achieves a level of satisfaction.

The rewards can be broadly categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as rewards that are part of the job itself (Gibson, Ivancevih and Donnely, 1991). It has also been defined as psychological reward that is experienced directly by an employee (Stoner and Freeman, 1992). Extrinsic rewards are provided by an outside agent; such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevih and Donnely, 1991). Pay, promotions, interpersonal relationships, status and fringe benefits are some of the examples for extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

Chances to learn new things and more freedom in the job have positive relationship with employee job satisfaction. Chances to learn new things and autonomy in the job increases the satisfaction of the employees and Intrinsic rewards are equal beneficial for all the employees regardless of

desirability (Linz et al, 2010).The division of intrinsic rewards as task autonomy, task significance, and task involvement is made by (Clifford, 1985).

2.1.2.3. Supervision

The mentoring is used for development-orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may increase mentee's confidence by providing access to outside organization (Scanduraa and Williams, 2004). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001). According to Chakrabarty, Oubre, and Brown (2008) "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who have been engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills essential knowledge acquisition.

2.1.2.4. Relationship with Co-workers (Interpersonal Relationships)

There are several studies that show that friendly and supportive colleagues enhance the rate of job satisfaction in a working environment (Khaleque and Choudhury, 1984; Johns, 1996; Viswesvaran et al., 1998; Kreitner and Kinicki, 2004; Luthans, 2006). This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. Markiewicz et al. (2000) figured out that the close friendships quality was related to both job satisfaction and career success among employees. Berta (2005) finds a similar result after conducting a survey among 1250 Food Brand employees. Riordan and Griffeth (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace and increases job satisfaction.

2.1.2.5. Career Advancement (Opportunities for Promotion)

Several researchers share the opinion that job satisfaction has a great connection with opportunities for promotion (Pergamit and Veum, 1999; Sclafane, 1999; Ellickson and Logsdon, 2002; Peterson et al., 2003). Promotion as defined by Heery and Noon (2001) refers to "the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted". Kreitner and Kinicki (2004) mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience satisfaction when they think that they have good future opportunities as supposed by Drafke and Kossen (2002).

This can be interpreted as the opportunities for progression and development in their present workplace or providing better chances to look out for alternative employment. It is assumed that the level of job satisfaction will go down if people think that they have less career advancement opportunities. McCormick (2008) mentioned that job satisfaction among employees with promotional opportunities will rely on the promotions equity.

Training & development may be understood as any attempt to improve current or future performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing their skills and knowledge. The need of training & development is determined by the employee's performance deficiency. (Susan J. Linz, Anastasia Semykina, 2010)

2.1.2.6. Performance Appraisal (Evaluation Process)

Although there are a number of features that have been found to be important in predicting employee satisfaction with the appraisal process (evaluation process), such as providing training to teach people how to use the system and developing an appeals process if employees wish to dispute performance rating decisions (Giles & Mossholder, 1990; Levy & Williams, 1998; Mount, 1983, 1984; Pooyan & Eberhardt, 1989), there is one key feature which is important in predicting employee satisfaction, information. The concept of providing employees with information is not new, with an early guide to managers advocating the need for organizations to communicate the reason for implementing the performance appraisal as a way in which to increase employees' trust and therefore buy-in into the system (Hepner, 1930).

Although Hepner's management guide doesn't cite evidence to support such claims, later studies have found that informing employees as to the purpose of the performance appraisal, what the performance appraisal requires of the employee, communicating the policies and procedures which relate to the system, and informing employees how the system will be monitored to ensure that it is being carried out in accordance with origination policy, are all important predictors of employee satisfaction with the appraisal system (Giles & Mossholder, 1990; Levy & Williams, 1998; Mount, 1983, 1984; Pooyan & Eberhardt, 1989)

Performance evaluation provides the vehicle for increasing satisfaction, commitment, and motivation of the employee. Performance measurement allows the organization to tell the employee something about their rates of growth, their competencies, and their potentials. There is little disagreement that if well done, performance measurements and feedback can play a valuable role in effecting the grand compromise between the needs of the individual and the needs of the organization (Zedeck, 1983).

Other research also showed that factors such as employees' satisfaction with the performance appraisal process as a whole, the performance appraisal feedback, or employees' evaluations of the perceived quality, justice, and fairness of the performance appraisal regime must be considered (Greenberg, 1986; Nathan et al. 1991; Blau, 1999; Pettijohn et al., 2001; Jawahar, 2006; Kuvaas, 2006; Lau et al., 2008; Sommer & Kulkarni, 2012: Gupta & Kumar, 2013). Furthermore, employee participation in the performance appraisal process is positively related to employees' satisfaction. (Cawley et al., 1998).

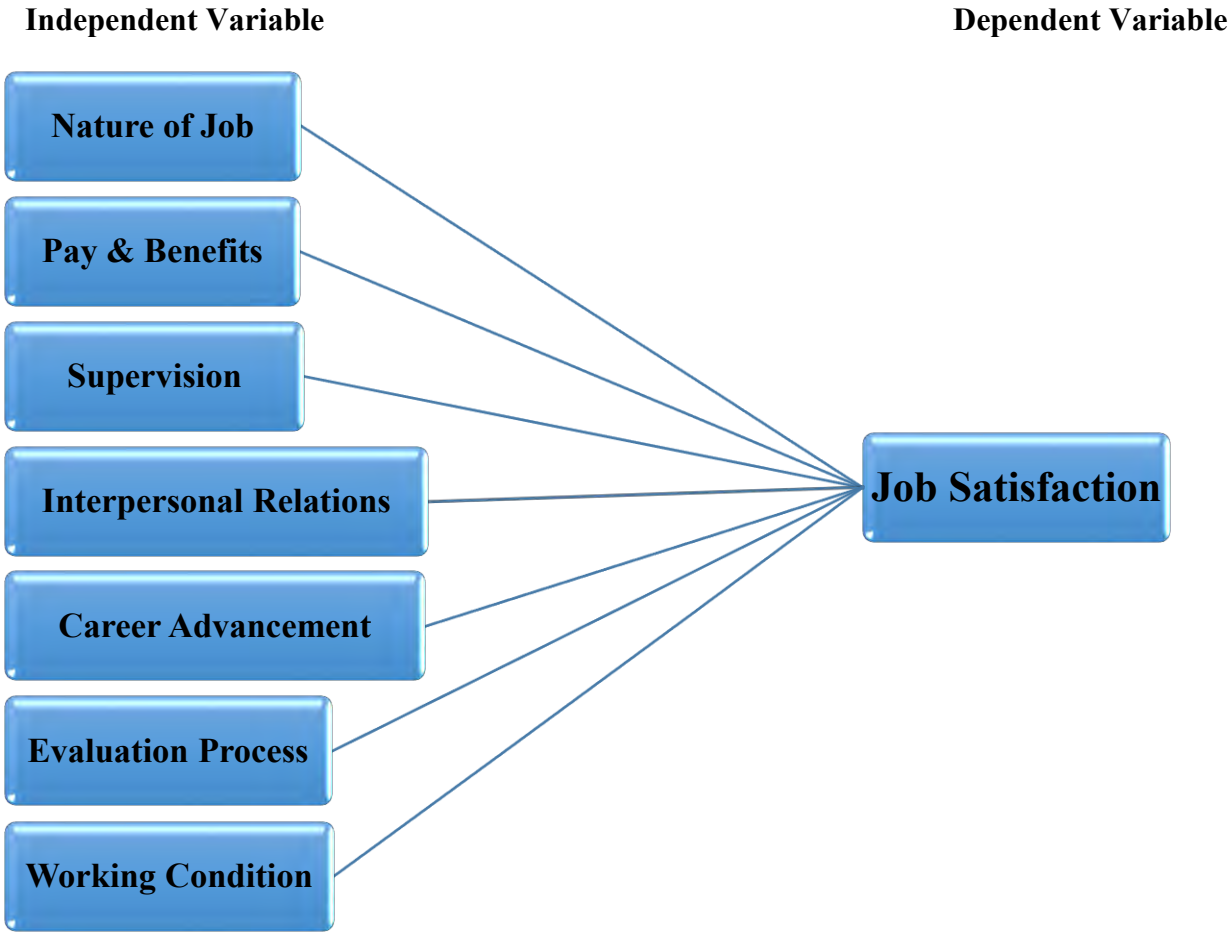
2.1.2.7. Work Environment

According to Robbins (2001), work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 1995). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

2.2 Conceptual Framework

A conceptual framework is an analytical tool with many variations and contexts. It is used to make conceptual distinctions and organize ideas by using diagrams or charts and the like. So the researcher tries to see the relationship between Independent variables (nature of job, pay & benefits, supervision, interpersonal relations, career advancement, evaluation process, working condition and attitude towards the company) and Dependent variable (Job Satisfaction). The researcher chose these variables due to the fact that previous researchers identified that these variables are the ones affecting employees job satisfaction more and since the researcher believes that these variables are the ones that suits the study.

Figure 1: Conceptual Framework



Source: Developed for the research

Chapter Three

Research Methodologies and Design

This chapter briefly discusses the methodology used in this research. It tried to cover explanations of the research approach, research design, data sources, population and sampling techniques, data collection methods and instruments, mode of data analysis and ethical considerations of the research.

3.1 Research Approach

Research approach is to be selected based on the research purpose, the nature of the research, the problem area, and research questions (Alhamadni et al. 2006). According to Creswell (2003), there are three basic types of research approaches including quantitative, qualitative, and mixed approach.

Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure (Creswell, 2003).

Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures (Creswell, 2003).

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2003).

A mixed approach is useful to capture the best of both quantitative and qualitative approaches. Thus, in order to achieve the objective of this study and answer the research questions mixed research approach was used.

3.2 Research Design

A research design is a set of advance decisions that makes up the master plan specifying the methods and procedures for collecting and analyzing the needed information (Burns & Bush, 2003). Saunders, Lewis and Thornhill (2007) indicate that research design is the general planning about how the researcher will go about answering his or her research questions.

According to Burns and Bush (2003) research designs are classified into three categories: exploratory, descriptive, and causal. The choice of the most appropriate design depends largely on the objectives of the research. Exploratory research is most commonly unstructured, informal research that is undertaken to gain background information about the general nature of the research problem. Accordingly, exploratory research does not have a formalized set of objectives, sample plan, or questionnaire. In contrast to exploratory designs, descriptive research is undertaken to describe answers to questions of who, what, where, when, and how. The third one is causal, which may be thought of as understanding a phenomenon in terms of conditional statements (Burns & Bush, 2003).

The researcher used explanatory research design (regressive analysis) in order to determine the relationship between the dependent and the independent variables and to establish any association between these variables. In addition, a combination of different data collection techniques, were employed in order to get adequate information. The sources of the data were both primary and secondary in nature.

3.3 Data Source

The objective of the study is to assess employee job satisfaction in Heineken Breweries S.C. The factors influencing job satisfaction include nature of the job, pay and benefit, relationship with supervisors and colleagues, evaluation process, career development and working environment.
For the purpose of this research both primary and secondary sources of data were utilized in order to generate both quantitative and qualitative data.
Primary data are information that has not been published. In other words, it is the first-hand-data. The methods for collecting primary data are surveying, experiment, testing or observations. Most of the researchers choose to use primary data instead of secondary data due to it more credibility

as it is based on the target population. Considering this the researcher collected primary data by distributing structured questionnaire for the employees of HBSC.

On the other hand, secondary data are information that has been published or available to public. Secondary data can be collected from books, newspapers, journals, and electronic sources such as website, e-journals and etc. Secondary data are less time consuming and costly compared to primary data. This is because the information is collected from previous study by other researchers. The researcher collected secondary data for complementing the data obtained from the primary source. The secondary data is collected from different human resource documents, books, magazines, internet and HBSC internal and external published documents.

3.4 Population and Sampling Techniques

The sample size will be determined from total population. The total population of head office employees working at Heineken is 332. Therefore according to Naresh 2007, the sample size for target population size of 281-500 is 80.

Sampling techniques can be divided into two types, probability or representative sampling and non-probability or judgmental sampling (Saunders, Lewis and Thornhill, 2007). Probability Sampling is a selection of sampling techniques in which the chance or probability of each case being selected from the population is known. While, non-probability sampling is a selection of sampling techniques in which the chance or probability of each case being selected is not known.

In order to conduct this study, the researcher selected employees of HBSC on the bases of simple random sampling method. The sampling units are accessible, easy to measure and cooperative. The researcher personally contacted the employees of HBSC in head office. The respondents were given a short explanation about the purpose of the study and request was made to them to fill up the questionnaire with correct and unbiased information.

3.5 Model Specification

The aim of this research is to investigate the relationship between nature of job (NOJ), pay and benefit (P&B), attitude towards supervisor (ATS), interpersonal relationship (IRS), career advancement (CA), evaluation process (EV) and working condition (WC) with job satisfaction

(JBS). The variables are taken from different papers discussed in the literatures taking into consideration the availability of data. The regression model of this study is estimated in the following form:

$JBS = \beta 0 + \beta 1\ NOJ + \beta 2\ P\&B + \beta 3\ ATS + \beta 4\ IRS + \beta 5\ CA + \beta 6\ EV + \beta 7\ WC + \varepsilon$

Source: Developed for the research

The data that is going to be obtained from five point Likert scale will be calculated and analyzed before giving degree of satisfactions. The five-point rating is scored as shown below:

- 5 = Strongly disagree
- 4 = Disagree
- 3 = Neutral
- 2 = Agree
- 1 = Strongly agree

According to Boontharika Banjongjit (2010), the five-point scale was calculated and interpreted into the degree of satisfaction using the following formula.

$$\text{Interval} = \frac{\text{The highest Score - The lowest Score}}{\text{Number of Interval}}$$

$$\text{Interval} = \frac{5 - 1}{5} = 0.8$$

The average score (mean) obtained from each item was interpreted into degree of satisfaction as follows:

- Average Score = 1.00 – 1.80 Very high level of satisfaction
- Average Score = 1.81 – 2.60 High degree of satisfaction
- Average Score = 2.61 – 3.40 Moderate degree of satisfaction
- Average Score = 3.41 – 4.20 Low degree of satisfaction
- Average Score = 4.21 – 5.00 Very low degree of satisfaction

3.6 Data Collection Methods and Instruments

Data collection plays an important role in research as it is the most essential information for a study. Besides, the accuracy of a result is based on the precision of the data and this study used the data collected for analyzing purpose. In order to collect data from the primary sources, this research used questionnaire, which help the researcher to draw the appropriate information.

Questionnaires are a particularly suitable tool for gaining quantitative data but can also be used for qualitative data (Walliman, 2011). In order to able to generate both qualitative and quantitative data that provides comparable results and obtain in-depth information, open/close ended questionnaires for a sample of 80 employees of HBSC were distributed and analyzed.

The questionnaire is administrated among the selected respondents in the selected area (head office). The questions were designed to facilitate the respondents to identify the various variables contributing towards Job satisfaction of employees. The endeavors is to identify key job satisfaction issues to obtain employee's perception on nature of job, salary and benefits, relationship with supervisors and colleagues, career advancements, evaluation process and working environment. The respondents were requested specifically to ignore their personal prejudices and use their best judgment on a five point Likert scale.

The purpose of this study is to make the response a true reflection of organization reality rather than an individual opinion. The 5-point scale indicated in the questionnaire are: (1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree and (5) Strongly Disagree.

3.7 Mode of Data Analysis

First, the researcher collected the needed data by administrating a questionnaire to employee of Heineken Breweries S.C. After that, collected data was rearranged, edited and calculated in order to become complete data that is needed for this study. Next, the collected data was analyzed using descriptive statistics, and multiple linear regression analysis. The descriptive statistics (mean and standard deviations) was used to analyze the general trends of the data. The descriptive statistics was analyzed using the Statistical Package for Social Sciences (SPSS 20.0). A multiple linear regression model was used to determine the relative importance of each independent variable in explaining the influence on job satisfaction. The multiple linear regressions model was conducted by the Ordinary Least Square (OLS) method using EViews9 econometric software package.

3.7.1. Ordinary Least Square

According to Brooks (2008), ordinary least squares (OLS) or linear least squares is a method to estimate the slope and intercept in a linear regression model. This study used an ordinary least squares (OLS) regression to estimate the linear equation. The rational for choosing OLS is that, if the Classical Linear Regression Model (CLRM) assumptions hold true, then the estimators

determined by OLS will have a number of desirable properties, and are known as Best Linear Unbiased Estimators (Brooks, 2008). In addition, as noted in Petra (2007) OLS outperforms the other estimation methods when the following holds; the cross section is small and the time dimension is short. Therefore, as far as both the above facts hold true in this study it is rational to use OLS. Thus, the following section discussed the CLRM assumptions.

According to Brooks (2008), the assumptions of ordinary least squares are:

1) The errors have zero mean
2) The variance of the errors is constant and finite over all values
3) The errors are linearly independent of one another
4) There is no relationship between the error and corresponding x variate

3.7.2. Diagnostic Analysis

Diagnostic checking is done to test whether the sample is consistent with the following assumptions:

1) The model is correctly specified
2) There is no relationship between independent variables (No multi-collinearity)
3) There is no relationship among the error term at the period t and the error term at period before t (No autocorrelation problem)
4) The error term is constant across the number of observations (Homoscedasticity)
5) The error term is normally distributed

If all the above assumptions are consistent with the sample, E-view result will be accurate and reliable. The following tests are done in this research to test the above assumptions.

3.6.2.1. Heteroscedasticity

According to Brooks (2008), Heteroscedasticity means that error terms do not have a constant variance. If heteroscedasticity occur, the estimators of the ordinary least square method are inefficient and hypothesis testing is no longer reliable or valid as it will underestimate the variances and standard errors. There are several tests to detect the Heteroscedasticity problem, which are Park Test, Glesjer Test, Breusch-Pagan-Goldfrey Test, White's Test and Autoregressive Conditional Heteroscedasticity (ARCH) test. In this study, the popular Autoregressive Conditional

Heteroscedasticity (ARCH) test was employed to test for the presence of heteroscedasticity. The hypothesis for the Heteroscedasticity test was formulated as follow:

H_0: There is no Heteroscedasticity problem in the model

H_1: There is Heteroscedasticity problem in the model

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value is less than significance level. Otherwise, accept H_0.

3.6.2.2. Autocorrelation

According to Brooks (2008), when the error term for any observation is related to the error term of other observation, it indicates that autocorrelation problem exist in this model. In the case of autocorrelation problem, the estimated parameters can still remain unbiased and consistent, but it is inefficient. The result of T-test, F-test or the confidence interval will become invalid due to the variances of estimators tend to be underestimated or overestimated. Due to the invalid hypothesis testing, it may lead to misleading results on the significance of parameters in the model. In this study to test for the existence of autocorrelation, the popular Breusch-Godfrey Serial Correlation LM Test was employed.

H_0: There is no autocorrelation problem in the model

H_1: There is autocorrelation problem in the model

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value less than significance level, otherwise accept H_0.

3.6.2.3. Multicollinearity

According to Brooks (2008), Multicollinearity will occur when some or all of the independent variables are highly correlated with one another. If the multicollinearity occurs, the regression model is unable to tell which independent variables are influencing the dependent variable. The consequences of Multicollinearity are large variances and covariance of OLS estimators, wider confidence interval, insignificant t ratio, high R^2 but few significant t ratio, sensitivity of OLS estimators and their standard errors to small changes in data. There is no one unique method to detect the multicollinearity problem, it only have some rules of thumb, which are high R^2 but few significant t ratio, high pair wise correlation coefficient and Variance Inflation Factor (VIF) or Tolerance. This study used high pair-wise correlation coefficients method to test the presence of

multicollinearity problem in a regression model. Because it can see the correlation of independent variables between each other one by one. If the correlation coefficient is higher than 0.8, the model would be considered as it consists of serious Multicollinearity problem Guajarati (2004).

3.6.2.4. Normality

Normality tests are used to determine if a data set is well-modeled by a normal distribution. With the normality assumption, ordinary least square estimation can be easily derived and would be much more valid and straightforward. This study used JarqueBera Test (JB test) to find out whether the error term is normally distributed or not. The hypothesis for the normality test was formulated as follow:

H_0: Error term is normally distributed

H_1: Error term is not normally distributed

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value of JB test less than significance level, otherwise accept H_0.

3.6.2.5. Model Specification

According to Brooks (2008), Specification error occurs when omitting a relevant independent variable, including unnecessary variable or choosing the wrong functional form, so that regression model will be wrongly predicted. If the omitted variable is correlated with the included variable, the estimators are biased and inconsistent. If the omitted variable is not correlated with the included variable, the estimators are unbiased and consistent. Ramsey RESET test was used to see whether the developed model is correctly regressing.

H_0: the model is correctly specified

H_1: the model is not correctly specified

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value is greater than significance level. Otherwise, accept H_0.

3.8 Ethical Considerations

In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality and privacy was upheld. According to Cooper and Schindler (2003), ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships

with others. In addition, the goal of ethics in research is to insure that no one is harmed or suffers adverse consequence from research activity. Participants and respondents were given full information on the purpose and objectives of the study in order for them to make informed decisions. Moreover, all information concerning the identity and personality of respondents are treated with utmost confidentiality. Additionally, all information gathered was used for the sole purpose of this research study.

Chapter Four

Data Presentation, Analysis and Findings

In the preceding chapter the research design employed in this study is presented and discussed in detail. The purpose of this chapter is to present results and analysis of data involved in this study. Accordingly, the reliability and validity test, descriptive statistics of all the variables used in this study and the results of hypothesis testing i.e. the estimated parameters of the regression equation, their significance, the connection between the independent variables and dependent variable according to the sign and the value of the parameters for the regression model are presented and discussed in detail.

4.1. Reliability and Validity

A reliability test is used to assess consistency in measurement items (Cerri, 2012). Cronbach's alpha is used to measure the internal consistency of the measurement items. Higher Alpha coefficients indicate higher scale reliability. Specifically, Nunnally as cited in Eze et al., (2008) suggests that scales with 0.60 Alpha coefficients and above are considered acceptable.

As shown in the table below, Scale Reliability Cronbach Alphas coefficients for job satisfaction item range from 0.636 to 0.723. The new scale of interpersonal relationship and pay and benefit aspect developed in this study also demonstrates high internal consistency, with a Cronbach coefficient of 0.723 and 0.698 respectively. And the overall Cronbach alpha coefficient for expected-scale items is 0.709. Therefore, the expected scales used in this study demonstrate high reliability.

Validity refers to the extent of which a test measures what we actually wish to measure (Blumberg et al., 2005).

The questionnaire was adapted from other research paper by Boontharika Banjongjit (2010). Pilot testing allows to assess the question's validity and the likely reliability of the data (Ranjit, 2011). It also enables the researcher to know whether the design of data collection instruments is successful in meeting the research objectives and in obtaining meaningful responses.

Therefore, pilot test was conducted and this validation was made to get some evidence on whether the content of the items was relevant in helping to answer the research questions as well as to check the clarity of the questions.

Table 1: Reliability Study

Dimensions	Cronbach's Alpha coefficients
Nature of Job	.671
Pay and Benefits	.698
Attitude towards supervisor	.670
Interpersonal Relationship	.723
Career Advancement	.636
Evaluation Process	.663
Working Condition	.665
Reliability of Total Scale	**0.709**

Source: Own computation (Developed for the research)

4.2. Descriptive Analysis

The summary of descriptive statistics that was intended to give general descriptions about the data (both dependent and independent variables) is presented below. The total number of observation for each variable is 80. Accordingly, mean and standard deviation values of each variable were used so as to show the overall trend of the data.

Table 2: General Profile of Respondent's

Category	Item	Frequency	Percent
Gender	Male	52	65%
	Female	28	35%
	Total	**80**	**100%**
Age	18-25 Year	37	46%
	26-35 Year	43	54%
	Total	**80**	**100%**
Education Level	Bachelor Degree	64	80%
	Master Degree or Above	16	20%
	Total	**80**	**100%**

Based on the data obtained from the respondents, the above table shows that majority of the respondents are male (65%) which accounts for more than half of the total respondents while the other 35% are female.

The majority of respondents are in age group of 26-35, which accounts to 54% of the total respondents. The other 46% of the respondents fall under 18-25 age group category. This can be generalized that there are more young employees' in Heineken Breweries S.C.

The academic qualification of the respondents' shows that majority of the employees (80%) hold their bachelor degree and the rest 20% hold master's degree or above.

Table 3: Degree of Satisfaction toward Factors of Job Satisfaction

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Nature of Job	Frequency	10	40	17	11	2	**80**
	Percent	13%	49%	21%	14%	3%	**100%**
Pay and Benefit	Frequency	2	19	19	33	8	**80**
	Percent	2%	23%	24%	41%	10%	**100%**
Attitude towards Supervisor	Frequency	9	47	19	4	1	**80**
	Percent	11%	59%	24%	6%	1%	**100%**
Interpersonal Relationship	Frequency	24	50	4	2	-	**80**
	Percent	31%	62%	6%	2%	0%	**100%**
Career Advancement	Frequency	2	27	33	15	3	**80**
	Percent	3%	33%	42%	19%	4%	**100%**
Evaluation Process	Frequency	7	34	24	13	2	**80**
	Percent	9%	43%	30%	16%	3%	**100%**
Working Condition	Frequency	9	35	13	19	3	**80**
	Percent	12%	44%	16%	24%	4%	**100%**
Job Satisfaction	Frequency	8	26	32	8	6	**80**
	Percent	10%	33%	40%	10%	7%	**100%**

The above table shows the degree of satisfaction of Heineken employee's. The data of nature of job, attitude towards supervisor, interpersonal relationship, evaluation process and working condition shows that the majority of the respondents have "agreed" and "strongly agreed" with 62%, 70%, 93%, 52%, and 56% respectively.

However, pay and benefit shows a low satisfaction with 51% of the respondents who are "strongly dissatisfied" and "dissatisfied" with the current earnings and benefits.

The dependent variable job satisfaction shows, out of the 43% of the respondents are currently pleased with the job and wishes to work with the company for a longer period of time. The other

40% of the respondents had a neutral opinion towards job satisfaction.

Respondent attitude towards career advancement shows neutral opinion (42%). The rest 36% of the respondents have "agreed" and "strongly agreed" towards career advancement.

Table 4: Mean and Standard Deviation of Variable

S.N.	Item	Mean	Standard Deviation
1	Nature of Job	2.44	0.94
2	Pay and Benefit	3.34	0.96
3	Attitude towards Supervisor	2.27	0.72
4	Interpersonal Relationship	1.79	0.62
5	Career Advancement	2.88	0.85
6	Evaluation Process	2.62	0.94
7	Working Condition	2.65	0.84
8	Job Satisfaction	2.70	0.77

The above table implies mean scores and deviations from the mean towards the different variable (nature of job, pay and benefit, attitude towards supervisor, interpersonal relationship, career advancement, evaluation process, working condition and job satisfaction).

The average satisfaction with the nature of job, pay and benefit, attitude towards supervisor, interpersonal relationship, career advancement, evaluation process, working condition and job satisfaction had a mean score of 2.44, 3.34, 2.27, 1.79, 2.88, 2.62, 2.65 and 2.70, respectively; with a standard deviation of 0.94, 0.96, 0.72, 0.62, 0.85, 0.94, 0.84 and 0.77, respectively. Question on pay and benefit revealed the highest standard deviation from its mean compared to other questions. Whereas, the standard deviation on the above table shows interpersonal relationship is to be more close to its mean.

4.3. Classical Linear Regression Model Assumptions

As mentioned in the methodology part of this study, as far as the assumptions of classical linear regression model hold true, the coefficient estimators of both α (constant term) and β (independent variables) that are determined by ordinary least square (OLS) will have a number of desirable properties, and usually known as Best Linear Unbiased Estimators (BLUE). Hence, the following sections discuss results of the diagnostic tests (i.e., heteroscedasticity, autocorrelation,

multicollinearity, normality and model specification test) that ensure whether the data fits the basic assumptions of classical linear regression model or not.

4.3.1. Heteroskedasticity

When the scatter of the errors is different, varying depending on the value of one or more of the independent variables, the error terms are heteroskedastic Brooks (2008). Heteroscedasticity test is very important because if the model consists of heteroskedasticity problem, the OLS estimators are no longer BEST and error variances are incorrect, therefore the hypothesis testing, standard error and confident level will be invalid. An ARCH test has been made, to ensure that this assumption is no longer violated. The hypothesis for the heteroskedasticity test was formulated as follow;

H_0: There is no Heteroscedasticity problem in the model

H_1: There is Heteroscedasticity problem in the model

$\alpha = 0.05$

Decision Rule: Reject H_0 if P value is less than significant level 0.05. Otherwise, accept H_0.

Table 5: Heteroskedasticity Test: ARCH

ARCH Test	P-Value	Decision Rule
F-statistic	0.3292	Accept the Ho
Obs*R-squared	0.3229	Accept the Ho

Source: Own computation (Developed for the research)

As shown in the above table, all versions of the Arch test statistic (F-statistic and Chi-Square) gave the same conclusion that there was no evidence for the presence of heteroscedasticity in this particular study. Since the p-values of 0.3292 and 0.3229 for F-statistic and Chi-Square respectively were in excess of 0.05, the null hypothesis should be accepted.

4.3.2. Autocorrelation

It is assumed that the distribution errors are uncorrelated with one another and that the errors are linearly independent of one another. Autocorrelation error occurs when there is a serial correlations between residuals and their own past values. In this study, BreuschGodfrey Serial Correlation LM Test is used to carry out the autocorrelation test. The p-value is obtained to examine whether the autocorrelation problem occurs in the model. If the p-value is more than 5% significant level, it

implies that there is no autocorrelation problem in the model. The hypothesis for the model specification test was formulated as follow:

H_0: There is no autocorrelation problem in the model

H_1: There is autocorrelation problem in the model

$\alpha = 0.05$

Decision Rule: Reject H_0 if P value is less than significant level 0.05. Otherwise, accept H_0.

Table 6: Autocorrelation Test: BreuschGodfrey Serial Correlation LM Test

Arch Test	P-Value	Decision Rule
F-statistic	0.1083	Accept the Ho
Obs*R-squared	0.0853	Accept the Ho

Source: Own computation (Developed for the research)

From the above table, it can be concluded that this research accepted the null hypothesis (H0), since the p value for both F-Statistic and Chi-Square is 0.1083 and 0.0853, which is greater than significance level of 0.05. Thus, it can be concluded that the model does not consist of autocorrelation problem.

4.3.3. Multicollinearity

According to Brooks (2008), multicollinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable. If multicollinearity problem is too serious in a model, either additional important variable should be added or unimportant independent variable should be dropped. This study uses high pair-wise correlation coefficients method to detect the existence of multicollinearity high pair-wise correlation coefficients method see the correlation of independent variables between each other one by one. According to Guajarati (2004), if the correlation coefficient is higher than 0.8, it is considered as the model consists of serious multicollinearity problem.

Table 7: Multicollinearity Test: High Pair-Wise Correlation Coefficients

	CA	EP	IRS	P&B	NOJ	ATS	WC
CA	1.000000	0.644234	-0.034732	0.206216	0.296776	0.357299	0.570554
EP	0.644234	1.000000	-0.215191	0.231066	0.411382	0.292322	0.347669
IRS	-0.034732	-0.215191	1.000000	0.244792	0.220664	0.449376	0.242807
P&B	0.206216	0.231066	0.244792	1.000000	0.324483	0.070353	0.209914
NOJ	0.296776	0.411382	0.220664	0.324483	1.000000	0.259862	0.063377
ATS	0.357299	0.292322	0.449376	0.070353	0.259862	1.000000	0.330807
WC	0.570554	0.347669	0.242807	0.209914	0.063377	0.330807	1.000000

Source: Own computation (Developed for the research)

The table above shows that there is no strong pair-wise correlation between the independent variables (Career Advancement, Evaluation Process, Interpersonal Relations, Pay & Benefits, Nature of Job, Supervision and Working Condition). As a rule of thumb, inter-correlation among the independent variables above 0.80 signals a possible multicollinearity problem. In this study the correlation coefficient is below 0.80 between the independent variables. Thus, it can be concluded that all variables have low correlation power; as a result there is no multicollinearity problem in the independent variables.

4.3.4. Normality

Normality test is used to determine whether the error term is normally distributed. Brooks (2008) noted that the Jarque-Bera statistic would not be significant for disturbance to be normally distributed around the mean. The purpose of the Jarque-Bera test is to make sure that the data set is well-modeled by a normal distribution. The hypothesis for the normality test was formulated as follow:

H_0: Error term is normally distributed

H_1: Error term is not normally distributed

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value of JB test less than significance level, otherwise accept H_0.

Table 8: Normality Test: Bera-Jarque Test

	Probability (P-Value)	Decision Rule
JarqueBera Test	0.615601	Accept Ho

Source: Own computation (Developed for the research)

The above table indicates that distribution of the panel observation is symmetric about its mean. The Jarque-Bera statistic has a P-value of 0.61 implies that the p-value for the Jarque-Bera test is

greater than 0.05 which indicates that there was no evidence for the presence of abnormality in the data. Thus, the null hypothesis that the data is normally distributed should be accepted since the p-value was considerably in excess of 0.05.

4.3.5. Model Specification

Model specification error occurs when omitting a relevant independent variable, including unnecessary variable or choosing the wrong functional form. When the omitted variable is correlated with the variable, which included the estimators will be biased and inconsistent and model specification error will tends to occur. If the omitted variable is not correlated with the included variable, the estimators are unbiased and consistent and model specification error will not occur. Therefore, in order to select a correct estimated model, the researcher had carry out the Ramsey-RESET Test to check on the model specification. The hypothesis for the model specification test was formulated as follow;

H_0: the model is correctly specified

H_1: the model is not correctly specified

$\alpha = 0.05$

Decision Rule: Reject H_0 if p-value is greater than significance level. Otherwise, accept H_0.

Table 9: Model Specification Test: Ramsey-RESET Test

	Test Statistic Value	Decision Rule
Ramsey-RESET test	Prob. F Test = 0.9968	Accept the Ho

Source: Own computation (Developed for the research)

From the above table, it can be concluded that this research accepted the null hypothesis (H_0), since the p value is 0.9968, which is greater than significance level of 0.05. Thus, it can be concluded that the model specification is correct. Overall reliability and validity of the model was enhanced further by the Prob (F-statistic) value of 0.000000.

4.4. Discussion of Regression Results

The study aims to investigate the relationship between the independent variable nature of job, pay and benefit, attitude towards supervisor, interpersonal relationships, carrier advancement and working condition with the dependent variable job satisfaction in Heineken Breweries SC.

To test the relationship between the independent variables and dependent variable the following linear regression model is developed.

JBS = β0 + β1 NOJ + β2 P&B + β3 ATS + β4 IRS + β5 CA + β6 EV + β7 WC + ε

The definition of all individual variables included in the above equation is discussed in the methodology part of the study.

Table 10: Ordinary Least Square (OLS) Model

Independent Variable	Coefficient Value	P-Value	Sign
Nature of Job (NOB)	-0.026298	0.7434	Negative
Pay and Benefits (P&B)	0.164403	0.0194**	Positive
Attitude towards Supervisor (ATS)	-0.019539	0.8564	Negative
Interpersonal Relationship (IRS)	0.467836	0.0001***	Positive
Career Advancement (CA)	-0.184579	0.1055	Negative
Evaluation Process (EP)	0.169042	0.0549**	Positive
Working Condition (WC)	0.303664	0.0029***	Positive
R-squared		0.521014	
Adjusted R-squared		0.474446	

Source: Own computation (Developed for the research)

Notes: *** significant at 1%, ** significant at 5%

The developed model by Ordinary Least Square (OLS) model:

JBSt = 0.709562 -0.026298 NOJ + 0.164403 P&B -0.019539ATS + 0.467836 IRS -0.184579 CA + 0.169042 EV + 0.303664 WC

The above table showed the empirical result tested by Ordinary Least Square (OLS) from E-views software. The R-squared of this model is 0.521014, which means that 52% of the total variation of job satisfaction at Heineken Breweries S.C. is explained by the total variation of nature of job, pay and benefit, attitude towards supervisor, interpersonal relationship, career advancement, evaluation process and working condition. Whereas, the adjusted R-squared is 0.474446, which means that 47% of the total variation of job satisfaction at Heineken Breweries S.C. is explained by the total variation of nature of job, pay and benefit, attitude towards supervisor, interpersonal relationship, career advancement, evaluation process and working condition, by taking into account the number of independent variables and sample size. Although, the remaining 48% and 53% of the change is explained by other factors which are not included in this study model, both the R-squared and the Adjusted R-squared values in this study are found to be sufficient enough to infer that the fitted regression line is very close to all of the data points taken together (has more explanatory power). R-Squared greater than 20% is still large enough for reliable conclusions for such data. (Cameron Trivedi, 2009; Hsiao, 2007, cited in Nyamsogoro, 2010).

The dependent variable being regressed is employee job satisfaction at Heineken Breweries S.C., which is measured by the employees' interest with working with the company for a longer period of time. The independent variables (pay and benefit, interpersonal relationship, evaluation process and working condition) are found to be significant regressors of job satisfaction in Heineken Breweries S.C. On the other hand the findings revealed that, there was no significant association among nature of job, attitude towards supervisor and career advancement with job satisfaction at Heineken Breweries S.C. The following section demonstrates the impact of each explanatory variables on Heineken Breweries S.C. employee job satisfaction.

4.4.1. Nature of Job

Hypothesis testing of the relationship between nature of job (NOJ) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between nature of the job and job satisfaction.

H_1: There is significant relationship between nature of the job and job satisfaction.

Conclusion: Accept H_0 since there is a no significant relationship between nature of job and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of nature of job (NOJ) is negative. According to the regression result beta is -0.026298. The P-value of 0.7434, which is considerably in excess of the acceptable 0.05 level of significance showed that the relationship is not statistically significant.

The expected **negative** coefficient estimates of nature of job is inconsistent with Larwood (1984), Landy (1989), Luthans (2006), Griffen and Moorhead (2009) and Sharma and Bhaskar (1991). According to these papers it can be explained that the most significant influence over job satisfaction of employees appears from the nature of work given to them. In addition, they assert job satisfaction can be achieved by employees if the job requires sufficient variety, discretion, challenge and scope for using an individual's own skills and abilities.

4.4.2. Pay and Benefit

Hypothesis testing of the relationship between pay and benefit (P&B) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between pay & benefits and job satisfaction.

H_1: There is significant relationship between pay & benefits and job satisfaction.

Conclusion: Reject H_0 since there is a positive significant relationship between pay and benefit (P&B) and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of pay and benefit (P&B) is positive. According to the regression result beta is 0.164403 and is highly significant (0.0194) at 95%. This means that an increase by 1% of pay and benefit will result in 0.16% increase of job satisfaction ratio, holding other variables constant.
The expected positive coefficient estimates of pay and benefits is consistent with Kathwala, moore and Elmuti (1990), Zobal (1998), Moncarz et al., (2009) and Chiu et al., (2002). According to these papers it can be explained that salary was the prime factor for the motivation of salaried employees. In addition, benefits are a motivator for employees' commitment within an organization, which results in attraction and retention.

4.4.3. Attitude towards Supervisor

Hypothesis testing of the relationship between attitudes towards supervisor (ATS) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between attitude towards supervisor and job satisfaction.

H_1: There is significant relationship between attitude towards supervisor and job satisfaction.

Conclusion: Accept H_0 since there is a no significant relationship between attitude towards supervisor and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of attitude towards supervisor (ATS) is negative. According to the regression result beta is -0.019539. The P-value of 0.8564, which is considerably in excess of the acceptable 0.05 level of significance showed that the relationship is not statistically significant.

The expected negative coefficient estimate of attitude towards supervisor and job satisfaction is inconsistent with the result of McManus and Russell (1997), Scanduraa and Williams (2004) and J.D. Politis (2001). The justification provided in the empirical literature on positive significant association between attitude towards supervisor and job satisfaction is that skill development and intentions to remain with the employer is affected by a good mentorship. In addition, the process of knowledge acquisition which involves human interaction and encourage participative decision-making are highly affected by leadership styles. However, this research result is consistent with

Griffin, Patterson and West (2001). The results indicate that even though supervision has a positive impact on satisfaction, it is not very crucial to job satisfaction.

4.4.4. Interpersonal Relationship

Hypothesis testing of the relationship between interpersonal (IR) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between interpersonal relationship and job satisfaction.

H_1: There is significant relationship between interpersonal relationship and job satisfaction.

Conclusion: Reject H_0 since there is a positive significant relationship between interpersonal relationship and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of interpersonal relationship is positive. According to the regression result beta is 0.467836 and is highly significant (0.0001) at 99%. This means that an increase by 1% of interpersonal relationship will result in 0.47% increase of job satisfaction ratio, holding other variables constant.

The expected positive coefficient estimates of interpersonal relationship is consistent with Khaleque and Choudhury (1984), Johns (1996), Viswesvaran et al. (1998), Kreitner and Kinicki (2004), Luthans (2006) and Markiewicz et al. (2000). According to these papers it can be explained that supportive colleagues enhance the rate of job satisfaction in a working environment. This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. In addition, close friendship has a high relationship with job satisfaction.

4.4.5. Career Advancement

Hypothesis testing of the relationship between career advancement (CA) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship Career advancement and job satisfaction.

H_1: There is significant relationship Career advancement and job satisfaction.

Conclusion: Accept H_0 since there is a no significant relationship between career advancement and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of career advancement (CA) is negative. According to the regression result beta is -0.184579. The P-value of 0.1055, which is considerably in excess of the acceptable 0.05 level of significance showed that the relationship is not statistically significant.

The expected positive coefficient estimates of carrier advancement is inconsistent with Pergamit and Veum (1999), Sclafane (1999), Ellickson and Logsdon (2002), Peterson et al,(2003) and Kreitner and Kinicki (2004). According to these papers it can be explained that opportunities for promotion has a great connection with job satisfaction.

4.4.6. Evaluation Process

Hypothesis testing of the relationship between evaluation process (EV) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between evaluation process and job satisfaction.

H_1: There is significant relationship between evaluation process and job satisfaction.

Conclusion: Reject H_0 since there is a positive significant relationship between evaluation process and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of evaluation process is positive. According to the regression result beta is 0.169042 and is highly significant (0.0549) at 95%. This means that an increase by 1% of evaluation process will result in 0.17% increase of job satisfaction ratio, holding other variables constant.

The expected positive coefficient estimates of evaluation process to be consistent with Cawley et al., (1998). According to this paper, participating employees in the performance appraisal process will lead to employees' satisfaction.

4.4.7. Working Condition

Hypothesis testing of the relationship between working condition (WC) and employee job satisfaction of Heineken Breweries:

H_0: There is no significant relationship between attitude towards working condition and job satisfaction.

H_1: There is significant relationship between working condition and job satisfaction.

Conclusion: Reject H_0 since there is a positive significant relationship between working condition and job satisfaction. The E-view result on the above table, table 10, showed that the coefficient of working condition is positive. According to the regression result beta is 0.303664 and is highly significant at 99%. This means that an increase by 1% of working condition will result in 0.30% increase of working condition ratio, holding other variables constant.

The expected positive coefficient estimates working condition to be consistent with Baron and Greenberg (1995) and Robbins (2001). According to these papers absence of working conditions such as good temperature, lighting, ventilation, hygiene, noise, working hours and resources can impacts poorly on the worker's mental and physical well-being. Furthermore, employees are concerned with a comfortable physical working environment, which influence job satisfaction.

Chapter Five

Conclusions and Recommendations

The previous chapter presented the analysis of the findings and discussions of the study. The purpose of this chapter is to discuss the conclusions and recommendations. Accordingly, the chapter is organized in two sections, the first section presents the conclusions of the study and the second section presents the recommendations provided based on the findings of the study.

5.1. Conclusions

Job satisfaction is one significant issue in companies which if it tends to become job dissatisfaction will affect the performance of the organization. A higher level of job satisfaction will increase motivation of the employees in their daily work. On the other hand, job dissatisfaction will decrease motivation and adversely affects the organization.

According to different literatures, it was found that there are many factors that contribute to the employees' job satisfaction. In addition, it was found that factors such as nature of job, pay & benefits, attitude towards supervisors, career advancement, evaluation process and work environment affects the level of job satisfaction.

In this study, which aimed to determine the level of job satisfaction of employees and factors affecting job satisfaction at Heineken Breweries S.C in Ethiopia, majority of employees surveyed reported that they were moderately satisfied with their job. The factors that affect job satisfaction from high to low are: interpersonal relationships, working condition, pay & benefits, evaluation process, career advancement, nature of job and attitude towards supervisor. The result shows that there was significant relationship between interpersonal relationships, working condition, pay and benefits and evaluation process. However, there was no significant relationship between nature of job, attitude towards supervisor and career advancement toward job satisfaction.

At Heineken Breweries S.C., employees are moderately satisfied with pay and benefit. However, it can be concluded that employees are not sufficiently satisfied with their present pay. Therefore the pay scale should be revised to increase their job satisfaction level and overtime incentive such as bonus, per diem allowance and fuel allowance should be considered to keep up their motivational level.

According to some of the respondents proper career opportunities and future earning potential policies are not available and hence must be present to increase employees' job satisfaction. In contrast, employees appreciate some of the mechanism the company utilizes to increase employees job satisfaction such as employee of the quarter award. Therefore Heineken Breweries S.C should continue best practices and improve the drawbacks mentioned.

5.2. Recommendations

The findings of the study showed that interpersonal relationship, working condition, pay & benefits and evaluation process showed a significant relationship with employees' job satisfaction in Heineken Breweries S.C. Hence, focusing and taking the necessary action on these indicators could reduce the level of job dissatisfaction.

Based on the findings of the study the following possible recommendations are forwarded:

- ✓ **To provide competitive benefits:** fair wages are important, but competitive benefits are also critical to keep employees satisfied. So making benefits package less would make employees look for other opportunities with organizations that are more appealing. Beyond overtime pay, benefits such as insurance, flex time, paid holidays and other allowances are important factors to employee satisfaction.
- ✓ **To give recognition & rewards:** supervisors and managers have to acknowledge employees deeds on a daily/weekly/monthly basis. Furthermore implementing a formal program to recognize top achievers in every job category is important. In addition, healthy competition can boost morale, encourage hard work and increase satisfaction and retention.
- ✓ **To develop skills:** managers/supervisors need to encourage employees to realize their potential in order to increase engagement and satisfaction. In addition, give employees training opportunities, mentoring, online courses or external training and encourage staff to always improve their skills!
- ✓ **To give employees orientation:** one of the best way to have satisfied employees is to make sure they're pleased from the start. Offering a thorough orientation will ensure expectations are realistic and proper onboarding encourages positive attitudes and can reduce turnover.
- ✓ **To engage employees:** employees that don't find their work interesting or don't feel they are contributing to the mission of the organization will not be engaged. For employees to be satisfied, they must feel like they are part of something bigger than just what their

individual work tasks are. To increase engagement and satisfaction, including employees in goal setting is also important.

- ✓ **To create positive work environment:** positive workplace is a necessity. If the workspace isn't positive, companies can't expect the workers to be positive. Encouraging one another, avoiding negative attitudes, giving positive feedback and ensuring criticism in a constructive way are all ways to keep the environment a place where employees can do more than survive – they can succeed.
- ✓ **To track job satisfaction**: managers need to offer surveys or questionaries' on how employees feel about benefits, recognition, supervisor feedback and other aspects that contribute to employee satisfaction. This allows the company to improve and monitor satisfaction levels to reduce turnover and save the company.

Human resource management department and functional managers in an organization take an important role in increasing employees' job satisfaction. Constructive relationships among teams should be maintained and developed; furthermore, improvement in workplace condition will give a significant effect on employees' job satisfaction. Increasing employee satisfaction through these and other measures can increase job satisfaction and create a conducive work environment!

Future Research Recommendations

This study examined employees' job satisfaction at Heineken Breweries S.C in Ethiopia by selecting specific variables. However, there are so many variables not included in this study. In addition, operational employees and managers are not included in the study. Thus, it is recommended for future researchers to further assess factors affecting job satisfaction by incorporating additional variables. It is also recommended for future research to include operational employees and managers.

Reference

Abdulla, J & Djebavni, R. (2011). "Determinants of Job Satisfaction in the UAE A Case Study of Dubai police." vol 40, no. 1, pp. 126-146.

Alhamadni, M, Aljaderi, A, Qandelji, A, Bani Hani, A & Abu zeneh, F. (2006). "Research Methodology; First Book: The basics of scientific research." 1st edn., Amman Arab University for Graduate Studies.

Ali, R & Ahmed, MS (2009). "The Impact of Rewards and Recognition Programs on Employees Motivation And Satisfaction An Empirical Study." International Review of Business Research Papers, vol 5, no. 4, pp. 270-279.

Arnold, H.J. & Feldman, D.C. (1996). "Organizational Behaviour." McGraw Hill

Arnolds, C.A., & Boshoff, C. (2001). "The challenge of motivating top management: A need satisfaction perspective" [Electronic version]. Journal of Industrial Psychology, 27(1), 39-42.

Benson, S., Dundis S. (2003). "Understanding and motivating health care employees: integrating Maslow's hierarchy of needs, training and technology." Journal of Nursing Management Vol. 11.pp.315-320.

Berta, D. (2005). "Put on a happy face: High morale can lift productivity." Nation's Restaurant News, 39(20), 8-10.

Best, F. (1973). "Introduction in F. Best (Ed.). The Future of Work." Prentice-Hall: Englewood Cliffs.

Boyens, M. (2007). "Organizational socialization, career aspirations and turnover Intentions among design engineers." Leadership and Organization Development Journal. Emerald Group Publishing Limited, 26(6), 424-441.

Boontharika Banjongjit. (2010). "Job Satisfaction of THAI Airways Cabin Crew."

Brooks, C. (2008). "Introductory econometrics for finance." 2nd ed. New York: Cambridge University Press.

Burns A and Bush R. (2003). "Marketing Research: Online Research Applications." Fourth Edition, Prentice Hall: New Jersey, p120.

Calisir, F, Gumussoy, CA & iskin, I (2010). "Factors affecting intention to quit among IT professionals in Turkey." vol 40, no. 4, pp. 514-533.

Cerri Shpetim (2012). "Exploring the Relationships among Service Quality, Satisfaction, Trust and Store Loyalty among Retail Customers, Journal of Competitiveness." Vol. 4, Issue 4, pp. 16-35.

Chakrabarty S, Oubre DT, Brown G. (2008). "The impact of supervisory adaptive selling and supervisory feedback on salesperson performance." Ind. Mark. Manage, 37: 447-454.

Chiu KR, Luk VW, Tang TL. (2002). "Retaining and motivating employees, Compensation preferences in Hong Kong and China." Personnel Rev., 31(4): 402-431.

Clifford J. Mottaz. (1985). "The Relative Importance of Intrinsic and Extrinsic Rewards as Determinants of Work Satisfaction." The Sociological Quarterly, 26 No. 3, pp 365-385.

Cooper, D.R., & Schindler, P.S. (2003). "Business Research Methods." (8th ed.). Boston: McGraw-Hill Irwin.

Creswell, W. (2003). "Research Design: Qualitative, Quantitative and Mixed Approaches." 2nd edn. Sage publication: California, p13-15.

Crosby, L.A., Grisaffe, D.B., Marra, T.R. (1994). "The impact of quality and customer satisfaction on employee organizational commitment" Marketing and Research Today, No. February, pp.19-30.

David, F, Joseph and William, K. (1970). "Job satisfaction Commitment." Irwin : Illions

Daftaur, Chitranjan N. (1982). "Job attitudes in Indian management; a study in need deficiencies and need importance." Concept publishing company New Delhi, Pp. 14-15.

Dieleman et al. (2003). "Identifying factors for job motivation of rural health workers in North Vietnam." Human Resources for Health Vol. 1 (10).

Drafke, M.W., and Kossen, S. (2002). "The Human Side of Organizations" (8 th ed.). New Jersey: Prentice-Hall, Inc.

Dubois, CA., Singh, D. (2009). "From staff-mix and beyond; towards a systemic approach to the health workforce management." Human Resources for Health Vol. 7(87).

Ellickson, M. C., & Logsdon, K. (2002). "Determinants of job satisfaction of municipal government employees. Public Personnel Management, 31(3), 343-358

Eze, C. U., Sin, K. T., Ismail, H. & Siang, Y. P. (2008). "ISPs' Service Quality and Customer Satisfaction in the Southern Region of Malaysia." Pp 290-299

Fort, A, Voltero L. (2004). "Factors affecting the performance of maternal health care providers in Armenia/" Human Resources for Health Vol. 2(8).

Gibson, J. L, John, M. Ivancevich, H. and Donnely Jr, (1991). "Organizations, Behavior, Structure, Process," Irwin: Illions.

Greenberg, J., & Baron, R. A. (1995). "Behavior in organizations" (5th ed). Needham

Gregory P. Smith. (2010). "How to Improve Job Satisfaction and Increase Employee Engagement" *Available at:* http://www.chartcourse.com/the-pride-system/

Griffin M.A. Patterson MG, West MA (2001). "Job satisfaction and team work: the role of supervisor support." J. Organ. Behav., 22: 537-550.

Griffen, R.W., and Moorhead, G. (2009). "Organizational Behavior." (9th ed.). Boston: South-Western College

Hanif, MF & Kamal, Y. (2009). "Pay and Job Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks." 9th National Research Conference at SZABIST, Islamabad, Munich Personal RePEc Archive, Islamabad.

Haq and Hafeez (2009). "Knowledge and communication needs assessment of community health workers in a developing country a qualitative study." Human Resources for Health Vol 7(59)

Heery, E., & Noon, M. (2001). "A Dictionary of Human Resource Management: Oxford University Press Inc." vol 4, no. 10, pp. 2157-2163

Henderson, L.N. & Tulloch, J., (2008) "Incentives for retaining and motivating health workers in Pacific and Asian countries." Human Resources for Health, 6:18, pp.1-20.

Hoffman, K.D., Ingram, T.N. (1992). "Service provider job satisfaction and customer-oriented performance." Journal of Services Marketing, Vol. 6 No.2, pp.68-78

Hunjra, AI, Chani, MI, Aslam, S, Azam, M & Rehman, KU (2010). "Factors effecting job satisfaction of employees in Pakistani banking sector." African Journal of Business Management,

J.D. Politis. (2001). "The relationship of various Leadership Styles to Knowledge Management." Leadership and Organization Development Journal, 22(8), p.354-64.

Johns, G. (1996). "Organizational behavior: Understanding and managing life at work." Kansas City: HarperCollins College Publishers

Katzell, A., Barret, C. and Porker. (1952). "Motivation and Labour Turnover." Irwin Inc. Illions.

Katzell R, D Thompson, and R Guzzo. (1992). "How job satisfaction and job performance are and are not linked." in CJ Cranny, PC Smith, and EF Stone (eds), Job Satisfaction. New York: Lexington Books, 1992, 195–217.

Khaleque, A., & Choudhury, N. (1984). "Job facets and overall job satisfaction of industrial managers." Indian journal of industrial relations, 20(1), 55-64.

Kreitner, R., and Kinicki, A. (2004). "Organizational behavior." (5th ed.). New York:Mc Graw-Hill Inc

Landy, F.J. (1989). "Psychology of Work Behavior." (4th ed.). Belmont: Wadsworth

Larwood, L. (1984). "Organisational Behavior and Management." Boston: Kent Publishing Company

Lease, S.H. (1997). "Annual review 1993 – 1997: work attitudes and outcomes." Journal of Vocational Behavior, 53(2), 1998, 154 – 183.

Locke, E. (1976) "The nature and cause of job satisfaction." In M.D. Dunnette (Ed.) Handbook of industrial and organizational psychology, Chicago: Rand McNally, 1297 – 1340.

Luthans, F. (2006). "Organizational Behavior." (11 th ed.). Irwin: McGraw-Hill

Markiewicz, D., Devine, I., & Kausilas, D. (2000). "Friendships of women and men at work: Job satisfaction and resource implications." Journal of Managerial Psychology, 15(2), 161-184.

McCormick, E. J. (2008). "Industrial and Organisational Psychology." Prentice-Hall.

McManus, S. E., & Russell, J. E. (1997). "New directions for mentoring research: An examination of related constructs." Journal of Vocational Behavior, 51, 145–161.

Moncarz E, Zhao J, Kay C. (2009). "An exploratory study of US lodging properties' organizational practices on employee turnover and retention." Int. J. Cont. Hosp. Manage., 21(4): 437-458.

Mulinge M, Muller CW (1998). "Employee Job Satisfaction in Developing Countries: The Case of Kenya." World Dev., 26(12): 2181-2199

Naresh, M. (2007). "Marketing Research: an applied approach."Organ, D.W. (1988). "Organizational Citizenship Behavior: The Good Soldier Syndrome." Lexington Books, Lexington, MA

Nyamsogoro D., (2010). “Financial Sustainability of Rural Microfinance in Tanzania.” University of Greenwhich.

Peterson, D. K., Puia, G. M., & Suess, F. R. (2003). "Yo Tengo La Camiseta (I Have the Shirt On)": An Exploration Of Job Satisfaction and Commitment Among Workers In Mexico. Journal of Leadership & Organizational Studies, 10(2), 73-88

Petty, M.M., McGee, G.W., Cavender, J.W. (1984). “A meta-analysis of the relationships between individual job satisfaction and individual performance." Academy of Management Review, Vol. 9 pp.712-21.

Petra T., (2007). “Panel data: fixed effects random effects dynamic panel data models.” New York, Cambridge University Press.

Pergamit, M. R., & Veum, J. R. (1999). “What is a Promotion? Industrial and Labor Relations Review.” 581-601.

Price, J.L. (1997). “Handbook of Organizational Measurement, International Journal of Manpower.” 18: 303- 558.

Rahman, W. (2012). “The Relationship of Attitudinal and Behavioural Outcomes with Employee Development in the Context of Performance Appraisal in Public Universities of Khyber Pakhtunkhwa.” PhD, PhD Thesis, National University of Modern Languages, Islamabad.

Riordan, C. M., & Griffeth, R. W. (1995). “The opportunity for friendship in the workplace: An underexplored construct.” Journal of business and psychology, 10(2), 141-154.

Robbins, S. (2001). “Organizational Behavior” 9th ed. New Jersey: Prentice Hall Inc.

Robbins, S.P.,Odendaal, A., and Roodt, G. (2003). “Organizational Behavior. Global and Southern African Perspectives.” 9 th ed. Cape Town: Pearson Education.

Saleh S, (1981). “A structural view of job involvement and its differentiation from satisfaction and motivation.” International Review of Applied Psychology, 30(1) pp 17–29.

Saunders M, Lewis P, Thornhill A. (2007). “Research Methods for Business Students.” 5th edn. England: Pearson Education Limited.

Scanduraa TA, Williams EA (2004). “Mentoring and transformational leadership: The role of supervisory career mentoring.” J. Vocat. Behav., 65: 448-468.

Sclafane, S. (1999). “MGA Managers in Sync with Employees on Job Satisfaction Issues, Survey Finds.” National Underwriter. 103(22), 4-24.

Shah, Arun Kumar. (1990). “Job satisfaction in cooperative organization, An empirical study. Co-operative training college,” Kharguli Gauhati-4 Assam. P.6.

Sharma, B. R., & Bhaskar, S. (1991). “Determinants of job satisfaction among engineers in a public sector undertaking.” ASCI Journal of Management, 20(4), 217-233

Spector, P.E. (1997). “Job Satisfaction: Application, Assessment, Causes and Consequences” Thousand Oaks, CA: SAGE”

Stoner, J. A. F. and Freeman, S. (1992). “Management, Prentice hall of India.” New Delhi.

Susan J. Linz, Anastasia Semykina, (2010), “What Makes Workers Happy? Anticipated Rewards and Job Satisfaction”. Viewed on April 20, 2011 http://ssrn.com/abstract=1699302

Szymanski, E. M. & Parker, R. M. (1996). “Work and Disability.” Austin, Texas: Pro-Ed, Inc.

Viswesvaran, C., Deshpande, S. P., & Joseph, J. (1998). “Job satisfaction as a function of top management support for ethical behavior: A study of Indian managers.” Journal of Business Ethics, 17(4), 365-371

Y. Kathawala, M. Kevin and E. Dean. (1990). “Preference between Salary or Job Security Increase.” International Journal of Manpower. 11 (7)

Walliman, N. (2011). “Research Methods the Basics.” Taylor & Francis e-Library, P.97 & 171.

Weiss H and R Cropanzano. (1996). “Affective events theory: A theoretical discussion of the structure, causes and consequences of affective events at work relationship job satisfaction and job involvement", Journal of Applied Psychology, Vol. 52 pp.469-71.

Willem A, Buelens M, Jonghe ID (2007). “Impact of organizational structure on nurses’ job satisfaction: A questionnaire survey.” Int. J. Nurs. Stud., 44: 1011-1020. Mirvis, C. and Lawer (1977) Job Satisfaction and Job Performance in Bank Tellers, Journal of Social Psychology (1980), 133 (4), 564-587.

Zobal C. (1998). “The ideal team compensation system – an overview: Part I. Team Perform.” Manage, 4(5): 235-249.

Appendices

Appendix I: Questionnaire for Heineken Breweries S.C Employees

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
OFFICE OF GRADUATE STUDIES
MA-HUMAN RESOURCE MANAGEMENT
SURVEY QUESTIONNAIRE

This questionnaire is designed to collect first-hand information for a project conducted in partial fulfillment of Master degree in Human Resources Management under the title of Job Satisfaction of Employees in the case of Heineken Breweries S.C (HBSC). The completion of the research substantially depends on your cooperation and of the information you give in this questionnaire. Furthermore, the information you provide will be solely used for academic purpose. Therefore you are requested to give a genuine response to the questions.

The survey will be confidential and will not be used for other purpose other than this paper. Thank you for taking your treasured time to fill out the questionnaire. I appreciate your collaboration in advance.

PART 1: Personal Information

Please mark tick (√) on the box.

1. **Age:**

18 - 25		**26 - 35**	
36-45		**46 - 55**	
55+			

2. **Gender:**

Male		**Female**	

3. **Marital Status:**

Single		**Married**		**Others**	

4. **Education:**

Primary		**Secondary**		**High School**	
Vocational/Diploma		**Bachelor Degree**		**Master Degree or Above**	

5. **Monthly Income (ETB) (all extra allowances included):**

<4000		**4001 - 6000**		**6001 - 8000**		**8001-10,000**	
10,001-12000		**12,001 – 14,000**		**>14,000**			

6. **Current Position: _____**
7. **Specify how long you have been working with this company: _____years.**

PART 2: Attitudes toward Job Conditions

Please mark tick (√) on the box that closely represents your feelings and / or attitudes toward these following statements.

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My skills and abilities are effectively used on the job.					
2	I enjoy working.					
3	My workload is reasonable.					
4	I am being used to my full capabilities.					
5	I prefer the challenging work nature in the job.					
6	I am comfortable with the existing company's operating system					
7	I am happy with the routine duties assigned in the job.					
8	I am satisfied with my pay/salary and benefits.					
9	I cannot earn better salary if I work with other companies.					
10	I am satisfied with company welfare (e.g. medical pay, provident fund, transportation service, house rent allowances, medical leaves/leaves etc)					
11	I feel that benefits I receive are compatible to the environmental and operational risk.					
12	My supervisor is reasonable and fair.					
13	My team leader keeps me up-to-date on working procedures.					
14	My supervisor gives me useful and constructive feedback.					
15	My supervisor listens to my suggestion.					

PART 2: Attitudes toward Job Conditions Continued….

Please mark tick (√) on the box that closely represents your feelings and / or attitudes toward these following statements.

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16	I wish I could work with my supervisor for a longer period of time.					
17	I can trust my colleagues.					
18	I enjoy working with my colleagues.					
19	My team cooperates to get the work done.					
20	My colleagues listen to my opinions or suggestions.					
21	I wish I could work with my colleagues for a longer period of time.					
22	My company encourages its employees to improve themselves educationally.					
23	Promotion is based on individual's performance and ability.					
24	I receive necessary training to do my job well.					
25	Selection criteria of employees for training are fair.					
26	Idea for training is open for discussion with the respective individuals (Manager).					
27	Training is provided on a timely manner.					
28	I am happy with the prizes and awards granted for good work by the management.					
29	My company encourages and supports me for professional development.					

PART 2: Attitudes toward Job Conditions Continued….

Please mark tick (√) on the box that closely represents your feelings and / or attitudes toward these following statements.

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
30	The company benefits my career development.					
31	There is a set standard for evaluation of employees.					
32	Evaluation process is communicated to me.					
33	Evaluation process is fair.					
34	My work environment allows me to be highly productive.					
35	I have adequate tools and equipment needed for my job.					
36	My working environment is safe.					
37	My office recreation facilities such as rest rooms and cafeteria are sufficiently provided.					
38	My work place does not need any improvement					
39	I am satisfied with my working environment.					
40	In next few years I will still work with this company.					
41	I would work with this company until my retirement.					
42	I am proud to work in this company.					

Part 3: Comments and Suggestions

1. **What is the best thing for you when working at the company?**

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

2. **What changes would you like to see the most in this company?**

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

3. **Any suggestions you would like to share, please write it down.**

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

Appendix II: Cronbach's Alpha Test

Cronbach's Alpha	No. of Items
.709	7

	Cronbach's Alpha
NOJ	.671
P&B	.698
ATS	.670
IRS	.723
CA	.636
EP	.663
WC	.665

Appendix III: Tests for the Heteroskedasticity Test: ARCH

Heteroskedasticity Test: ARCH

F-statistic	0.964378	Prob. F(1,77)	0.3292
Obs*R-squared	0.977188	Prob. Chi-Square(1)	0.3229

Test Equation:
Dependent Variable: RESID^2
Method: Least Squares
Date: 05/22/16 Time: 16:32
Sample (adjusted): 2 80
Included observations: 80

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.129637	0.027583	4.699807	0.0000
RESID^2(-1)	-0.111281	0.113318	-0.982027	0.3292

R-squared	0.012369	Mean dependent var	0.116631
Adjusted R-squared	-0.000457	S.D. dependent var	0.215010
S.E. of regression	0.215059	Akaike info criterion	-0.210817
Sum squared resid	3.561282	Schwarz criterion	-0.150831
Log likelihood	10.32729	Hannan-Quinn criter.	-0.186785
F-statistic	0.964378	Durbin-Watson stat	2.028699
Prob(F-statistic)	0.329162		

Appendix IV: Tests for the Autocorrelation: Breusch-Godfrey

Breusch-Godfrey Serial Correlation LM Test:

F-statistic	2.295434	Prob. F(2,70)	0.1083
Obs*R-squared	4.923786	Prob. Chi-Square(2)	0.0853

Test Equation:
Dependent Variable: RESID
Method: Least Squares
Date: 05/22/16 Time: 16:21
Sample: 1 80
Included observations: 80
Presample missing value lagged residuals set to zero.

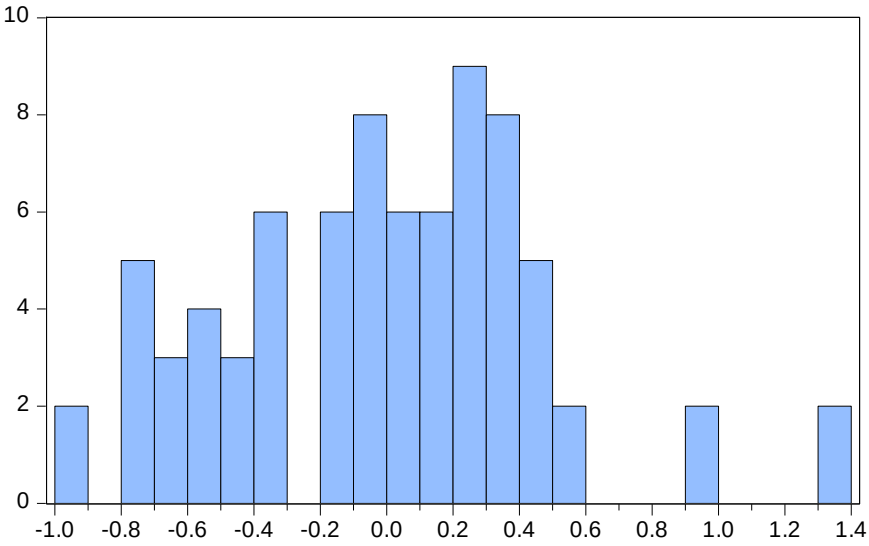
Variable	Coefficient	Std. Error	t-Statistic	Prob.
NOJ	-0.071477	0.086036	-0.830782	0.4089
P&B	-0.001739	0.067539	-0.025745	0.9795
ATS	-0.019813	0.108579	-0.182474	0.8557
WC	-0.055780	0.102288	-0.545328	0.5873
IRS	0.040021	0.110958	0.360690	0.7194
EP	0.015807	0.086162	0.183453	0.8550
CA	0.024070	0.111488	0.215897	0.8297
C	0.189731	0.313560	0.605085	0.5471
RESID(-1)	-0.283020	0.132998	-2.128003	0.0369
RESID(-2)	-0.020675	0.127528	-0.162120	0.8717

R-squared	0.061547	Mean dependent var	3.48E-17
Adjusted R-squared	-0.059111	S.D. dependent var	0.341870
S.E. of regression	0.351829	Akaike info criterion	0.865125
Sum squared resid	8.664848	Schwarz criterion	1.162878
Log likelihood	-24.60499	Hannan-Quinn criter.	0.984503
F-statistic	0.510096	Durbin-Watson stat	2.004459
Prob(F-statistic)	0.862481		

Appendix V: Tests for Multicollinearity: Pair-wise Correlation Coefficients

	CA	EP	IRS	P&B	NOJ	ATS	WC
CA	1.000000	0.644234	-0.034732	0.206216	0.296776	0.357299	0.570554
EP	0.644234	1.000000	-0.215191	0.231066	0.411382	0.292322	0.347669
IRS	-0.034732	-0.215191	1.000000	0.244792	0.220664	0.449376	0.242807
P&B	0.206216	0.231066	0.244792	1.000000	0.324483	0.070353	0.209914
NOJ	0.296776	0.411382	0.220664	0.324483	1.000000	0.259862	0.063377
ATS	0.357299	0.292322	0.449376	0.070353	0.259862	1.000000	0.330807
WC	0.570554	0.347669	0.242807	0.209914	0.063377	0.330807	1.000000

Appendix VI: Tests for Tests for Normality: Bera-Jarque Test



Series: Residuals
Sample 4 80
Observations 80

Mean	-2.60e-16
Median	0.009470
Maximum	1.300441
Minimum	-0.903091
Std. Dev.	0.465991
Skewness	0.242748
Kurtosis	3.258318
Jarque-Bera	0.970312
Probability	0.615601

Appendix VII: Tests for Model Specification: Ramsey Reset Tests

Ramsey RESET Test
Equation: UNTITLED
Specification: JBS NOJ P&B ATS WC IRS EP CA C
Omitted Variables: Squares of fitted values

	Value	df	Probability
t-statistic	0.004023	71	0.9968
F-statistic	1.62E-05	(1, 71)	0.9968
Likelihood ratio	1.82E-05	1	0.9966

Appendix VIII: Descriptive Analysis of Dependent and independent Variables

Nature of Job

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
1	My skills and abilities are effectively used on the job.	2.28	1.12	High
2	I enjoy working.	2.11	0.93	High
3	My workload is reasonable.	2.64	0.90	Moderate
4	I am being used to my full capabilities.	2.69	1.03	Moderate
5	I prefer the challenging work nature in the job	2.03	0.89	High

6	I am comfortable with the existing companies operating system	2.63	0.79	Moderate
7	I am happy with the routine duties assigned in the job	2.73	0.94	Moderate
	Average Satisfaction on Nature of Job	**2.44**	**0.94**	**High**

Pay and Benefit

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
8	I am satisfied with my pay/salary and benefits.	3.38	1.04	Moderate
9	I cannot earn better salary if I work with other companies.	3.70	1.00	Low
10	I am satisfied with company welfare (e.g. medical pay, provident fund, transportation service, house rent allowances, medical leaves/leaves etc)	2.86	0.92	Moderate
11	I feel that benefits I receive are compatible to the environmental and operational risk.	3.41	0.88	Low
	Average Satisfaction on pay and benefit	**3.34**	**0.96**	**Moderate**

Attitude towards Supervisor

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
12	My supervisor is reasonable and fair.	2.14	0.50	High
13	My team leader keeps me up-to-date on working procedures.	2.35	0.53	High
14	My supervisor gives me useful and constructive feedback.	2.38	0.83	High
15	My supervisor listens to my suggestions.	2.03	0.71	High
16	I wish I could work with my supervisor for a longer period of time	2.44	1.05	High
	Average Satisfaction on attitude towards supervision	**2.27**	**0.72**	**High**

Interpersonal Relationship

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
17	I can trust my colleagues.	1.89	0.60	High
18	I enjoy working with my colleagues.	1.64	0.66	Very High
19	My team cooperates to get the work done.	1.74	0.55	Very High
20	My colleagues listens to my opinions or suggestions.	1.86	0.63	High

21	I wish I could work with my colleagues for a longer period of time.	1.83	0.69	High
	Average Satisfaction on interpersonal relationship	**1.79**	**0.62**	**Very High**

Carrier Advancement

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
22	My company encourages its employees to improve themselves educationally.	2.88	0.79	Moderate
23	Promotion is based on individual's performance and ability	2.54	0.97	High
24	I receive necessary training to do my job well.	3.11	0.93	Moderate
25	Selection criteria of employees for the training are fair	2.94	0.68	Moderate
26	Idea for training is open for discussion with the respective individuals (Manager)	2.85	0.96	Moderate
27	Training is provided on a timely manner	3.05	0.87	Moderate
29	My company encourages and supports me for professional development	2.78	0.80	Moderate
	Average Satisfaction on carrier advancement	**2.88**	**0.85**	**Moderate**

Evaluation Process

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
28	I am happy with the prizes and awards granted for good work by the management	2.65	0.83	Moderate
30	The company benefits my career development	2.45	1.03	High
31	There is a set standard for evaluation of employees	2.45	0.87	High
32	Evaluation process is communicated to me	2.63	1.05	Moderate
33	Evaluation process is fair	2.94	0.90	Moderate
	Average Satisfaction on evaluation process	**2.62**	**0.94**	**Moderate**

Working Condition

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
34	My work environment allows me to be highly productive.	2.60	0.94	High
35	I have adequate tools and equipment needed for my job.	2.06	0.83	High
36	My work environment is safe.	1.93	0.63	High

37	My office recreation facilities such as rest rooms and cafeteria are sufficiently provided	2.39	1.04	High
38	My workplace does not need any improvement.	3.96	0.63	Low
39	I am satisfied with my working environment	2.95	0.99	Moderate
	Average Satisfaction on working condition	**2.65**	**0.84**	**Moderate**

Job Satisfaction

S.N.	Item	Mean	Standard Deviation	Level of Satisfaction
40	In next few years I will still work with this company.	2.50	0.73	High
41	I would work with this company until my retirement.	3.65	0.81	Low
42	I am proud to work in this company.	1.99	0.68	High
	Average Satisfaction on working condition	**2.70**	**0.77**	**Moderate**

Appendix XI: Regression Results

Dependent Variable: JOBSATISFACTION
Method: Least Squares
Date: 05/22/16 Time: 16:31
Sample: 1 80
Included observations: 80

Variable	Coefficient	Std. Error	t-Statistic	Prob.
IRS	0.467836	0.110609	4.229638	0.0001
NOJ	-0.026298	0.080021	-0.328640	0.7434
P&B	0.164403	0.068737	2.391756	0.0194
ATS	-0.019539	0.107625	-0.181549	0.8564
WC	0.303664	0.098657	3.077992	0.0029
CA	-0.184579	0.112588	-1.639422	0.1055
EP	0.169042	0.087347	1.935289	0.0549
C	0.709562	0.305842	2.320028	0.0232

R-squared	0.521014	Mean dependent var	2.712500
Adjusted R-squared	0.474446	S.D. dependent var	0.493969
S.E. of regression	0.358103	Akaike info criterion	0.878648
Sum squared resid	9.233122	Schwarz criterion	1.116850
Log likelihood	-27.14591	Hannan-Quinn criter.	0.974150
F-statistic	11.18822	Durbin-Watson stat	2.436746
Prob(F-statistic)	0.000000		

Appendix XII: Schedule

No.	Activities	Duration in Months						
		December 2015	**January 2015**	**February 2015**	**March 2015**	**April 2015**	**May 2015**	**June 2015**
1	Thesis Proposal (Chapter 1) & Literature Review (Chapter 2)	Dec 7 Dec 31						
2	Methodology & Data Collection Instruments		Jan 29					
3	Proposal Defense			Feb 15-20				
4	Data Collection Analysis, Results, Interpretation and Discussion.				Mar 31			
5	Summary, Conclusion and Recommendations & Final Write-up.					Apr 15 Apr 28		
6	Submission of Final Paper						May 13	
7	Defense Period							June 6-18
8	Grand Submission to the Registrar Office							June 20