



**THE INFLUENCE WORKING ENVIRONMENT ON EMPLOYEES' SATISFACTION IN
THE CASE OF ET-RETREADING PLC**

BY:

YEMSIRACH MARINE GETACHEW

ADVISOR:

JEMAL ABAGISSA (DR.)

**MA THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE MASTER OF ARTS DEGREE IN DEPARTMENT OF PUBLIC
ADMINISTRATION AND DEVELOPMENT MANAGEMENT
COLLEGE OF BUSINESS AND ECONOMICS
ADDIS ABABA UNIVERSITY**

ADDIS ABABA, ETHIOPIA, June 2024

Declaration

I, Yemsirach Marine Getachew, announce this research paper entitled ‘The influence working environment on employees’ satisfaction in the case of ET-Retreading PLC’ is my own and I dare to say, it is original research work that has not been submitted by any other institutions or universities in the same form. To this end, I acknowledge all sources of information that I used to produce the study appropriately.

Declared by:

Student name: Yemsirach Marine Getachew

Signature: 

Date: Sept 3, 2024

Addis Ababa University
School of Graduate Studies
College of Business and Economics
Public Administration and Development Management Department

This is to certify that the thesis prepared by Yemsirach Marine Getachew entitled "The influence working environment on Employees' Satisfaction in the Case of ET-Retreading PLC" Which is submitted in partial fulfillment of the requirements for the Degree of Public Administration and Development Management Department, complies with the regulations of the University, and meets the accepted standards concerning standards to originality and quality.

Approved by the Board of Examiners:

<u>Deribe Assefa</u>	<u></u>	<u>23-08-2024</u>
Examiner	Signature	Date
<u>Elias Berhan</u>	<u></u>	<u>23-08-24</u>
Examiner	Signature	Date
<u>Jemal Abagissa</u>	<u></u>	<u>Sept 3, 2024</u>
Advisor	Signature	Date

Chairman, Department Graduate Committee

Addis Ababa University
Addis Ababa, Ethiopia

June 2024

ACKNOWLEDGMENTS

First, I want to express my heartfelt thanks to the almighty God, for helping me carry the entire burden during my study and research.

I am deeply grateful to my entire family, especially my mother Etaferahu Alemayehu, for their infinite and unconditional support throughout my academic journey.

I also want to extend my thanks to my advisor, Dr. Jemal Abagissa, for his efficient and constructive guidance, feedback, and support in successfully completing this research work.

Finally, I am grateful to all my colleagues, friends, and family members who provided constant assistance and encouragement to help me complete my studies.

Table of Contents

Acknowledgments.....	4
LIST OF TABLES.....	6
ABSTRACT.....	7
CHAPTER ONE: INTRODUCTION.....	8
1.1. Background of the Study	8
1.2. Statement of the Problem.....	10
1.3. Objectives of the study.....	12
1.3.1. General Objective	13
1.3.2. Specific Objectives	13
1.4. Research Questions.....	13
1.5. Scope of the Study	14
1.6. Significance and/or Justifications of the Study.....	14
1.7. Limitation of the study.....	15
1.8. Organization of the Thesis.....	15
CHAPTER TWO: LITERATURE REVIEW.....	15
2.1. Theoretical Literature.....	16
2.2. Empirical Literatures	18
2.2.1. Working Environment Factors.....	19
2.2.2. Physical Working Environment.....	20
2.2.3. Reward	21
2.2.4. Work Life Balancer.....	23
2.2.5. Training.....	23
2.2.6. Workload.....	25
2.2.7. Discrimination.....	25
2.3. Employee satisfaction nexus Working Environment.....	26
2.3.2. The eight most popular models and theories on employee retention.....	29
CHAPTER THREE: RESEARCH METHODOLOGY	34
3.1. Research Design.....	34
3.2. Research Approach	35
3.3. The Study Area	36
3.4. Target Population and Sampling Techniques	37
3.5. Participant Selection Criteria	37
3.6. Data Collection and Analysis.....	38
CHAPTER FOUR RESULTS AND DISCUSSION	40
4.1. Participant's Profile.....	40
4.2. Reliability And Validity of The Study Variables	42
4.3. Analysis Of the Study Variables.....	45
4.3.1. Employees Perception of Work Environment	45
4.3.2. Employees Perception of Physical Workplace aspects.....	48
4.3.3. Employees Perception of Rewards	51
4.3.4. Employees Perception of Training aspects	53
4.3.5. Employees Perception of Workload aspects.....	57
4.4. Employees' Overall Satisfaction.....	61
4.5. For the employer and management's response only	64
CHAPTER FIVE5. CONCLUSION AND RECOMMENDATION.....	72

5.1.	Conclusion:	72
5.2.	Recommendations:	74
Reference	76
Appendix	80

LIST OF TABLES

Table	Page
Table 1: Respondents' Demographic information.....	33
Table 2: Reliability Statistics	35
Table 3: Tests of Normality.....	36
Table 4: Descriptive statistics of Employees Satisfaction with work environment	37
Table 5: Level of satisfaction with work environment	38
Table 6: ANOVA for Level of satisfaction with work environment	38
Table 7: Level of Satisfaction with work environment by employment type.....	39
Table 8: Descriptive statistics of Employees Satisfaction with Physical workplace aspects	40
Table 9: ANOVA for physical workplace.....	41
Table 10: Level of Satisfaction with physical workplace.....	41
Table 11: ANOVA for Level of Satisfaction with physical workplace.....	42
Table 12: Level of Satisfaction with physical workplace by employees' type.....	42
Table 11: Descriptive statistics of Employees Satisfaction with Rewards/incentives	43
Table 14: Descriptive statistics of Employees Satisfaction with Training aspects	45
Table 15: ANOVA for Training	46
Table 16: Level of Satisfaction with Training	47
Table 17: ANOVA for Level of Satisfaction with Training	48
Table 18: Level of Satisfaction with Training by Employees type	48
Table 19: Descriptive statistics of Employees Satisfaction with Workload aspects	49
Table 20: ANOVA for Hospitality	50
Table 21: Level of Satisfaction with Hospitality	51
Table 22: ANOVA for Level of Satisfaction with Workload	51
Table 23: Level of Satisfaction with Workload by Employees type	51
Table 3 : Descriptive Statistics of overall satisfaction	53
Table 4: Level of overall satisfaction	54
Table 5: Level of overall satisfaction by employee type	5

ABSTRACT

This research assessed the influence working environment on employees' satisfaction in the case of ET-Retreading PLC. The study aimed to ascertain how various aspects of the work environment affect job satisfaction and productivity. In order to understand the factors influencing employees' satisfaction, the research looked at things like the physical workspace, opportunities for training and development, reward structures, work-life balance, and workload. It also looked at how important these elements are in creating a positive work environment that boosts productivity and helps the company succeed. Data were gathered for the study using a descriptive research approach and self-administered questionnaires as well as interview given to operational workers in the company under investigation. Data were examined using SPSS version 25 software program, which enabled both descriptive and inferential statistics to be applied. A factor analysis was performed to examine the variables affecting worker satisfaction.

Investigating the effects of the workplace on employee satisfaction at Et-Retreading PLC required the use of research methodologies. Understanding how the work environment affects employee behavior and outcomes will help Et-Retreading Plc and other organizations get useful insights for their organizational management. Et-Retreading Plc workers said that while they were happy with their workplace, there were still some things they could have done better, including have more workspace, reduce noise, and enhance lighting. Training was given to the majority of employees, who stressed its value in developing new skills. Employees showed an important level of responsibility and confidence in their work's impact on product quality. While there was a positive attitude towards rewards, employees felt they were insufficient but recognized the link between performance and rewards. These findings shed light on the impact of the working environment on employee performance at Et-Retreading Plc.

Key words: Employees' Satisfaction, Physical environment, Psychosocial environment, Work life balance, Workplace Environment

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Today's business environment is more dynamic and demanding than it ever has been. In the highly competitive, dynamic, and demanding business world of the twenty-first century, a company needs an efficient management system that fosters a positive work environment for its employees to be productive and, consequently, profitable. The physical and mental capabilities of individuals are impacted by their work environment. When their surroundings are well-suited to their requirements, workers can study, work, and accomplish goals without compromising their health. To increase worker satisfaction, productivity, and profit, management has a responsibility to cultivate a calm workplace.

Improving the physical components of the workplace, such as lighting, temperature, noise level, tool accessibility, air quality, and furniture, is essential for raising employee satisfaction. Workers spend a lot of time at work, and there are a number of ways in which the workplace environment can impact their level of satisfaction. Those that are happy in their workplace are more likely to generate good results. Workplace circumstances have an impact on employee satisfaction, according to prior research. Future studies may examine the connection between happy workplaces and contented workers. Comparative studies between the public and private sectors have been proposed by academics to evaluate how work conditions affect satisfaction among employees. It has been noted that having a positive work atmosphere is essential since it makes employees more productive both individually and as a group.

Both the functioning of a company and the development of its workforce depend on satisfaction with work. One important component of a company is the work environment. Numerous obstacles faced by employees are caused by their workplace. Creating a workspace that is conducive to work might increase productivity. However, the psychological components of how the work is structured and employees' well-being at work are also included in the working environment. Oswald (2012) distinguished between two categories of working environments: those with a physical component and those with a behavioral component.

According to some, the physical environment is made up of components that have to do with how connected a person is to their workplace. The behavioral environment, on the other hand, is made up of components that have to do with how users interact with one another inside the same workspace and how the workspace influences users' behavior. Employee happiness has a significant impact on both the performance of a firm and the development of its workforce. Employee experiences are influenced by their work environment. Most employee issues are related to their workplace. Creating a positive work atmosphere is crucial to raising productivity.

The workplace is a space set aside by an organization to accomplish its objectives. This space can be set up as an office with cubicles, desks, chairs, and cabinets, or as a workshop with a worktable and wall full of hand tools, depending on the type of work being done. It's critical to provide a comfortable work environment for employees because this increases their productivity. The term "environment" describes all an employee's directly surrounding circumstances that are altered for their benefit. The term "working environment" refers to all elements of an employee's surrounds while they are at work, including psychological elements like well-being and job organization as well as physical elements like tools, air, noise, and light.

Employee motivation at work has an impact on their incentive to work hard and their willingness to pick up new skills. Good employee satisfaction with human resources is necessary in a situation where business enterprises are becoming more and more competitive. When coworkers collaborate to realize a shared vision for the health and wellbeing of employees and the community at large, the workplace is considered healthy. It offers all workers organizational, social, psychological, and physical environments that safeguard and advance health and safety. It helps supervisors and employees to enhance and optimize the work-life balance, as well as to become more energetic, optimistic, and satisfied. As a result, the staff is more reliable, devoted, and effective.

In addition to being assets that provide income, workers are also human beings. Yet, in contrast to all other assets, human resources have thousands of queries and grievances that they raise whenever their working conditions fall short of their expectations (Subramariam and Saravanan, 2012). A significant portion of an employee's life is dedicated to their work, which is a social reality and social norm that people tend to validate. It is always crucial to investigate why

employees work, how much they enjoy their jobs, and how satisfied they are with their careers (Khalid and Irshad, 2010). Since they may be used to utilize other assets when used properly, human resources are the most important and useful assets. Many people believe that an organization's most valuable and crucial resource is its people.

A positive work atmosphere is essential to keeping employees engaged and attracting new ones. Regardless of income or position, a problem that all workers experience is dissatisfaction with their jobs. A lot of managers aim to lower employee unhappiness across all levels, including their own. However, this is a hard topic because it is challenging to separate and identify every characteristic that influences the conditions of the work environment (Walton, 2005).

Employees have a significant role in Ethiopia's manufacturing sector. There is now a massive development frenzy that needs to be completed. In a developing nation like ours, obtaining a sizeable quantity of investment from both the public and private sectors is one of the most important things to guarantee the intended rate of economic growth. For this reason, in the case of Et Retreading PLC, this study assessed the influence of the workplace on employee satisfaction.

There is a dearth of literature on Ethiopian examples, even though significant research has been done on the idea of the working environment in other parts of the world. There is a shortage of research to shed light on the connection between worker satisfaction and the workplace in the industrial sector. Thus, in the instance of Et Retreading PLC, this study examined the influence of the workplace on employee satisfaction.

1.2. Statement of the Problem

Employees in numerous tire retreading production facilities face a variety of difficulties in their work environment. These difficulties influence output and worker satisfaction, which makes it a complicated problem. On the other hand, higher productivity can be attributed to a favorable work environment. More study in the fields of management, workplace safety, positive attitudes, and organizational psychology is therefore necessary (Schultz et al, 2010). Most workplaces are characterized by inadequate workstations, poor office furniture, insufficient ventilation, excessive noise, and a lack of safety equipment (Ibid).

The production and servicing of tire retreading contribute significantly to the expansion and development of our country's economy. It reduces poverty, produces revenue, creates jobs, and provides a foundation for industrial growth. This industry still faces barriers to socio-economic growth despite several initiatives and policies designed to address issues like adverse legal and regulatory frameworks, underdeveloped infrastructure, and business development services. Thus, the purpose of this study is to investigate how workplace conditions influence worker productivity and satisfaction.

Every organization is established with a specific goal in mind, sometimes known as the objective, and if the surroundings appear unhealthy, this goal cannot be accomplished. One regular occurrence is the lack of essential office supplies due to the unavailability of things like air conditioning, floors or tiles, and adequate ventilation in some firm sections (Banda A, 2019). Certain departments or workplaces have a boring, unattractive appearance. Some of them are light, some have incomplete roofs, and some lack shutters. The situation is not competitive with other offices outside; some have a disorganized and unclean environment, and most departments have small floor spaces with various items scattered about, including tables, chairs, files, and other materials. Certain offices were outfitted without considering the correlation between color choice and employee satisfaction (Ibid). several of these facilities have colors that make the offices appear gloomy, and several departmental services are disorganized (Ibid).

The most precious resource in any firm is its workforce (Ashfaq A, 2011). Employee contentment is highly dependent on motivation since motivated workers typically exhibit the highest levels of satisfaction (Ibid). Motivation is essential to accomplishing the difficult task of getting workers to perform at their best under all circumstances (Christabrilla P, 2024). It takes skill to motivate people because a lack of motivation can negatively impact worker satisfaction on an individual basis and result in unhappiness, high employee turnover, low worker satisfaction, absenteeism, disputes, and grievances. It may also impede the company from accomplishing its objectives (Ibid).

Thus, tire retreading businesses in Ethiopia must put into place critical working environment management strategies that will satisfy the overarching goal of achieving maximum profit while guaranteeing superior working conditions for their staff. However, due to important internal and external factors affecting employee satisfaction, these businesses, like many others, regularly face the problem of managing their working environment. Therefore, it's crucial to comprehend the aspects of the workplace that have a significant impact on workers' pleasure, with a focus on tire retreading businesses in Ethiopia.

It seems useful to explain why this research aims to address this problem in the context of ET-Retreading PLC at this point. The current researcher is conducting a study on the assessment of crucial working environment characteristics that are influencing the satisfaction of employees in this organization for a variety of compelling reasons or considerations. These include: (a) the company's contribution to the nation's economic growth through the recycling of used rubber products; (b) its direct or indirect employment of a sizable portion of the labor force; (c) its contribution to the nation's foreign exchange earnings; and (d) its propensity to foster numerous connections with other sectors.

Still, Ethiopia's tire retreading companies have a small market share and make up little of the country's GDP, making them uncompetitive on a global scale. Considering this, the study asserts that putting in place effective working environment management has a significant impact on raising employee satisfaction levels in these kinds of businesses through its proven benefits for reducing delivery times, enhancing financial performance, increasing worker satisfaction, fostering employee trust, and other areas. The fact that there aren't many empirical studies in Ethiopia that specifically address the problem at hand serves as another significant justification for the current research, which aims to close this gap.

1.3. Objectives of the study

The following study objectives served as the basis for this investigation.

1.3.1. General Objective

This study's main goal is to assess the way Et Retreading PLC's working environment influences employees' satisfaction with their jobs.

1.3.2. Specific Objectives

More specifically, with the above general objective, this thesis has the following specific objectives.

- Assessing the effect of physical workplace environment aspects on the satisfaction of employees in the case of Et Retreading PLC.
- Examine the effect of reward aspects of the job on the satisfaction of employees in the case of Et Retreading PLC.
- Assess the effect of training and development opportunities in the workplace on the satisfaction of employees in the case of Et Retreading PLC.
- To address factors, work-life balance on the satisfaction of employees in Et Retreading PLC.
- Examine the effect of workload on employee satisfaction in the case of Et Retreading PLC
- Examine the effect of discrimination on employee satisfaction in the case of Et Retreading PLC

1.4. Research Questions

This study has tried to answer the following research questions

1. To what extent does the working environment affect worker's satisfaction Et Retreading PLC?
2. How physical workplace environment aspect affect the satisfaction of employees in the case of Et Retreading PLC?
3. In what manner do reward aspects of the job affect employee satisfaction in the case of Et Retreading PLC?
4. To what degree do training and development opportunities in the workplace affect the satisfaction of employees in the case of Et Retreading PLC?
5. Does work-life balance affect the employee satisfaction of employees in Et Retreading PLC?

6. What is the effect of workload on employee satisfaction in Et Retreading PLC?

1.5. Scope of the Study

An attractive and supportive workplace environment provides conditions that enable employees to perform effectively and efficiently, making the best use of their knowledge, skills, competencies, and available resources to provide high-quality organizational service.

Regardless of workplace environment being an important factor in increasing workers' morale and productivity in both public and private sectors both large and small businesses sectors, for the case of this study, the emphasis is on Et retreading plc.

The focus on Et retreading is since operates in great workplace environments due to large capital, potential of skilled personnel, inadequate working facilities, and other physical resources. Also, the study considers the potentiality of the sector specifically for employment creation and contribution to the nation's development. Therefore, studying the impact of Et Re-treading PLC's workplace environment on employee productivity is beneficial for both the company's owners and the nation, in terms of achieving sustainable business development.

1.6. Significance and/or Justifications of the Study

The study finding is of greater benefit to Et Retreading Plc (owner and workers) as it aimed to provide information about the effects of the workplace environment on workers' satisfaction and productivity.

The greater attention is based on the manufacturing of the Et retreading PLC. Therefore, the study aimed at explaining the situation and suggests measures to overcome the organization's difficulties that relate to the physical workplace environment.

For public and private organizations, the study findings are of relevance to Human Resources Managers and other senior officials specifically toward the improvement of workers' workplace environment which a large focus on increasing workers' satisfaction and productivity. In the academic field, the finding of the study is aimed at bridging the knowledge gap and serves as background information for future research on the same topic.

1.7. Limitation of the study

Unable to find studies conducted on our country's factories engaged in this sector, it has affected the research, so it was not possible to provide similar information in the country. Also, in previous years when the organization was in operation, it worked in various organizations and sub-countries, but now it is limited to Addis Ababa, which is the reason for the lack of foreign currency. This has played a major role in reducing the number of employees by more than 60%

1.8. Organization of the Thesis

This study is organized into five chapters, chapter one covers the background of the study, the statement of the problem, the research objectives, the research questions, the significance of the study, the scope of the study, and the organization of the study, chapter two covers the literature review. Chapter three covers research methodologies, chapter four covers data analysis, presentation, and interpretation, and Chapter Five covers a summary of the findings, discussions, conclusions, and recommendations

CHAPTER TWO: LITERATURE REVIEW

This chapter consists of a theoretical review, empirical review, and conceptual framework. In this chapter, the researcher reviews existing literature as published in different books, articles, websites,

and other studies that helped the researcher to conceptualize the topic under study and to establish a relationship between variables.

2.1. Theoretical Literature

Numerous theoretical frameworks and empirical investigations have been conducted in the vast field of research examining the relationship between the work environment and employee satisfaction. A range of theoretical frameworks, including Job Characteristics Theory, Social Exchange Theory, Organizational Support Theory, and Self-Determination Theory, are employed in the examination of the interaction between employee satisfaction and workplace environment.

The area we design for individuals to gather to carry out tasks and produce results is called the work environment. People can learn what it means to collaborate in this setting (Donley, 2021). The way workers view, interpret, and make meaning of their immediate surroundings to meet their social, extrinsic, and intrinsic requirements and remain employed inside the company is known as the workplace environment (Haynes, 2008). He goes on to say that a person's work environment has a significant impact on their job satisfaction and level of work. According to Shrestha (2007), there are several advantages to having a positive work environment, including increased productivity, happier employees, employee stability, business advantage, higher profitability, more security, and improved health.

Many organizations are failing to recognize the importance of the workplace environment or working conditions for employee job satisfaction, which is causing them to encounter several challenges at work. These companies lack internal strength, which makes it difficult for them to launch cutting-edge items that will outperform those of their rivals. To satisfy organizational standards, employees require a work environment that frees them from obstacles, a requirement that may prevent them from achieving their maximum potential. Spector claims that most companies pay little attention to the workplace culture, which has a negative impact on worker satisfaction.

The term "work environment" refers to anything that surrounds an employee and has the potential to impact how well he does his job. According to Alex S. Nitisemito (1992), the working environment is a combination of internal and external factors that might affect productivity and produce completed work quickly. A respectable working environment, according to Sedarmayanti (2003), is one in which people can perform their duties in an optimal, safe, comfortable, and healthy

manner. As such, a number of research have divided workplaces into two categories: toxic and favorable (Akinyele, 2010; Chaddha, Pandey and Noida, 2011; Yusuf and Metiboba, 2012; Assaf and Alswalha, 2013). According to McGuire and McLaren (2007), the physical form and design of an organization can influence how its employees behave at work. As per Nitisemito (2001), a few elements that affect the workplace are water quality, lighting, color, security, and music.

Numerous research on work environments has demonstrated that employees feel satisfied about particular aspects of their workplace. Users' contentment with their workstation is influenced by these aspects that they find most appealing. Breathing rates, lighting, natural light availability, and the acoustic environment are some of these elements (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt and Geerts, 2004; Karasek and Theorell, 1990). Research has shown that ergonomic furniture and lighting can improve worker health, which in turn boosts productivity (Dilani, 2004; Milton, Glencross and Walters, 2000; Veitch and Newsham, 2000).

According to Kyko (2005), there are two types of work environments: conducive and toxic. Conducive work environments allow employees to actualize their abilities and behavior and provide pleasurable experiences. They also reinforce self-actualizing behaviors; for example, an irresponsible employee can become a responsible employee in a conducive work environment. Toxic work environments provide unpleasant experiences while simultaneously deactualizing employees' behavior; they reinforce low self-actualizing behaviors and contribute to the development of negative traits in the behavior of the employees. In a toxic work environment, sensible and responsible employees can become irrational and irresponsible as a means of survival.

The concept of a work environment, according to Sedarmayanti (2009: 21), includes the equipment and materials used, the surroundings in which an individual works, the technique employed, and the arrangement when working in a group. On the other hand, a work environment, according to Mardiana (2005), is a location where people do their duties. An optimal work environment bestows security and fosters staff optimization. Six indications of a work environment are lighting, air temperature, noise level, color usage, job ability, and work relationship, according to Sedarmayanti (2011: 28).

2.2. Empirical Literatures

In this section, the researcher attempted to examine and address various findings or studies about how working conditions influence satisfaction among workers. The physical working environment, with a beta value of 0.269, has the most impact on workers' job satisfaction. Additionally, it has the strongest link with JP, and statistically significant results are obtained. It may be concluded that an increase in employee work satisfaction will occur with greater training given to the staff member. As a result, the impact is noteworthy and has the potential to significantly raise employee happiness.

It is advised that the physical environment (including lighting, noise level, temperature, and ventilation) be maintained at an acceptable level to prevent employees from being distracted or bothered while working, as there is a significant connection between these factors and employee satisfaction. Such a relationship allows workers to perform better, improve productivity, and maximize quality in their satisfaction.

These studies' main goal was to investigate how employee happiness at a particular Sri Lankan manufacturing company is impacted by job satisfaction. Since low employee happiness and work dissatisfaction are currently the main problems in many industries, the researchers are including every employee in their investigation of the manufacturing company they have chosen. Employee satisfaction at the chosen organization has a direct bearing on job satisfaction. The satisfaction of workers is primarily being positively and significantly impacted by compensation and perks as well as the nature of the work. This guarantees that to achieve the best level of employee satisfaction, the business must handle financial rewards and give work design greater consideration. The analysis leads to the conclusion that job satisfaction significantly increases employee satisfaction, and the results of this study are consistent with those of previous studies.

One of the practices that is frequently used within companies is organizational politics. People use their political expertise to advance their own interests. Organizational politics have been shown in the literature to be either beneficial or harmful; nevertheless, when individual goals align with organizational goals, employee happiness increases and the firm gains a competitive advantage in the marketplace. The employment of political talents will result in an ineffective activity for the

organization and among its members when personal objectives clash with those of the group. This study is beneficial to managers because it helps them understand how politics negatively impact employee satisfaction, which in turn impacts how well people perform within the company.

Phua, V. C. (2012). "Affective Events Theory: A Theoretical Review." This study provides an overview of the Affective Events Theory proposed by Howard M. Weiss and Russel Cropanzano in 1996, explaining how workplace events trigger affective responses in employees and influence their job satisfaction.

Ashton-James, C., & Ashkenazy, E. (2005). "Workplace Events and Emotional Labor: A Framework for Research." This research supports the central tenets of Affective Events Theory, highlighting the impact of workplace events on employees' affective responses, cognition, and behavior.

Briner, R. (2000). "Workplace Events and Their Impact on Employee Well-being." This study discusses how specific events at work, beyond job characteristics, can affect employee well-being and satisfaction, emphasizing the importance of considering various workplace factors.

Oso, W. (2009). "Employee satisfaction and Working Environment: A Conceptual Framework." This study presents a conceptual model illustrating the relationship between the working environment factors (such as physical environment, training, reward, work-life balance, workload, and discrimination) and employee satisfaction.

These empirical literature references provide insights from previous research studies that have examined the impact of workplace events, emotional labor, and working environment factors on employee satisfaction, contributing to the understanding of how these factors may influence employee satisfaction at Et-Retreading Plc.

2.2.1. Working Environment Factors

Previous research indicates that the work environment of employees in a company is crucial and has a significant impact on them in a number of ways. Employee demand will eventually drop to a low level if the working environment is unappealing and they have a negative opinion of numerous

workplace policies, such as sick leave and mental illness. This will influence the institution's expansion and productivity. A pleasant, safe, and dependable workplace fosters employee dedication to the job, creativity, efficiency, commitment, and financial wellbeing—all of which have an impact on the growth of the organization.

When workers operate in groups, they each act like entrepreneurs, participating in as many activities as they can to show off their abilities as the most intelligent member of the group. Employee commitment increases productivity in businesses, which raises worker commitment levels. Employers have long provided job security to employees as a means of increasing employee happiness and loyalty. The three dimensions of employee commitment—continuous commitment, normative commitment, and affective commitment—are associated with employee contentment. It has been previously proven that employees' commitment to stay with the organization they work for is positively impacted by the work environment.

Although earlier researchers have provided a number of working environment characteristics, the physical environment, rewards, work-life balance, training, workload, and discrimination are considered key working environment components in this study.

2.2.2. Physical Working Environment

When it comes to influencing employees' job behavior, safe and healthy working environments are crucial to the quality of work produced. An important predictor of employee behavior that combines social and psychological elements is the company climate. Research reveals a relationship between working environment and workers' satisfaction with their jobs and job involvement, which in turn improves workers' performance (Scott et al., 2000). Perceived supervisor support is positively correlated with outcomes connected to the nursing profession, according to reports (Hall, 2007).

The effects of a stressful work environment on medical house officers' employee satisfaction are examined by Kazmi et al. (2008). The findings show that job satisfaction and job stress are inversely related. Low job satisfaction at the house of officers is caused by high job stress. Similarly, it has been noted that employees' job happiness, performance, and sense of an

organization's efficacy are all significantly impacted by their impression of the physical and psychosocial adequacy of their work environment (Srivastava, 2008).

Space, physical layout, noise, tools, materials, and relationships between coworkers make up the physical form of the workplace; the quality of each of those elements has a significant and positive influence on employee job satisfaction (Tyssen, 2005, p. 58). A work environment is a location where individuals carry out their tasks and where they may encounter both favorable and unfavorable outcomes in order to meet their goals. A favorable work environment will have a positive effect on the employee's ability to continue their employment, whereas an unfavorable work environment will have the opposite effect.

The physical environment of a business has an important effect on employee behavior and productivity in many ways. It is essential for the wellbeing, social relationships, and health of employees (Badayai, 2012). Organizations must take this into consideration since workers spend most of their time in the workplace. Employees' emotional and cognitive states, abilities, conduct, and job satisfaction can all be influenced by their workplace.

A working environment is anything that surrounds employees and may have an impact on their ability to carry out their everyday tasks. The tangible workplace environment's spatial arrangement and accompanying amenities are included in the physical environment (Kohun, 2002). It consists of the designs, the site of the work, and the amenities it provides. To the extent that employees may realize their full potential, the physical surroundings will be essential. Size, neatness, arrangement, temperature, ventilation, lighting, noise level, furniture, equipment, facilities, and location are a few important physical environment factors to take into account.

2.2.3. Reward

An organization may fulfill its strategic vision and mission by providing employees with the tools they need to work toward attaining the organization's objectives and by implementing a compensation system that will boost employees' output and sense of fulfillment at work. The creation, implementation, and debugging of reward programs aimed at improving worker satisfaction within an organization constitute an incentive administration (Pearce, Bangura, & Kanu,

2019). Gaining an understanding of the matter of incentives and their administration has greater importance for researchers as well as for stakeholders involved in the business, such as employers and employees.

Reward is defined by Schultz (2006) as a specific monetary payment, item, or occasion in which an employee receives in exchange for their labor or for performing well. As part of an employment relationship, it also refers to all monetary and non-monetary returns as well as material services and benefits those employees receive from their employer (John Bratton, 2010).

Luthans (2000) also states that rewards can be both monetary and non-monetary, and that their whole purpose is to increase employees' satisfaction with their work. Likewise, McCormick and Tiffin (1979), divided rewards into two categories: extrinsic (financial) and intrinsic (non-financial). This categorization of rewards implies that employees' drives and satisfaction may not only stem from extrinsic motivational incentives provided to them in the form of financial or material rewards for their accomplishment in the organization. Employees' satisfaction and/or their better performance at their jobs can derive from intangible or non-material intrinsic motivational factors. Intrinsic rewards may be defined as the inherent benefits of the work itself and the satisfaction that an employee feels from successfully completing his/her assignments or reaching personal objectives. These intangible advantages include achievement, autonomy, feedback, and recognition. When they have completed something valuable for the company and received positive feedback from others, employees feel satisfied with their work experience.

Conversely, extrinsic compensation originates from outside sources and is a material way recognition for an employee's work. Extrinsic rewards, which include contract of service, compensation, incentives, bonuses, payments, and job security, are unrelated to the labor of the job and include things like money, work conditions, marginal bonuses, security, and promotions (Akanbi, 2008). Economical reward systems shall be an honest inducement, but they are not honest, they will demotivate staff in terms of low employee satisfaction, internal conflicts, absence, high turnover, lack of commitment and loyalty, and timing. Studies showing that a corporation's failure to reward its employees will result in a decrease in employee satisfaction (Heng, et al., 2012).

Rewards aren't detrimental, even though money may not always be the main factor in a worker's job satisfaction. Bonuses and salary increment are common forms of incentives that can help employees overcome negative attitudes about other, and less pleasurable aspects of their jobs. Employees are frequently happier at work when they are rewarded for a job that they have done well. A better office, a few extra paid vacation days, and other benefits are examples of incentives that can dramatically improve employees' job satisfaction.

2.2.4. Work Life Balancer

Work-life balance may be discussed in relation to any of the following: flexible work schedules, family or personal leave, and organizational support for dependent care (Estes and Michael, 2005). Work-life balance employment strategies involve giving employees the freedom to manage their obligations and interests outside of the workplace with their work-related responsibilities (Armstrong, 2006). By doing this, they balance the competing demands of employers with residential needs and labor unions. Policies that promote work-life balance can help reduce absenteeism and address high levels of stress and low morale, which can lead to employee unhappiness because they lose interest in juggling work and personal obligations.

Due to its association with workers' psychological health and general sense of harmony in life, a number of academics have come to agree on the critical role that work-life balance plays (Clark, 2001). A healthy work-life balance is linked to increased job satisfaction and dedication to the structure. The work-life experiences of employees enhance their role-related engagement, which is further developed to structure the enhancement of employee satisfaction.

2.2.5. Training

Programs for training and development are intended to help employees and organizational development meet the difficulties of the modern world. It seeks to improve employee happiness by enhancing and improving workers' knowledge and abilities. There is a clear correlation between employee satisfaction and training. The main goal of the program is to teach participants how to change their behavior in a structured and methodical way through education, development, and intentional experiences (Armstrong, 2000).

Organizations now view training as strategically important (Boudreau et al., 2001), and customer service effectiveness affects the quality of services provided (Tsaur and Lin, 2004). Thus, companies need to close the happiness gap between intended and real workers (Sahinidis and Bouris, 2008). Tzeng (2004) proposed that increasing employee happiness requires education and training. Employers invest a lot of money on training new hires to improve performance, engagement, and work satisfaction. By giving the required technical and non-technical training and coaching, these skills can be strengthened (Abbas and Yaqoob, 2009). Likewise, research indicates that cognitive-behavioral training improves worker productivity, job satisfaction, and well-being (Proudfoot et al., 2009).

According to Noe (2002), training is defined as employer-designed activities intended to raise employees' knowledge and skill levels or alter their attitudes or behaviors in a way that will support the organization's aims and objectives. Researchers discovered that training initiatives influence workers' workplace behaviors, such as boosting job satisfaction and loyalty to employers, in addition to helping employees grow in terms of their abilities and skills (Amir, Rana, & Asma, 2013). The following are a few advantages of providing staff with training:

- Enhanced productivity and employee satisfaction: Skilled workers are happy and effective in their given positions. When workers receive the right training, there is less waste of time, money, and resources.
- Enhanced morale and satisfaction among staff members: it fosters a positive work environment, and staff members feel valued for the possibilities they are given opportunities they otherwise might not have learned about or pursued on their own.

A training plan will affect how satisfied employees are, and it can help them be even more satisfied by developing their knowledge, abilities, and skills to meet organizational goals (Ajila and Abiola, 2004). An effective method of acquiring the knowledge, skills, and behavior necessary to fulfill job requirements is known as training. Employee happiness can be effectively increased and organizational efficiency can be improved with the aid of employee training. Certain personnel are deficient in skills, talents, knowledge, and competences, which causes them to fail to complete tasks

on time. Because they are unable to comprehend the complexities of the task at hand, less competent individuals typically choose to quit their jobs.

2.2.6. Workload

A work environment's workload is defined as the number of tasks and obligations that can be effectively completed in the allotted period. According to (Didomenico & Nassbaum, 2008), the link between task demands, the environment in which the activity is performed, and the perceptions, actions, abilities, and knowledge of the person performing the task determines the workload. The demands of the task could involve cognitive, physical, or a combination of other aspects (Hart & Staveland, 1988). These authors define workload as the costs employees bear to complete a specified degree of performance on a given task with specific requirements, given their capacity (resources). According to these definitions, workload is the aspect of work that can be linked to an employee's unique skill set and their ability to complete tasks within the allotted time.

The International Labor Organization (ILO) defines work-related stress as harmful mental and physical reactions resulting from a mismatch between perceived demands and people's capacity to meet those needs (ILO, 2016). People naturally become stressed out and unhappy when faced with a burden that is well beyond their scope of abilities and skills and that tests their ability to handle the workplace environment.

Employee workload, according to Nwinyokpugi (2018), is the quantity and quality of assignments assigned for that particular job category. It is the amount of work that one employee is anticipated to complete in a given amount of time. Workers with all the abilities needed and the ability to handle whatever is thrown at them typically love their employment. However, if this pressure gets too high, it will start to negatively affect the worker.

2.2.7. Discrimination

The International Labor Organization of the United Nations (2015) describes the term "workplace discrimination" as work environment in which employees are treated unfairly due to their gender, race, religion, age, handicap, or beliefs. It happens in the hiring, promoting, assigning, and

composition of jobs. This paradigm represents the global acknowledgment of the continuance of individuals' experiences with unfair work due to the growth of social groups.

There are two types of employment discrimination: direct and indirect. When an employer treats one employee less well than another, that is considered direct discrimination. However, indirect discrimination occurs when a regulation or set of working conditions disproportionately disadvantages a particular group of people. Hassan and Ali (2014) as well as Fatima and Omar (2014) claim that gender, religious, and ethnic discrimination are the three main types of workplace discrimination. Other researchers have distinguished other categories of discrimination: age discrimination, gender discrimination, sexual harassment, and discrimination based on disability (Hemphill and Haines 1997).

2.3. Employee satisfaction nexus Working Environment

There is still disagreement about the proper usage of the term "satisfaction," whether it should be used after a prefix such as "customer," "employee," or any other prefix. All of these were considered intangibles in a number of scholarly studies that looked at the concept of employee satisfaction in relation to the attributes of the workplace. However, in the context of customer satisfaction, the psychological concept of satisfaction refers to the satisfaction and sense of well-being that result from obtaining what one desires and anticipates from a purchase of goods or services (Gardner and Lambert 1972).

According to Oliver (1980), the expectation disconfirmation point of view serves as the foundation for the definition of the term "satisfaction" in respect to a certain social construct. For instance, this author claims that before acquiring, utilizing, or offering a service, people always have their own expectations regarding a given product or working environment. If the outcome is as good as or better than expected after purchasing, utilizing, or providing the service, then the expectation has been positively confirmed. On the other hand, negative confirmation occurs when the outcome falls short of expectations. Employees (as service providers) are considered satisfied in this sense only when expectations are positively confirmed. Nonetheless, because every employee has unique wants, desires, and experiences, the degree of employee satisfaction varies amongst them.

Satisfaction can also be linked to feelings of happiness or disillusionment that someone experiences when their expectations are not met by the observed outcome (Kotler & Keller, 2009). Actually, satisfaction additionally refers to the pleasure that one gets from a circumstance that is provided by another individual or group of individuals, or it can refer to the enjoyment that one feels in a certain scenario.

Employees are those who, in accordance with the conditions of an employment contract, do the regular responsibilities related to a specific organization. Stated differently, an employee is a stakeholder in a business that provides services in exchange for remuneration that the business delivers to meet its objectives. Organizations are evolving and enhancing their ability to manage change proactively to prosper in the business world and meet the ever-changing demands of the environment.

A company's capacity for sustainability is determined by the skill, aptitude, experience, knowledge, and satisfaction of its workforce (Armstrong Michael, 2009). Employee satisfaction has an impact on how much they contribute to the achievement of company objectives. Managers are expected to oversee employees who are expected to perform to an acceptable degree in accordance with the requirements. However, a better working environment must be created to please employees and meet the organization's stated goals (Armstrong Michael, 2009).

Cooke (2001) defined employee satisfaction as the willingness and incentive of the worker to perform a task in relation to predetermined or established requirements of accuracy, thoroughness, cost, and speed. This suggests that raising worker satisfaction levels alone raises worker performance. A worker's degree of satisfaction is usually determined by how committed they are to reaching the organization's objectives. However, it can also be used for behavior analysis (Armstrong 2000). Employee satisfaction levels can be determined by looking at performance standards set by the organization, according to Kenney et al. (1992).

Employee performance will be monitored using a variety of metrics, such as productivity, efficiency, effectiveness, quality, and gain measures (Ahuja, 1992). Below is a brief summary of these. Profitability is the ability to continually produce profits over an extended period of time. It is

expressed as a consequence of the quantitative link (Wood & Stangster, 2002) between earnings and sales or return on capital. Efficacy is the ability of employees to achieve the desired outcomes while efficiency is the ability to do so with the least amount of resources (Stoner 1996).

Productivity is defined as a quantitative link between input and output (Stoner, Freewoman, and Gilbert, 1995). It serves as a barometer for the conversion of raw materials into completed goods and services by an individual, company, or sector. the production volume compared to the resources consumed (Lipsey, 1989). According to Kotler and Armstrong (2002), quality is the ability of a good or service to satisfy explicit or implicit needs. More and more reasonably priced goods and services are being offered (Stoner 1996).

According to Daft (1988), corporate managers bear the task of verifying that their firms make an effort to achieve high employee satisfaction levels. This suggests that for any given period in question, managers must determine the designated standards of employee satisfaction. They will engage with one another as an example, establishing benchmarks and objectives by which each employee's level of satisfaction will be assessed. Companies use employee satisfaction management to ensure that their workforce contributes to the production of high-quality goods and/or services. This management style motivates employees to take an active role in the corporate ideation process and to participate throughout the entire process, resulting in high levels of employee satisfaction.

It is important to note that managing employee satisfaction involves actions taken to ensure that structure goals are being realized in an effective and methodical way. Employee satisfaction management will focus on how satisfied employees are with their coworkers, a department, the procedures used to create a good or service, etc. Previous research on employee productivity has demonstrated that employees who are happy in their occupations are more likely to be satisfied in their positions overall and to stay in them longer than those who aren't (Landy, 1985). Even so, Kinicki & Kreitner (2007) show that contented workers report higher job satisfaction, which makes management recognize that motivating top performers to meet company goals is simple.

2.3.1. Theories About Employee Satisfaction

Numerous ideas have been proposed to explain the relationship between employee satisfaction and the workplace environment. According to Maslow (1943), people work to make ends meet financially, to meet new people, to have a secure employment, to feel successful and significant in their community, to have a sense of identity, and—above all—to be happy in their jobs. Every employee that is happy with his or her position performs well at their particular company. However, Taylor (1911) contended that salaries and wages—stating that "non-incentive wage system encourages low productivity"—are the primary sources of motivation for employees.

According to Gardner and Lambert (1972), employees will work less if they receive the same compensation regardless of how much each individual contributes to the objective. They also believe that working at a higher rate will result in fewer employees being needed, which deters individuals from working more. Based on this, the following hypotheses are examined to show how office environment elements and employee happiness are related.

2.3.2. The eight most popular models and theories on employee retention

1. Maslow's hierarchy of needs (people management)

Retention driver: Satisfying human needs

This model emphasizes how crucial it is to take into account your workers' basic requirements, such as their demands for physiology, job security, a sense of community, self-worth, and self-actualization. Employee commitment is likely to remain high when they feel their needs are being addressed and their jobs are secure.

What that implies for retention: Compare your experience as an employee to the pyramid of needs and see how you measure up. addressing maximize retention gains, give top priority addressing gaps at the base of the pyramid.

2. Herzberg's two-factor motivation-hygiene theory,

Retention driver: A sense of purpose and safety

In 1959, researcher Frederick Herzberg separated the motivating variables that affect employee retention into two categories: hygiene and motivators. A few examples of hygiene-related elements are work environment, policies, remuneration, and occupational safety. Motivators consider the

nature of the work itself, making sure that it is engaging and that workers may advance in their positions.

What this implies for retaining: Teams must be content with both "motivators" and "hygiene" considerations in order for them to commit to long-term employment with your company.

3. The human motivation theory

Retention driver: Satisfying core personal needs

According to David McClelland's human motivation theory, sometimes referred to as the "Three Needs theory," each person has a basic need, which are power, success, and affiliation. According to McClelland's view, these needs have a big influence on how employees behave.

What this implies for retaining: Companies must continue to meet these fundamental demands for their workers if they want to see an increase in retention. This entails first figuring out which of these fundamental drivers—which differ depending on the individual employee—are most significant to them.

4. The social exchange theory

Retention driver: Relationships and recognition. The social exchange theory believes that all human social behavior and relationships are rooted in an exchange process where people weigh the risks with rewards. When relationships become too risky, people are likely to drop them completely. What it means for retention: In terms of employee retention, the social exchange theory suggests that if an employee finds their relationship too risky (and lacking in enough reward) they will leave.

5. The theory of Organizational Equilibrium

In the Barnard-Simon theory of Organizational Equilibrium, it is proposed that an employee will continue in an organization as long as their perceived contribution to their workplace is on par with the company's contribution to their life. According to this theory, job satisfaction depends on an employee's compatibility with their role, predictability of one's relationships at work, and the harmony of their self-image with their job.

What it means for retention: The more satisfied your teams are with the contribution they are making vs their compensation, the greater employee retention.

6. The equity theory

Retention driver: High morale Devised by John S. Adams, a behavioral psychologist, equity theory explains that when an organization is treating an employee in an advantageous way, they're more likely to be motivated in their work. High morale equals high motivation. Conversely, if employees feel treated poorly, they are likely to become unmotivated and drop in productivity.

What it means for retention: The more positively your employees feel about how they are treated in the workplace, the more loyal they are likely to be. Treat your employees well, they'll stick around!

7. The human capital theory

The theory of human capital proposes that companies have the incentive to improve their workforce and business. 'Human capital' is an intangible asset that includes qualities such as an employee's experience and skill. So, if you're developing your employees through education and training, you're increasing your human capital. The theory suggests the greater your human capital, the greater employee retention.

What it means for retention: The more you invest in the development and education of your teams, the better they'll perform and the more likely they'll be to stay put.

8. The resource-based employee retention theory

Another important employee retention theory is the resource-based theory, which argues that employees who feel most useful to their companies are likely to be most loyal. This theory proposes that by making employees feel valuable, you can reduce retention issues. Everyone wants to feel special after all.

Adam's Equity (fairness) Theory

Equity theory is a concept in industrial psychology that focuses on individual's perceptions of how equitably they are being treated in their work organization. The theory based on an individual's subjective judgments about the fairness of the reward she or he got, relative to the inputs (which

may include many factors such as effort, experience, education, and so on), in comparison with the rewards of others.

According to Muchinsky & Culbertson (2015) in order to understand equity theory, there must be an understanding of its different components including; person (the individual for whom equity or inequity is perceived), comparison (any group or person used by person as a referent regarding the ratio of inputs and outcomes), inputs (the individual characteristics brought by person to the job), and outcomes (what person received from the job (e.g., recognition, fringe benefits, pay)). According to this theory if workers perceive that their output/input ration is less than the referent they feel inequity. An employee who feels they are being treated inequitably may become absent more, steal from their organization, or may give the same effort they were giving before. Generally, from this theory we can understand that, directly related to employee satisfaction. Unfair workplace rewards reduce employee satisfaction. On the other hand, fair workplace rewards boost employee satisfaction. This makes it important to understand the concepts that makeup equity theory and put mechanisms in place to create the perception of more equitable workplace environment.

Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee satisfaction. Herzberg defined two sets of factors in deciding employees 'working attitudes and levels of employee satisfaction, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees job satisfaction; while hygiene factors are extrinsic factors to prevent any employee's dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing, and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two

Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies. However, the two-factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and employee satisfaction. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behavior. However, due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings.

Affected Event Theory.

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employee's internal influences and their reactions to incidents that occur in their work environment that affect their employee satisfaction, organizational commitment, and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employee's job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment, and job satisfaction.

According to Ashton-James and Ashkenazy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that happen at work affect the well-being of employees thus affecting their employee satisfaction.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter describes the research methodology that was employed by the researcher for collection and analysis of data for this study. It provides insight into the description research design, target population, sampling technique and sample size, the data measuring instrument, data collection procedures and various techniques of data analysis.

3.1. Research Design

The setting up of conditions for data collection and analysis with the goal of effectively addressing the study purpose in practice is known as a research design. Actually, a research design is really the philosophical framework that a certain study will be carried out in; as such, it defines the fundamental foundation for data collection, measurement, and analysis (Kothari, 2012).

There are three categories of research, according to Creswell (2003), and these categories are distinguished by their respective goals. Explanatory, descriptive, and exploratory are the three categories of research. Inquiring into new concepts and perspectives is the goal of exploratory research, which is why it poses queries or sheds light on various phenomena. Finding an explanation for a particular circumstance or issue is the goal of explanatory research, which

typically takes the form of causal linkages.

On the other hand, descriptive research focuses primarily on characterizing the nature (or condition) and extent of the current situation. Descriptive research is to capture, characterize, and record elements of a situation as it naturally transpires (Creswell, 2003). This indicates that data regarding the current or existing condition is gathered using the descriptive method of study. By asking people about their views, attitudes, behaviors, or values, a descriptive survey aims to gather data that characterizes events that are currently occurring (Crano, Brewer & Lac; 2014).

As stated in the first chapter of this report, the primary goal of this study was to shed light on the current state of ET-Retreading PLC workers' satisfaction with their working environment. The primary research questions addressed in this study were framed as "what" questions and centered on how satisfied the employees were with the conditions of their current workplace at this organization. This study's research methodological framework is a descriptive research design as a result. Additionally, the researcher selected a descriptive study design since, in contrast to other designs, it has been shown to be advantageous for gathering thorough data at a certain moment in time.

3.2. Research Approach

Research techniques delineate distinct methodologies for carrying out research, with the suitability of each method dependent on the specifics of the research topic under consideration (Creswell, 2003). The divide between qualitative and quantitative research methodologies is one of the most popular ways to categorize various approaches. Both approaches may have elements of the other even if they represent distinct methods of conducting business research (Bryman & Bell, 2011).

The research strategy is primarily based on quantification when employing a quantitative method, both in terms of data gathering and analysis. It is typically associated with a deductive method in which a hypothesis that has been previously developed is either confirmed or refuted using quantitative evidence (Bryman & Bell, 2011). Contrarily, a qualitative approach places more emphasis on words than on statistics. In qualitative research, an inductive technique is typically employed, in which a theory is developed through observations and results rather than being

supported by data (Ibid).

The distinction is useful in providing precise definitions of the structural differences between the various approaches. It is crucial to remember, nonetheless, that in order to analyze socioeconomic realities, quantitative and qualitative methodologies might occasionally be employed in combination (ibid). Therefore, the researcher had chosen a mixed research approach in order to achieve the study's goal and provide answers to the research questions. The basic idea behind using a mixed strategy is to get information that using a single method might not be able to (Bryman & Bell, 2011; Creswell, 2003).

With the purpose of gathering both quantitative and qualitative data to describe, explain, and validate findings, descriptive research design aims to provide additional insights into contemporary challenges. In order to supplement descriptive research, which frequently incorporates parts of both qualitative and quantitative methods, this study used mixed methodologies (qualitative and quantitative) (Tashakkori, Teddlie 2010). These kinds of mixed method designs are helpful when the strengths of both quantitative and qualitative research can yield the best insight, or when one approach alone is insufficient to fully comprehend a study problem (Creswell & Creswell, 2017).

3.3. The Study Area

This study was carried out at a single business called ET-Retreading PLC, which is based in Addis Ababa. It is one of the few businesses in Ethiopia that uses the most recent tire retreading technology to create serviceable tires by replacing worn-out and damaged treads with new ones on used tires. The company was chosen by the researcher due to its involvement in the recycling of used rubber products and its manufacturing operations, which necessitate the maintenance of a safe and healthy work environment for its staff.

As a result, this study hopes to gather more insightful data on the topic, giving management crucial knowledge on how to overcome obstacles and raise employee happiness through better work environments. In addition, the company was chosen based on its close proximity to the researcher's current residence in the city. Moreover, the researcher faces significant financial constraints that

prevent her from traveling far beyond her current residence to obtain adequate data from comparable companies that presently operate outside of Addis Ababa.

3.4. Target Population and Sampling Techniques

In technical terms, the phrase "population" refers to the full set or collection of individuals, things, or factors that have particular commonalities and/or qualities that one wishes to comprehend and/or research. According to Bryman & Bell (2011) and Creswell (2003), a population can also refer to the broader group from which samples are taken.

Permanent workers who were employed by the subject's company at the time of the survey were the study's target group. To prepare the sampling frame and choose the sampling strategies that would be used to generate a representative sample size for this study, the researcher attempted to gather information about the number of permanent employees who had worked for the company during the survey period. There were 129 permanent employees working at ET-Retreading throughout the survey period, according to data gathered from the company's human resource management. Since the number was too small to use any sample size as representative, the researcher subsequently made the decision to include all 129 permanent employees as the target group. Therefore, the convenience sample strategy was employed in this study to include all of the company's permanent employees as the study population. This method is thought to be the most effective in situations where the population size is too small to establish the sample size accurately prior to the start of the data collection period.

3.5. Participant Selection Criteria

The study utilized the following criteria to choose participants:

Employment Status: To be eligible for this study, participants had to be Et-Retreading PLC employees who worked there on a permanent basis. The researcher employed this criterion to guarantee that the participants were actively involved in the organization throughout the study period and that the working environment under investigation had had an immediate effect on them.

Criteria for Inclusion: All operational staff members who satisfied the requirements to be Et-Retreading PLC's permanent employees were included in the study. This criterion was used to

guarantee that every qualified member of the target population would have an equal chance to take part in the study.

Exclusion Criteria: Specific exclusion criteria such as temporary workers or individuals who were not directly involved in operational tasks at Et-Retreading PLC were excluded from participating in this study. Exclusion criteria helped maintain the homogeneity of the participant group and ensure that the study focused on relevant individuals.

Consent: Participants were required to provide informed consent to participate in the study, ensuring ethical considerations and respect for the rights of the individuals involved in the research. As a result, the study identified 129 permanent employees who were employed by the company under investigation during the study period using the previously mentioned inclusion and exclusion criteria. All of these employees were included in the study's target population in order to ensure that the target population was adequately represented and to improve the generalizability of the result.

3.6. Data Collection and Analysis

A self-administered questionnaire that had been given to ET-Retreading PLC permanent workers was used to gather data. The structured and unstructured inquiries on the questionnaire were intended to elicit information from the participants about their background, demographics, aspects of their working environment, and satisfaction with their jobs. In order to guarantee a high response rate and to completely capture employees' experiences at all levels, the timing of data collecting was also carefully planned. After a few initial inquiries to confirm their eligibility as respondents, the questionnaires were given to willing respondents during the survey period. Additionally, the questionnaires were to be completed immediately and returned by the respondents. In addition, a group of interviewers with training dispersed surveys every day, even though the researcher had recruited individuals via convenience sampling based on accessibility.

As the introduction of this research made clear, the primary goal was to evaluate, characterize, and examine the degree of employee satisfaction with regard to their experience and/or expectations regarding the availability of a positive work environment at the organization that was the subject of

the study. This means that the study focuses on assessing connections between the state of the workplace as a determinant variable and worker satisfaction as an outcome variable. Thus, the questionnaire's content was split into two sections in accordance with this goal. The first section included questions about the respondents' profiles, which included demographic data as well as additional information about their work experience, education, and managerial or employee position. Questionnaire items pertaining to the degree and accessibility of a favorable work environment in the context of the company under inquiry were included in the second section.

The questionnaire asked respondents to discuss a range of workplace-related topics, including workload, work-life balance, rewards, training opportunities, and discrimination. In addition, the questions have been designed to evaluate how these elements affect Et-Retreading PLC employees' satisfaction. Employee satisfaction with a variety of components of the work environment, including the physical environment, training opportunities, rewards, work-life balance, workload, and discrimination, was measured using a five-point Likert scale. In order to facilitate this, the questionnaire was written in Amharic, which made it simple for participants to comprehend the questions.

A total of 129 survey questionnaires were distributed to the respondents but 112 were returned, among which 111 valid responses were used for data analysis, representing 86% response rate. One response was disqualified due to extensive missing values. After removing this incomplete questionnaire, a total of 111 completed questionnaires were used for data analysis by using descriptive statistical techniques. The statistical program called SPSS version 25.0, was used to make this analysis of data.

In this study, descriptive statistics namely measure of central tendency and dispersion were used along with frequency distribution table to describe employees' satisfaction with respect to the level and availability of conducive working environment in the case of the company under investigation. To ascertain the influence of the independent variables on employees' satisfaction, inferential statistics such as the T-Test and ANOVA were used. Cronbach's Alpha was used to determine the reliability of the questionnaire items and factor analysis was used to determine its validity. The results obtained from such analysis are summarized and reported in the following chapter.

CHAPTER FOUR RESULTS AND DISCUSSION

Data that were extracted from questionnaire administered to sample local and international employees at Lalibela had been analyzed with the help of IBM SPSS software package (version 25) and this chapter commences with a detailed analysis of these data that provides an insight into the findings of this study, accompanied by numerical representations of the analyzed data and interpretation of results.

Analysis of the collected data in this study necessitated the use of descriptive statistics in the form of frequency distribution tables and percentages. The influence of the independent variables on employees' satisfaction was evaluated using inferential analysis in the form of parametric statistics. Cronbach's Alpha was used to determine the reliability of the questionnaire and factor analysis was used for its validity.

This chapter begins with the demographic characteristics of the respondents such as age, marital status, educational level, position and gender which were all presented using cross tabulations.

4.1. Participant's Profile

In this study, respondents' profiles were briefly appraised with the intention of providing some basic information as to the background of respondents who participated in the survey. Table 1 below summarized the demographic characteristics of respondents and their country of origin. As indicated in the table, the majority of the respondents, i.e., about 59 % in this study were male whereas the remaining 41% of them were female.

The result also indicated that the majority of the respondents, i.e., 82.8% or 92 respondents were married. In terms of age distribution, the majority of the respondents', i.e., 49.5% were in the age category ranging from 20-29years followed by respondents in the age category ranging from 30-39 years. There was also significant proportion of respondents in the age category ranging from 40-49 which constituted 12.6% of the respondents included in this study. The proportion of respondents above 50 years of age was found to be insignificant.

Indeed, education plays important role in terms of determining individuals' perception and understanding. Table 1 below has summarized respondents' educational and work position in the

company. As it can be observed from this table, the majority of the respondents in this study have had their first degree and post graduate qualifications while the least proportion of the respondents had diploma and below educational level. With regard to their work position, the majority of the respondents in this study were found to be Technical Persons followed by sales and human resource staff in that order. There were also accountants/finance, managers/supervisors as well as other employees in this study. The final item in the table below has summarized the responses of participants as to how long they have been working within the company under investigation. The data obtained from their response indicated that the majority of them have been working within the company for 5 years or above.

Table1: Respondents’ Demographic information

		N	%			N	%
Gender	Female	45	40.5	Marital Status	Single	19	17.2
	Male	66	59.5		Married	92	82.8
	Total	111	100		Total	111	100
Participants' position at work	Technical persons	37	33.3	Age Category	20-29	55	49.5
	Human Resource	20	18.0		30-39	40	36.1
	Accountants/Finance	10	9.0		40-49	14	12.6
	Manager/Supervisor	6	5.4		50+	2	1.8
					Total	111	100
	Sales staffs	33	29.7	Respondents' Work experience	1-2years	4	3.6
Others	5	4.5	3-4years		24	21.6	
Total	111	100	5 ⁺		83	74.8	
			Total		111	100	
Education Level	High school	5	4.5				
	Certificate	18	16.3				
	Diploma	26	23.4				
	First Degree	35	31.5				
	Master/PHD	27	24.3				
Total	111	100					

The demographic analysis indicated above showed that the majority of the employees in the company under investigation were found to be young adults with a good education as well as work experience. This result might be taken as a noble opportunity to obtain balanced information as to their satisfaction with respect to the level and availabilities of conducive working environment in the company under investigation.

4.2. Reliability And Validity of The Study Variables

This study employed self-administered questionnaire that contained a 5-point Likert scale rated items that measured employees' satisfaction with respect to the level and availabilities of suitable working environment in the company under investigation. All the same, the reliability and validity of such sorts of researches are always at the mercy of the statements or items listed in the questionnaire (Taherdoost, 2016). Moreover, some problems may arise when we are using self-administered questionnaires because such questionnaire cannot fully indicate all possibilities. Therefore, prior to undertaking the full research activities with the aid of self-prepared questionnaire it is necessary to test the validity and reliability of the research instrument.

Validity is concerned with the extent to which the content of the research instrument used in this study had measured what it should be expected to measure. More often than not, pilot study is employed to test the validity of self-administered questionnaires. With this in mind, the validity of this study was checked through a pilot test that was carried out on 10 respondents at the company before the administration of the questionnaire to collect data from the whole participants. The researcher then used the results obtained from this pilot test to detect possible flaws in measurement and to identify unclearly formulated items of the questionnaire. Following this, the researcher made necessary alterations so as to enhance the content validity of the questionnaire used in this study.

Reliability on the other hand measures the internal consistency of items that are included in the survey questionnaire. It measures the extent to which the research instrument yields consistent results (Kimberlin & Winterstein, 2008; Lakshmi & Mohideen, 2013). According to these authors, the coefficient of internal consistency provides an estimate of the reliability measure and the most

widely used internal consistency/reliability measure is Cronbach's Alpha. The values of this coefficient vary from 0 to 1 and a value of ≤ 0.6 generally indicates unsatisfactory internal consistency/reliability measure and a value of 0.7 is considered as the minimum Cronbach's Alpha coefficient.

In this research, therefore, Cronbach's Alpha was used to determine the reliability of the questionnaire items. A total of 30 items were used to measure employees' satisfaction with respect to the level and availability of a suitable working environment in the company under investigation. These items were grouped into different constructs (factors) that measured the dependent and independent variables of the study. In this study six independent variables (factors) namely work environment (5 items), physical work place (5 items), production work place (5 items), rewards (5 items), training (5 items), and workload aspects (5 items) were used to measure the dependent (outcome) variable i.e., employee's overall satisfaction with the level and availabilities of such factor variables in the company under investigation. The following table indicates the overall reliability statistics of this study.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.853	30

The calculated Cronbach Alpha value obtained in this study was .853, which exceeds the minimum standard of 0.7, and hence indicates satisfactory internal consistency /reliability of the research instrument used in this study. Moreover, to determine the underlying constructs associated with employees' satisfaction, the 30 factors statements were grouped using Principal Component Analysis with a Varimax rotation. The number of factors (components) was determined by using the criterion of eigenvalues greater than one. In the factor model, loadings of an absolute value of .45 or more were considered to load strong variables that explained most of the observed variation in the study variables. The factor loading values indicated that the factor variables in this study are strong variables where all the variables have factor loading of more than 0.5. Generally, the results obtained from the reliability test and factor loading analysis in this study indicated that the analysis of this research has met the requirements of all the reliability and validity tests.

Test of normality was conducted in this study because the distribution of the collected data had to be ascertained whether it was normally distributed or not before undertaking any statistical analysis. In the procedure of data analysis, normality test is the most critical issue that needs to be determined before any other analysis because the determination of using parametric or non-parametric statistics for analysis depends on the distribution of the data that must be analyzed. As a rule of thumb parametric statistics are not used unless the distribution of the data is symmetrical or normal. In this study, Kolmogorov-Smirnov (K-S) test was used to test the normality of the data. The normality of the data has been determined by looking at the significant *p-value* results of the Kolmogorov-Smirnov (K-S) test (see the following table). The test of normality basically indicates the fitness of the data to the normal curve and significant test ($p < 0.05$) should be interpreted as the distribution of the data poorly fit normal curve.

Table 3: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work environment aspects	.085	111	.013	.980	111	.037
Physical workplace aspects	.181	111	.000	.891	111	.000
Production workplace aspects	.291	111	.000	.856	111	.001
Rewards	.217	111	.000	.837	111	.000
Training	.249	111	.000	.822	111	.000
Workload	.072	111	.064	.983	111	.079
a. Lilliefors Significance Correction						

The significant test results for the K-S test in this study were less than 0.05 for all constructs except for the distribution of employees' overall satisfaction, and this indicated that the data for independent variable of this study was not normally distributed. However, the Q-Q plot for these variables showed that the values were close to the line, thus normality could be assumed. In addition, the analysis of skewness and kurtosis indicated that these constructs were normal for the values ranging between ± 1.0 . Therefore, in this case, the normality of the distribution of data in this study was not violated and it was reasonable to employ parametric techniques for further

statistical analysis. The following sub-sections deal with the descriptive and inferential analysis of parametric statistical results of the independent variables of this study. Finally, a descriptive analysis of employees' satisfaction with respect to these constructs is examined and described.

4.3. Analysis Of the Study Variables

This section of the analysis begins with a descriptive analysis of the study variables using descriptive statistics (primarily mean and standard deviation). It then moves on to an inferential analysis of the items and the study's overall construct using inferential statistics (primarily T-Test and ANOVA analysis).

4.3.1. Employees Perception of Work Environment

Employee perceptions of the work environment's suitability, sufficiency, protection from superfluous noise, lighting, and overall clarity and pristine nature were measured to gauge how satisfied the employees were with the features of the workplace in the company under investigation.

Table 4: Descriptive statistics of Employees Satisfaction with work environment

	N	Mean	Std. Deviation
Suitability of the workplace	111	1.09	0.37
Adequacy of the workplace	111	1.11	0.34
Protection from unnecessary noise	111	1.15	0.61
Lighting condition	111	1.00	0.00
Workplace contamination	111	4.68	0.73

The results of descriptive statistics for each of the preceding environment items in the questionnaire are described in the above table. Workplace contamination had the highest mean score value (M=4.68, SD=0.73) in the table, followed by availability of an acceptable workspace (M=1.11 SD=0.34) and protection against needless noise in the workplace (M=1.15, SD=0.61). The appropriateness of the workspace and the quality of the illumination had comparatively low mean score values, respectively.

The sample participants' replies on each of these work environment questions were found to be normally distributed, with a coefficient of variation of approximately 16% for the participants' responses on workplace contamination, as demonstrated by the low standard deviation scores. The factor having a comparatively null coefficient of variation (about 0%) was lighting condition. Additionally, each participant's response to these questions was totaled to gain the employees' general perception of the components of the work environment in the company that was the subject of the inquiry. With a standard deviation of 0.41 and an overall mean score of 1.81, the overall work environment condition in this company had a 23% coefficient of variability. These results indicate that most respondents were satisfied with lighting, suitability and adequacy of workplace, and protection from unnecessary noise in their work setting, except for potential environmental risks or workplace contamination regarding cleanliness.

The overall work environment ratings were then subdivided into three levels of satisfaction according to the availability and degree of a conducive work environment as perceived by the employees.

Table 5: Level of satisfaction with work environment

	Frequency	Valid Percent	Cumulative Percent
Low	24	21.6	21.6
Medium	43	38.7	60.3
High	44	39.7	100.0
Total	111	100.0	

As the table shows, a lower percentage of survey participants (21.6%) reported feeling unsatisfied with the degree and accessibility of a supportive work environment in the organization under examination. Nevertheless, the study's cohort of workers showed that 78% of them were either moderately or highly satisfied with the idea of work environment. Considering this, an analysis of variance was carried out to ascertain whether or not there was statistically significant variation among employees' satisfaction levels with regard to this construct. Regarding the level of employee satisfaction with the overall work environment, the results showed statistically negligible variation ($p > 0.05$) (see the table below).

Table 6: ANOVA for Level of satisfaction with work environment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.438	1	.438	.627	.430
Within Groups	98.555	109	.699		
Total	98.993	110			

Managerial and non-managerial employees' levels of satisfaction with the general work environment were examined in more detail because there may be differences in the perceptions and/or levels of satisfaction of these two groups of respondents about this construct. The next table, which only showed low and high levels of satisfaction, summarized employees' levels of satisfaction according to the sort of employment they held.

Table 7: Level of Satisfaction with work environment by employment type

Satisfaction Level	Employment type	Frequency	Valid Percent	Cumulative Percent
Low	Managerial employees	3	12.5	12.5
	Non-Managerial employees	21	87.5	87.5
High	Managerial employees	23	52.3	100.0
	Non-Managerial employees	21	47.7	100.0
Total	Managerial employees	26	100.0	
	Non-Managerial employees	42	100.0	

The table presents the degree of dissatisfaction that the study's participants, comprising 87.5% of non-managerial employees and 12.5% of managerial employees, had with the company's overall work environment. This indicates that the percentage of non-managerial employees who expressed dissatisfaction with the work environment construct was found to be 75% greater than that of managerial employees inside the organization.

Moreover, 52.3% of managerial employees and 47.7% of nonmanagerial employees had high level of satisfaction with regard to workplace variable. This means that as compared to nonmanagerial employees the proportion of managerial employees who were satisfied with the workplace variable was found to be about 5% higher than nonmanagerial employees. The

difference between employment types about the level and availability of accessibility of the study area was found to be statistically significant ($t=16.653$, $p<0.05$).

4.3.2. Employees Perception of Physical Workplace aspects

Employees' satisfaction with respect to the attributes of the level and availability of suitable physical workplace in the company under investigation was assessed by measuring their perception as to availability of convenient place for personal belongings, time for personal hygiene, fulfilment of personal needs, and interference with personal interest.

Table 8: Descriptive statistics of Employees Satisfaction with Physical workplace aspects

	N	Mean	Std. Deviation
Availability of convenient place for personal belongings	111	3.13	1.240
Availability of Adequacy time for personal hygiene	111	3.09	1.300
Fulfilment of personal needs	111	2.71	1.294
Existence of situations leading to happiness	111	2.68	1.276
Interference with personal interest	111	2.67	1.342

The above table summarized the results of descriptive statistics for each of the preceding physical workplace items included in the questionnaire. As indicated in the table, availability of convenient place for personal belongings had the highest mean score value ($M=3.13$, $SD= 1.24$) followed by availability of adequate time for personal hygiene in the work place ($M=3.09$, $SD=1.30$) and fulfilment of personal needs in the work place ($M=2.71$; $SD=1.29$). The existence of situations that lead to employees' happiness and interference with employees' personal interest in the workplace have small mean score value in that order.

As observed from the standard deviation scores, the responses of participants on each of these items were highly dispersed with about 51% coefficient of variation for participants' response on interference with personal interest. Availability of convenient place for personal belongings in the company's premises was the item with small (about 40%) coefficient of variation. The high variability in the distribution of participants response to these items was caused by the presence of

extreme values and outliers and hence the statistical significance of such variation must be determined through inferential statistics. In this regard, statistically insignificant ($p>0.05$) result was obtained regarding the homogeneity of variation among managerial and nonmanagerial respondents. Such results were obtained with the help of one-way ANOVA and variability test statistics.

At this point the researcher tried to test the mean difference with T-Test statistics which the null hypothesis assumed absence of statistically significant difference between managerial and nonmanagerial respondents in terms of their perception on the level and availability of suitable physical workplace in the company. But the result obtained in this regard indicated that managerial and nonmanagerial respondents had statistically significant differences in their perception of the level and availability of suitable physical workplace in the company.

The response of each participant to these items was summed up together to obtain employees' overall perception as to the availability and level of suitable physical workplace in the company. The overall mean was 2.86 with a standard deviation score of 1.10 and the coefficient of variability of the overall physical workplace was about 38%.

Test of ANOVA was used to determine the statistically significant difference or variation between managerial and nonmanagerial employees' perception of the overall level and availabilities of suitable physical workplace in the company. In this regard, the result obtained from one-way ANOVA analysis indicated statistically insignificant difference between these two groups ($p>0.05$) and hence there is no statistically sufficient reason to reject the null hypothesis which assumed nonexistence of statistically significant difference between managerial and nonmanagerial respondents with respect to their perception of the level and availabilities of suitable physical workplace in the company.

Table 9: ANOVA for physical workplace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.030	1	.030	.072	.788
Within Groups	58.819	109	.417		
Total	58.849	110			

Finally, the overall scores of the physical workplace were divided into three levels of satisfaction based on employees' perception as to the level and availabilities of suitable physical workplace in the company.

Table 10: Level of Satisfaction with physical workplace

		Frequency	Valid Percent	Cumulative Percent
Valid	dissatisfied	19	17.1	17.1
	Neither satisfied nor dissatisfied	56	50.4	67.6
	satisfied	36	32.5	100.0
	Total	111	100.0	

As indicated in the table, most of the respondents in this study (about 33%) were satisfied with the level and availability of suitable physical workplace in the company whereas about 17 % of the respondents were dissatisfied with the item. The remaining majority of respondents (50%) were neither satisfied nor dissatisfied with the level and availability of suitable physical workplace in the company.

Analysis of variation was conducted to determine the presence or nonexistence of statistically significant variation on employees' level of satisfaction with respect to the level and availability of suitable physical workplace in the company. The statistical result obtained in this regard indicated statistically insignificant variation ($p > 0.05$) on the level of employees' satisfaction with respect to the overall physical workplace in the company (see table below).

Table 11: ANOVA for Level of Satisfaction with physical workplace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.121	1	.121	.260	.611
Within Groups	65.851	109	.467		
Total	65.972	110			

The level of satisfaction of employees with respect to the overall level and availability of suitable physical workplace in the company was further analyzed for managerial and nonmanagerial employees separately because the researcher assumed that these two groups of respondents might not have similar perception and/or satisfaction with respect to this construct.

Table 12: Level of Satisfaction with physical workplace by employees' type

		Employees' type	Frequency	Valid Percent	Cumulative Percent
Valid	dissatisfied	Managerial employees	4	13.8	13.8
		Nonmanagerial employees	15	18.3	18.3
	Neutral	Managerial employees	14	48.3	62.1
		Nonmanagerial employees	42	51.2	69.5
	satisfied	Managerial employees	11	37.9	100.0
		Nonmanagerial employees	25	30.5	100.0
	Total	Managerial employees	29	100.0	
		Nonmanagerial employees	82	100.0	

The above table summarizes the satisfaction level of employees based on their employment type. As indicated in the table most managerial employees (about 38%) and nonmanagerial employees (about 30%) were satisfied with the overall level and availability of suitable physical workplace in the company. All the same, due to the discrepancy in the satisfaction level of the two groups, we can conclude that managerial employees were more satisfied than nonmanagerial employees with respect to the level and availabilities of suitable physical workplace in the company. Moreover, about 18% of nonmanagerial employees and about 14% managerial employees were dissatisfied with the overall level and availability of suitable physical workplace in the company.

This means that as compared to international employees the proportion of nonmanagerial employees who were dissatisfied with this construct was found to be 4% higher than managerial employees. The difference between employeetypes about the level and availability of suitable physical workplace in the company was found to be statistically insignificant ($t=0.510$, $p>0.05$). This means that there is a statically significant difference between managerial and nonmanagerial employees of the company on the level of their satisfaction with respect to the availabilities and level of suitable physical workplace in the company.

4.3.3. Employees Perception of Rewards

Employees' satisfaction with respect to the attributes of the availability of rewards/incentive systems in the company under investigation was assessed by measuring their perception, attitude

and recognition of the rewards/incentive scheme in the company under investigation. The following table summarized the descriptive statistics rewards/incentives aspects of the workplace of the company under investigation in terms of their average scores and standard deviations.

Table 16: Descriptive statistics of Employees Satisfaction with Rewards/incentives

	N	Mean	Std. Deviation
Have positive attitude towards the rewards/incentive scheme of the company	111	4.04	0.38
Recognized that the company rewarded them	111	4.00	0.00
There must be rewards/incentives to motivate employees	111	3.00	0.00
The rewards/incentives that the company provided to its employees is insufficient	111	4.00	0.00
The company provide rewards or incentive to its employees based on their achievement	111	5.00	0.00

The table presents statistical data on various aspects of rewards and recognition within the organizational context, as perceived by respondents. The highest mean score of 4.04 for the first item indicates that respondents have a positive attitude towards the rewards/incentive scheme of the company. This suggests that employees value and appreciate recognition for their efforts and contributions. The variability in responses, as indicated by standard deviation score of 0.38 results in 9.4% coefficient of variation among respondents which in turn suggests that while the majority have a positive attitude, there may be some slight variability in the degree of positivity among respondents. Respondents also acknowledged that the company had provided them rewards/incentives (M=4.00; SD=0.00) but when they were asked as to the necessity of rewards/incentives in terms of motivating employees and thereby augment their satisfaction, as indicated in the table, virtually all the respondents in this study were found to be neutral to this item. The mean score of 4.00 with zero standard deviation in the fourth item indicates that all the respondents in this study agreed that the rewards/incentives that this particular company provided them were insufficient. Finally, as indicated in the last item, with a mean score of 5.00 and zero standard deviation, all the employees agreed with the item that employees in this company are rewarded on the basis of their performance.

As observed from the standard deviation scores, the responses of participants on each of these items were uniformly dispersed with about 10% coefficient of variation for employees' positive

attitude towards the rewards/incentive scheme of the company. Such insignificant variability in the distribution of participants' response to the items of rewards indicates the absence of extreme values and outliers for this construct. For this reason, further statistical analysis through inferential statistics was not done to determine the statistically significant difference or variation of employees' perception as to the reward construct.

4.3.4. Employees Perception of Training aspects

Employees' satisfaction with respect to the attributes of the level and availability of on job training opportunities in the company under investigation was assessed by measuring their perception as to whether they have ever taken training, availability of periodic training, assignment of work based on their training, their perception as to the contribution of training for improvement of productivity and their personal abilities.

Table 14: Descriptive statistics of Employees Satisfaction with Training aspects

	N	Mean	Std. Deviation
Have taken training	111	5.00	0.00
There should be periodic training	111	3.81	1.29
The company has created suitable environment to assign employees based on their training	111	4.00	0.00
Training increase productivity	111	4.68	1.13
Training improves employees' abilities	111	4.52	1.22

The above table summarized the results of descriptive statistics for each of the preceding training items included in the questionnaire. As indicated in the table, the respondents unanimously acknowledged that they had taken training in the company (M=5.00, SD= 0.00). The mean score of 4.68 with standard deviation value of 1.13 for the fourth item indicates that, with about 24% coefficient of variation among respondents, they believed that providing training for employees increases productivity. Likewise, the mean score of 4.52 with standard deviation value of 1.22 for the last item indicates that, with about 27% coefficient of variation among respondents, they

believed that providing training for employees improves their abilities at work. Respondents were also asked about the presence of a suitable environment that the company created to assign employees based on their training. In this regard, the mean score of 4.00 with zero standard deviation value indicates that the participants unanimously agreed to this item. Finally, the mean score of 3.81 with standard deviation value of 1.29 for the second item indicates that, with about 34% coefficient of variation among respondents, they believed that periodic training should be given to employees.

As observed from the standard deviation scores, the responses of participants on each of these items were highly dispersed with about 34% coefficient of variation for the general contribution of training to improve employees' ability. Except for the first and the third items the response of participants for each of the rest indicated the presence of variability. The response of each participant to these items was also summed up together to obtain employees' overall perception as to the availability and level of training in the company. The overall mean was 4.40 with a standard deviation score of 0.73 and the coefficient of variability of the overall training was about 17%.

The variability in the distribution of participants' response to items of training resulted from the presence of extreme values and outliers and hence the statistical significance of such variation must be determined through inferential statistics. In this regard, except for the first and third items of the training construct, statistically insignificant ($p > 0.05$) results were obtained for the rest items of training regarding the homogeneity of variation among respondents. Such results were obtained with the help of one-way ANOVA and variability test statistics.

At this point the researcher tried to test the mean difference with T-Test statistics which the null hypothesis assumed absence of statistically significant difference between managerial and nonmanagerial respondents in terms of their perception on the level and availability of training in the company. But the result obtained in this regard indicated that managerial and nonmanagerial respondents had statistically significant differences in their perception of the level and availability of training in the company.

Test of ANOVA was used to determine the statistically significant difference or variation between managerial and nonmanagerial employees' perception of the overall level and availabilities of training in the company. In this regard, the result obtained from one-way ANOVA analysis indicated statistically insignificant difference between these two groups ($p>0.05$) and hence there is no statistically sufficient reason to reject the null hypothesis which assumed nonexistence of statistically significant difference between managerial and none managerial respondents with respect to their perception of the level and availabilities of training in the company.

Table 157: ANOVA for Training

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.019	1	.019	.037	.847
Within Groups	71.122	109	.504		
Total	71.141	110			

Finally, the overall scores of the physical workplace were divided into three levels of satisfaction based on employees' perception as to the level and availabilities of training in the company.

Table 16: Level of Satisfaction with Training

		Frequency	Valid Percent	Cumulative Percent
Valid	Low	40	36.1	36.1
	Medium	35	31.5	67.6
	High	36	32.4	100.0
	Total	111	100.0	

As indicated in the table, about 36% of the respondents in this study had experienced low level of satisfaction with training construct in the company and small proportion of respondents had experienced medium and high level of satisfaction with the same construct. Analysis of variation was conducted to determine the presence or nonexistence of statistically significant variation on employees' level of satisfaction with respect to the training construct in the company. The statistical result obtained in this regard indicated statistically insignificant variation ($p>0.05$) on

the level of employees' satisfaction with respect to the training aspects of the workplace in this company (see table below).

Table 17: ANOVA for Level of Satisfaction with Training

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.060	1	.060	.088	.767
Within Groups	96.373	109	.683		
Total	96.434	110			

The level of satisfaction of employees with respect to training was further analyzed for managerial and non-managerial employees separately because these two groups of respondents might not have similar perception and/or satisfaction level with respect to this construct.

Table 18: Level of Satisfaction with Training by Employees type

	Employee's type	Frequency	Valid Percent	Cumulative Percent	
Valid	Low	Managerial employees	10	34.5	34.5
		Nonmanagerial employees	30	36.5	36.5
	Medium	Managerial employees	8	27.6	55.2
		Nonmanagerial employees	27	32.9	72.0
	High	Managerial employees	13	44.8	100.0
		Nonmanagerial employees	23	28.0	100.0
	Total	Managerial employees	29	100.0	
		Nonmanagerial employees	82	100.0	

The above table summarizes the satisfaction level of employees based on their employment type. As indicated in the table most non-managerial employees (about 38%) and managerial employees (about 37%) had a low level of satisfaction with respect to the training aspects. All the same, as we can observe from the above table, there was a discrepancy in the satisfaction level of the two groups whereby managerial employees were more satisfied than non-managerial employees with

respect to training construct. More specifically, about 44% of managerial employees and about 28% non-managerial employees had high level of satisfaction with the training aspects of the working environment in the company.

This means that as compared to non-managerial employees the proportion of managerial employees who were satisfied with this construct was found to be about 16% higher than non-managerial employees. However, the difference between employee’s types regarding the level of their satisfaction with respect to training was found to be statistically insignificant ($t=0.297$, $p>0.05$). This means that there is a statically significant difference between managerial and non-managerial employees of the company on the level of their satisfaction with respect to the training.

4.3.5. Employees Perception of Workload aspects

The presence of workload in an organization has its own part to play in determining the perception of employees as to the comfortability of the working environment and this in turn determines their satisfaction/dissatisfaction in the working environment. In this regard, employees in this study were asked to rate the presence of workload, friendliness, supportive, trustworthy and well-manned behavior of immediate supervisors, and sources of the workload in the company. The following table summarizes the responses of employees in this regard.

Table 19: Descriptive statistics of Employees Satisfaction with Workload aspects

	N	Mean	Std. Deviation
Presence of high workload	111	3.00	0.00
Support from immediate supervisor	111	3.82	1.38
Efforts made by the company to reduce workload	111	3.84	1.37
The workload emanates from motivation to increase production	111	3.00	0.00
The workload emanates from insufficient human resources in the company	111	2.18	1.39

The above table summarized the results of descriptive statistics for each of the preceding workload items included in the questionnaire. As indicated in the table, the respondents unanimously

acknowledged that they had workload in the company ($M=3.00$, $SD= 0.00$). The mean score of 3.84 with standard deviation value of 1.37 for the third item indicates that, with about 36% coefficient of variation among respondents, they believed that the company had made its own efforts to minimize the workload of employees. Likewise, the mean score of 3.82 with standard deviation value of 1.38 for the second item indicates that, with about 36% coefficient of variation among respondents, they believed that they had received support from their immediate supervisors. Respondents were also asked their perception as to the cause of workload in the company. In this regard, the mean score of 3.00 with zero standard deviation value for the fourth item indicates that the participants unanimously neither agreed nor disagreed with the item. All the same, the mean score of 2.18 with standard deviation value of 1.39 for the fifth item indicates that, with about 64% coefficient of variation among respondents, they disagree with the statement that the workload in the company emanate from insufficient human resource.

As observed from the standard deviation scores, the responses of participants on each of these items were highly dispersed with about 64% coefficient of variation for the general contribution of insufficient human resource for the workload in the company. With the exception of the first and fourth items the response of participants for each of the rest indicated the presence of variability. The response of each participant to these items was also summed up together to obtain employees' overall perception as to the availability and level of workload in the company. The overall mean was 3.20 with a standard deviation score of 0.83 and the coefficient of variability of the overall training was about 26%.

The variability in the distribution of participants' response to items of workload had resulted from the presence of extreme values and outliers and hence the statistical significance of such variation must be determined through inferential statics. In this regard, except for the first and fourth items of the workload construct, statistically insignificant ($p>0.05$) results were obtained for the rest items of workload regarding the homogeneity of variation among respondents. Such results were obtained with the help of one-way ANOVA and variability test statistics.

The researcher tried to test the mean difference with T-Test statistics which the null hypothesis assumed absence of statistically significant difference between managerial and nonmanagerial respondents in terms of their perception on the level and availability of workload in the company.

Nonetheless, the result obtained in this regard indicated that managerial and nonmanagerial respondents had statistically significant differences in their perception of the level and availability of workload in the company.

A test of ANOVA was used to determine the statistically significant difference or variation between managerial and nonmanagerial employees' perception of the overall level and availabilities of workload in the company. In this regard, the result obtained from one-way ANOVA analysis indicated statistically insignificant difference between these two groups ($p > 0.05$) and hence there is no statistically sufficient reason to reject the null hypothesis which assumed nonexistence of statistically significant difference between managerial and nonmanagerial respondents with respect to their perception of the level and availabilities of workload in the company.

Table 20: ANOVA for Hospitality

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.841	1	2.841	3.090	.081
Within Groups	129.615	109	.919		
Total	132.455	110			

Finally, the overall scores of the physical workplace were divided into three level of satisfaction based on employees' perception as to the level and availabilities of workload in the company.

Table 21: Level of Satisfaction with Hospitality

		Frequency	Valid Percent	Cumulative Percent
Valid	low	38	34.2	34.2
	medium	39	35.2	69.4
	high	34	30.6	100.0
	Total	111	100.0	

As indicated in the table, about 34% of the respondents in this study had experienced low level of satisfaction with workload construct in the company and the same proportion of respondents had

experienced medium and high level of satisfaction with this construct. Analysis of variation was conducted to determine the presence or nonexistence of statistically significant variation on employees' level of satisfaction with respect to the workload construct in the company. The statistical result obtained in this regard indicated statistically significant variation ($p < 0.05$) on the level of employees' satisfaction with respect to the workload aspects of the workplace in this company (see table below).

Table 22: ANOVA for Level of Satisfaction with Workload

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.781	1	1.781	2.730	.101
Within Groups	91.967	141	.652		
Total	93.748	142			

The level of satisfaction of employees with respect to workload was further analyzed for managerial and non-managerial employees separately because these two groups of respondents might not have similar perception and/or satisfaction level with respect to this construct.

Table 23: Level of Satisfaction with Workload by Employees type

		Employee's type	Frequency	Valid Percent	Cumulative Percent
Valid	Low	Managerial employees	2	6.9	6.9
		Nonmanagerial employees	36	43.9	43.9
	Medium	Managerial employees	12	41.4	55.2
		Nonmanagerial employees	21	25.6	72.0
	High	Managerial employees	13	44.8	100.0
		Nonmanagerial employees	23	28.0	100.0
	Total	Managerial employees	29	100.0	
		Nonmanagerial employees	82	100.0	

The above table summarizes the satisfaction level of employees based on their employment type. As indicated in the table most non-managerial employees (about 44%) and relatively smaller proportion of managerial employees (about 7%) had a low level of satisfaction with respect to the

workload aspects. Moreover, as we can observe from the above table, there was a discrepancy in the satisfaction level of the two groups whereby managerial employees were more satisfied with the workload aspects than non-managerial employees in this particular company. More specifically, about 45% of managerial employees and about 28% of non-managerial employees had high level of satisfaction with the workload aspects of the working environment in the company.

This means that as compared to non-managerial employees the proportion of managerial employees who were satisfied with this construct was found to be about 17% higher than non-managerial employees. However, the difference between employee's types about the level of their satisfaction with respect to workload was found to be statistically insignificant ($t=0.297, p>0.05$). This means that there is a statically significant difference between managerial and non-managerial employees of the company on the level of their satisfaction with respect to the workload aspect in the company.

4.4. Employees' Overall Satisfaction

So far, we have discussed about the main factors (determinants variables) of working environment in relation with employees' satisfaction in the case of the selected ET-Retreading PLC based on data obtained from employees of this company included in this study. The analysis of these determinants was done to determine the implication of these factors or variables on the satisfaction of employees with respect to the level and availabilities of suitable working environment in this company.

According to the above analysis, various factors such as condition of workplace environment, physical aspects of the workplace, rewards, training and workload are found to be the major working environment factors that are affecting employees' satisfaction in this company. However, although these are the various factors that could affect employees' satisfaction, as indicated in the preceding sections, the analysis only considered their separate influence, and this beg their collective influence on the satisfaction of employees. The overall satisfaction could be different because some negative implication of one factor might be outweighed by the positive effect of the other.

In this section the researcher, therefore, explores the descriptive and inferential analysis of employees' overall satisfaction with the working environment of the company in question. Employees' overall satisfaction with respect to the working environment of the company under investigation was assessed by using different items that revealed their perception as to this company's.

Respondents were asked to rate how they enjoyed their job in the company; whether they were satisfied with their decision to join the company; whether they favored the company; whether they had developed positive feelings regarding their job; whether what they experienced after they joined the company exactly met what they had expected before joining the company; whether they regarded their choice to join the company as a prudent one or not. Respondents were also asked whether they considered the working environment of the company as a pleasant and better than they had expected. They were requested to rate their preference of the company and how likely they would decide to stay in the company and inform others to join the company. The following table summarizes the descriptive statistics of each of these items.

Table 8 : Descriptive Statistics of overall satisfaction

	N	Mean	Std. Deviation
Really enjoyed your decision to join the company	111	3.16	1.417
Satisfied with your job in this company	111	3.13	1.240
Prefer the company than any other similar company	111	3.10	1.339
Have positive feelings regarding your job	111	3.09	1.300
This experience is exactly what you needed or expected	111	2.93	1.346
Your choice to join this company was a prudent one.	111	2.74	1.362
This company's working environment is a pleasant and better than you expected	111	2.68	1.276
You rate this company as a better company to work	111	2.65	1.223
You decide to stay in this company and inform others to join it	111	2.65	1.301

As indicated in the table, the average score that employees really enjoyed their decision to join the company and they are satisfied with their job in the company. These two items indicated the highest mean scores followed by those who prefer the company than any other similar company. The average scores of those who rated the company as a better place of work and considered their work environment in the company pleasant and better than what they expected were the least average scores. The high standard deviation value for each item of employees' satisfaction indicates individual scores high dispersion or variation from the mean score. The overall satisfaction of employees was achieved by summing up the individual scores of each item. The average overall satisfaction of employees was found to be 2.87 with a standard deviation score of 0.586 which makes the coefficient of variation to be about 20%.

Furthermore, the overall satisfaction of employees was divided into three levels such as high, medium and low by using percentile values.

Table 9: Level of overall satisfaction

		Frequency	Valid Percent	Cumulative Percent
Valid	Low	37	33.3	33.3
	Moderate	40	36.0	69.3
	High	34	30.7	100.0
	Total	111	100.0	

As indicated in the table, the majority (about 36%) of the respondents in this study had moderate level of overall satisfaction followed by those who had low (about 33%) and high (about 30%) level of overall satisfaction with the company and/or the working environment of the company under investigation. The level of overall satisfaction of employees was further analyzed because of the employees' type. As indicated in the following table, the proportion of non-managerial employees with low level of overall satisfaction was found to be about 17% higher than managerial employees and at the same time the proportion of non-managerial employees who experienced high overall satisfaction was found to be about 15% smaller than managerial employees.

Table 10: Level of overall satisfaction by employee type

		Employee type	Frequency	Valid Percent	Cumulative Percent
Valid	Low	Managerial employees	6	20.7	20.7
		Nonmanagerial employees	31	37.8	37.8
	Moderate	Managerial employees	13	44.8	58.6
		Nonmanagerial employees	27	32.9	73.2
	High	Managerial employees	12	41.4	100.0
		Nonmanagerial employees	22	26.8	100.0
	Total	Managerial employees	29	100.0	
		Nonmanagerial employees	82	100.0	

The difference between employee types with respect to the level of their overall satisfaction was found to be statistically insignificant ($t=1.48$ $p>0.05$). This indicated the existence of a statically significant difference between managerial and non-managerial employees in the level of their overall satisfaction with respect to the company and/or the overall working environment of the company.

4.5. For the employer and management's response only

The owner, managers, employees from the finance, administration, and sales departments actively engaged in the interview. Their answers are presented in this research article after being compiled.

1. We regularly polled staff members to get their opinions on preferred work environments. We upgraded the lighting and added furnishings in response to their suggestions. In addition, we worked with facilities management to guarantee appropriate ventilation and temperature control, and we set aside quiet areas for concentrated work.
2. Workers were urged to make use of their laptops' privacy screens and to make sure that important documents were safely kept in locked cupboards. Along with implementing stringent access restrictions for digital files, we also offered training on best practices for data protection.

3. We started cross-departmental collaboration meetings so that staff members from other teams could exchange ideas and best practices to improve the quality of the products. To make sure staff members were knowledgeable about the most recent practices and standards in the business, we also made an investment in ongoing training programs.
4. The answer is that we did hold quarterly recognition events wherein exceptional performers received accomplishment certificates and public acknowledgment. This enhanced employee enthusiasm and morale.
5. We regularly hold training courses with an emphasis on developing technologies, job-specific abilities, and soft skills like time management and communication. These meetings were customized to meet the needs of each individual worker, as determined via career development conversations and employee satisfaction surveys.
6. We streamlined approval procedures, encouraged task delegation based on employees' skills and areas of expertise, and installed automation systems for repetitive operations to reduce workload. To guarantee that duties were distributed fairly, workload assessments were carried out on a regular basis.
7. satisfaction of employees was measured through a combination of quantitative metrics such as sales targets, project deadlines, and qualitative assessments including peer reviews, manager evaluations, and self-assessments. Regular employee satisfaction feedback sessions were also conducted to track progress and identify areas for improvement.
8. We implemented robust contingency plans and redundancies in critical processes to mitigate the risk of production interruptions. Cross-training initiatives were also undertaken to ensure continuity of operations in case of employee absence or turnover.
9. To improve their workflow efficiency, staff members actively attended skill-building workshops, used time management strategies, and made use of productivity tools. Furthermore, they offered insightful recommendations via ongoing enhancement initiatives targeted at streamlining procedures and getting rid of obstacles.
10. The organization of frequent team-building exercises, accessible channels of communication, and courses on conflict resolution served to improve employee relations and cultivate a healthy work atmosphere. To foster better teamwork and camaraderie, management also promoted employee feedback meetings and adopted their recommendations.

11. To effectively engage employees in accomplishing organizational goals and raising overall employee satisfaction, we created clear targets, gave regular feedback, acknowledged their accomplishments, and actively included them in the employee satisfaction management process.
12. It is true that managers held individual appraisal talks during which they discussed employee satisfaction objectives, offered helpful criticism, and pointed out areas in need of improvement. During these conversations, staff members were invited to share their viewpoints and future goals for their careers.
13. Employee satisfaction surveys, comments, and development plans were recorded and made available to managers and staff via an online platform that handled the final appraisal paperwork. Throughout the appraisal cycle, this promoted continuous dialogue about employee happiness and guaranteed transparency.
14. Using a combination of 360-degree feedback, regular employee satisfaction conversations, and employee satisfaction evaluations, departments and staff strengths and areas for growth were determined. To evaluate the department's opportunities, threats, weaknesses, and strengths, managers also carried out SWOT analyses. This analysis assisted in the creation of focused development plans.
15. Workplace design, lighting, air quality, and noise levels are just a few examples of environmental elements that have a big influence on how happy and healthy employees are. Organizations may improve employee contentment, productivity, and creativity by addressing these issues and establishing a positive work environment. This will ultimately improve business outcomes. To guarantee that workplace policies and practices are in line with changing industry standards and employee needs, ongoing evaluation and modification are crucial.

The Sales Department staff:

1. Performed routine evaluations of our sales environment to make sure it promoted cooperation and productivity. This involved maximizing workstation configurations, supplying required equipment and technology, and cultivating a supportive and cooperative atmosphere.
2. Workers adopted precautions including locking physical papers in locked cabinets, password-protecting their devices, and exercising caution while sharing sensitive

information in public. We also put in place stringent data access controls and offered instruction on data security procedures.

3. We aggressively sought out consumer input to raise the caliber of our goods and services, and we incorporated their recommendations into new developments. To give our staff, the tools they need to properly convey the features and advantages of our products and services, we have also invested in sales training programs.
4. To honor high achievers, the staff planned sales competitions and incentive programs. This featured incentives in the form of cash bonuses, honors for achievement, and chances for professional growth. Acknowledging and applauding accomplishments aided in team motivation and increased worker satisfaction.
5. Offered thorough instruction in customer relationship management, sales strategies, product understanding, and negotiation techniques. To make sure our crew stayed competent and competitive, training sessions were scheduled on a regular basis and catered to all experience levels.
6. We reduced administrative procedures and deployed sales automation technologies to lessen strain. Additionally, we promoted prioritization and time management practices to assist our staff in concentrating on high-value tasks.
7. Key performance indicators (KPIs) including sales goals, income, customer satisfaction ratings, and conversion rates were used to gauge staff satisfaction. Setting goals and conducting regular reviews of employee satisfaction made it easier to monitor development and pinpoint areas that needed work.
8. Put backup systems and backup procedures in place to guarantee that sales operations carried on without hiccups in the case of staffing changes or system outages. Initiatives for cross-training reduced downtime and preserved operational resiliency.
9. Staff members took the initiative to improve their sales pitches, learn new prospecting strategies, and make better use of customer relationship management (CRM) technologies. Enhancing work efficiency was also facilitated by sharing best practices and cooperating with coworkers.
10. Coordinated peer mentoring programs, sales strategy meetings, and team-building exercises to improve connections within the team. Clear lines of communication made it easier to resolve disputes and encouraged a positive work environment.

11. We effectively involved employees in the employee satisfaction management process by letting them actively define goals for their own satisfaction, giving them regular feedback, and acknowledging their accomplishments. We were successful overall because our corporate and personal goals were in alignment.
12. To provide individualized comments, go over employee satisfaction indicators, and establish development objectives, individual evaluation talks were held. A culture of continuous development was promoted and employee goals were better matched with organizational goals thanks to these conversations.
13. The online platform was utilized to manage the final appraisal documents, which included the safe documentation of employee satisfaction surveys, feedback, and growth plans. This promoted continuous dialogue on employee happiness and guaranteed responsibility.
14. Employee satisfaction surveys, peer reviews, and self-evaluations were used to determine the organization's strengths and opportunities for development. Frequent coaching sessions and employee satisfaction meetings enabled staff members to build on their strengths and highlight areas for improvement.
15. A sales employee's level of happiness can be impacted by environmental elements like team dynamics, workspace layout, and resource accessibility. Organizations may improve employee engagement, sales performance, and general business success by fostering a friendly and empowering work environment. High employee satisfaction levels in sales depend on regular feedback channels and adjustments to changing market conditions.

The owner of the organization:

1. As the business's owner, I placed a high priority on establishing a positive work atmosphere by making investments in amenities that support staff wellbeing, ergonomic office furniture, and state-of-the-art office infrastructure. The workplace became a suitable place to work by promoting a culture of openness, honesty, and respect for one another.
2. Staff members were urged to respect business guidelines regarding data security and confidentiality to safeguard their personal information. To protect sensitive data, we put

strong data protection measures in place, such as encryption, access controls, and frequent security awareness training.

3. Raising the caliber of our goods and services was our main concern. We set aside funds for projects aimed at continual improvement, customer feedback channels, and research and development. Furthermore, promoting creativity and allocating funds for staff training and advancement enhanced the caliber of the goods and services.
4. To honor staff members' accomplishments and promote an environment of gratitude, we did indeed set up a number of awards and recognition schemes. This included financial rewards, bonuses for job satisfaction, employee of the month recognition, and chances for professional growth.
5. A key component of our plan for improving staff members' skills and competencies was offering training relevant to their jobs. We made significant investments in thorough training courses that were suited to every position, including topics like customer service, product expertise, sales tactics, and leadership growth.
6. We adopted technology solutions, expedited procedures, and gave staff members the authority to prioritize work wisely to lessen workload and boost productivity. Frequent evaluations of employee satisfaction aided in identifying problems with workload distribution and areas that may be automated.
7. A combination of quantitative measures, including sales goals, productivity levels, and customer satisfaction ratings, and qualitative evaluations, such as peer reviews and manager assessments, were used to gauge employee satisfaction.
8. Proactive maintenance schedules, disaster recovery plans, and redundancy measures were put into place to guarantee continuous manufacturing processes. Prioritizing cross-training and succession planning also helped to reduce the risks related to employee absences or turnover.
9. Workers made proactive efforts to increase productivity at work, like offering suggestions for process improvements, joining continuous improvement programs, and using technology to expedite workflows.
10. Initiatives such as team-building exercises, open communication, and recognition schemes were implemented to promote strong employee relations. Building a work-life balance and encouraging a supportive work environment helped to improve employee relations.

1. The effective implementation of employee satisfaction management was made possible by the establishment of specific goals, the provision of frequent feedback, and the acknowledgement of workers' contributions to the success of the company.
11. One-on-one appraisal conversations were held with each employee to offer tailored feedback, establish goals for personal growth, and match each employee's contentment with the goals of the company.
12. An organized system that recorded employee satisfaction assessments, feedback, and development plans was used to manage the final appraisal documents. This made the appraisal process accountable and consistent.
13. SWOT analysis, 360-degree feedback, and employee satisfaction surveys were methods for determining the staff and department's strengths and areas for development. Programs for coaching and development were then created specifically to meet those demands.
14. The impact of the environment on worker happiness was recognized, and initiatives were taken to establish a sustainable and encouraging work environment. This includes programs to lower carbon footprints, improve worker welfare, and match corporate operations with ecological principles.

A summary of both sets of responses:

Sales Department Staff

1. Maintained a positive team culture and conducted frequent assessments to make sure the workplace was productive.
2. Put policies in place to protect private data and guarantee data security.
3. Engaged in training and actively sought out client input to improve the caliber of the product or service.
4. To inspire team members, incentive schemes and recognition ceremonies were planned.
5. Offered thorough training in sales that was adapted to each person's needs and ability level.
6. Put solutions in place to lessen burden, like tools for automation and methods for setting priorities.
7. Performed frequent employee satisfaction reviews and measured employee satisfaction using key indicators.

8. Put backup measures into place to guarantee that business would continue even in the event of an interruption.
9. Promoted efforts to increase team member cooperation and productivity.
10. Coordinated coaching initiatives and team-building exercises to improve rapport and create a happy workplace.

Admin and Managers (Human resource, Finance and Sale)

1. Placed a high priority on building a transparent culture and investing in infrastructure to create a favorable work environment.
2. Put in place strong data protection procedures and trained staff members on security awareness.
3. Made investments in R&D and endeavors for continual improvement to raise the caliber of goods and services.
4. Constructed programs for awards and recognition to honor staff accomplishments.
5. Offered training relevant to the job to improve the competences and skills of the staff.
6. Applied tactics, such as technology solutions and staff satisfaction surveys, to lessen workload and boost productivity.
7. Employed both qualitative and quantitative indicators to gauge employee satisfaction.
8. Put backup plans into action to guarantee continuous production processes.
9. Motivated staff members to take initiative to increase productivity.
10. Committed to cultivating a positive work environment by implementing open communication and appreciation initiatives.

The aforementioned summaries encapsulate the principal measures and endeavors executed by sales department personnel and supervisors to establish a favorable work atmosphere, safeguard confidentiality, enhance product quality, incentivize staff, offer training, minimize workload, gauge employee contentment, guarantee uninterrupted operations, augment efficacy, cultivate affirmative connections, and tackle environmental factors that impact employee contentment.

Key findings from the study include:

While most workers at the company were happy with their work environment, they did point out some areas that needed improvement, including adequate workspace, noise levels, and lighting.

Employees had a positive perception of training and development possibilities, with many highlighting the value of regular training for skill development.

Workers showed a great deal of accountability and self-assurance in the contribution they made to the final product's quality.

Although there was a good attitude regarding rewards, employees believed that they were insufficient, even though they understood the connection between awards and employee happiness. The study makes several recommendations to address the research questions it poses, such as measuring the effect of the working environment on employee satisfaction through surveys and interviews, assessing training programs, evaluating the physical workplace, reviewing reward systems, encouraging work-life balance, examining workload distribution, and addressing workplace discrimination.

By systematically addressing these aspects, the study aims to provide valuable insights into how the working environment influences employee satisfaction at Et-Retreading Plc and offer recommendations for enhancing productivity and employee satisfaction in the organization.

CHAPTER FIVE. CONCLUSION AND RECOMMENDATION

The discussion, conclusions, and suggestions resulting from the research findings in chapter four are presented in this chapter, along with proposals for other study areas. Many of the study's conclusions are consistent with earlier research findings and body of literature. This study's main goal was to find out the way Et Retreading Plc employees' satisfaction with their work environment is influenced.

5.1. Conclusion:

To sum up, the results of this research highlight how crucial it is to put employee happiness and well-being first to propel corporate success. Employers and management can establish a work environment that promotes productivity, engagement, and retention by comprehending and resolving the demands and problems of their workforce.

The study identifies a number of crucial areas where interventions have been used to raise worker satisfaction levels. Organizations have proactively taken steps to promote a supportive and

empowered workplace culture, ranging from training and development activities to workspace enhancements.

Additionally, employers' and management's continuous improvement procedures and feedback channels show a dedication to constant improvement and modification. Organizations may guarantee that employee expectations and corporate goals are in line by asking for feedback from staff members and considering their recommendations when making decisions.

Overall, the results point to measurable gains for businesses from investing in employee well-being, such as increased output, increased engagement, and better organizational employee satisfaction. Employers and management must maintain these initiatives going forward and keep looking for new and improved ways to innovate.

The study report concludes by highlighting the important influence that Et-Retreading Plc's workplace has on worker satisfaction. Through an examination of several aspects including work-life balance, training opportunities, rewards, physical workspace, workload, and discrimination, the study offers important new perspectives on how these components affect worker satisfaction and productivity.

The results emphasize how crucial it is to provide a welcoming and accommodating work environment that puts employee engagement and well-being first. Organizations such as Et-Retreading Plc can boost employee satisfaction, propel organizational performance, and cultivate a culture of innovation and continuous improvement by putting the study's suggestions into practice.

All things considered, in today's competitive business climate, investing in the happiness and well-being of employees is essential to attaining sustainable corporate development and guaranteeing long-term success. Businesses can foster a positive workplace culture that benefits staff members as well as the firm by putting an emphasis on the working environment and attending to employee needs and concerns.

5.2. Recommendations:

The research findings suggest the following approaches to further improve employee satisfaction and well-being:

1. **Sustained Engagement:** Keep lines of communication open with staff members to get input on a regular basis and quickly address issues. Promote active involvement in decision-making procedures to cultivate a feeling of empowerment and ownership.
2. **Investment in Training and Development:** Extend training curricula to encompass a wider array of abilities and skills pertinent to positions and career goals held by employees. Provide avenues for ongoing education and career development to improve staff morale and retention.
3. **Workload Management:** Use tactics like automation software, delegation methods, and routine workload evaluations to enhance the allocation of tasks. Make sure staff members have the tools and assistance they require to efficiently handle their assignment.
4. **Recognition and Reward Programs:** Expand the scope of current programs by adding more chances for employee appreciation and a greater variety of incentives. Acknowledge group efforts in addition to individual accomplishments to promote a cooperative work environment.
5. **Workplace Environment:** Keep spending money on improvements to your workstation, like more comfortable chairs, better lighting, and noise-cancelling techniques. To accommodate varying work preferences, provide spaces that are specifically allocated for focused work and collaboration.
6. **Data Security and Privacy:** Boost data security protocols and provide frequent training sessions on the best ways to protect sensitive data. Make sure that data privacy laws are followed and encourage a culture of trust and secrecy.

7. Operational Continuity Planning: To efficiently handle possible disruptions to corporate operations, review and update contingency plans. Determine which operations are essential and put in place backups to lessen the effect of unanticipated incidents.
8. Employee Engagement Initiatives: To boost morale and employee engagement, schedule frequent social gatherings, wellness courses, and team-building exercises. To promote a feeling of community, provide chances for interdepartmental cooperation and knowledge exchange.

Organizations may establish a work environment that promotes employee well-being, cultivates a culture of continuous development, and propels long-term success and growth by putting these suggestions into practice.

Reference

- Andi Irwan¹; Mahfudnurnajamuddin²; Syamsu Nujum²; Suriyanti Mangkona³ (2017)
The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee satisfaction Mediated by Job Satisfactio Armstrong, M. (2006).
Employee satisfaction Management: Key Strategies and Practical Guidelines, Bodmin, Cornwall: Mpg Books Ltd. Ashfaq Ahmad (2011)
Study Of Work Environment and Employees' satisfaction In Pakistan Aximilian Kishiwa (2017)
Work Environment and Employee satisfaction: A Study of Tanzania Wildlife Protection Fund Aysit Tansel (2022)
Job Satisfaction, Structure of Working Environment and Firm Size Banda Aceh, (2019)
The Effect of Work Stress, Workload and Work Environment on Job Satisfaction and Its Implication on The Employee satisfaction Of Aceh Investment and One Stop Services Agency Briner, R.B. (2002),
Relationship Between Work Environments, Psychological Environments and Well-Being. Department Of Organizational Psychology. Chika Ebenezer Duru (Phd) And Dominic Shimawua (Phd) (2017)
Chika Ebenezer Duru (Phd) And Dominic Shimawua (Phd) Christabella P. Bushiri (2024)
The Impact of Working Environment on Employees' satisfaction: The Case of Institute of Finance Management in Dar Es Salaam Region Clark, S.C. (2001)
Work Cultures & Work/Family Balance. Journal Of Vocational Behaviour, Daniel T. Bevins (2018)
Herzberg'S Two Factor Theory of Motivation: A Generational Study Daniel T. Bevins (2018)
Herzberg'S Two Factor Theory of Motivation: A Generational Study Herzberg'S Two Factor Theory of Motivation: A Generational Study Edna T. Kitila (2017)
Effects Of workplace Environment on Workers Employee satisfaction And Productivity in Tanzania: A Case of Selected Micro and Small Enterprises (Mse'S) In Dar Es Salaam Edna T. Kitila (2017)
Effects Of workplace Environment on Workers satisfaction And Productivity in Tanzania: A Case of Selected Micro and Small Enterprises (Mse'S) In Dar Es Salaam Fahad Mahmood^{1*}, Nadeem Iqbal², And Samsaa Rasul Sahu³ (2014)

The Impact of Human Resource Management Practices on Employee satisfaction In Banking Industry of Pakistan Gu Zhenjing 1, Supat Chupradit 2, Kuo Yen Ku 3*, Abdelmohsen A. Nassani 4 And Mohamed Haffar 5 (2022)

Impact Of Employees' Workplace Environment on Employees' satisfaction: A Multi-Mediation Model Howard M, Weiss Ad Russell Cropanzano (1996)

Affective Events Theory: A Theoretical Discussion of The Structure, Causes and Consequences of Affective Experiences at Work Howard M. Weiss and Russell Cropanzano (1996)

Affective Events Theory: A Theoretical Discussion of The Structure, Causes and Consequences of Affective Experiences at Work. Teddy Chandra1 & Priyono2 (2016)

The Influence of Leadership Styles, Work Environment and Job Satisfaction of Employee satisfaction—Studies in The School of Smpn 10 Surabaya

Adi Irawan Setiyanto, Impact Of Work Environment On Employee Productivity In Shipyard Manufacturing Company

Masharyono, Sumiyati, Toyib, Physical Work Environment Effect On Employee productivity Of Textile Industry

Marina Chimica Acta, Assessment Of Working Environment In Ready-Made Garment Industries: A Case Study In Gazipur, Bangladesh

Nils Nörmann, Cost And Environmental Impacts In Manufacturing: A Case Study Approach

Ilo, Evaluation Of The Work Environment

Tomas C. Kassaneh And Ahmed A. Tadesse, Evaluation Of Workplace Environmental Ergonomics And Method Development For Manufacturing Industries

Shraf H. Abeid, Investigation Of Workplace Environment: The Case Of Selected Micro And Small Manufacturing Enterprises In Tanzania

Muhammad Ammar Shafi, The Effect Of Work Environment On Employee Productivity: A Case Study Of Manufacturing Company

Grace Katunge Jonathan, Maintaining Health And Safety At Workplace: Employee And Employer'S Role In Ensuring A Safe Working Environment

Thanakit Ouanhlee, The Influence Of The Manufacturing Industry Environment, Organizational Structures, And Economic Trends On Employee Responsibilities In The Manufacturing Industry

Aysit Tansel, Job Satisfaction, Structure Of Working Environment And Firm Size

Khaled Al-Omari And Haneen Okasheh, The Influence Of Work Environment On Job Performance: A Case Study Of Engineering Company In Jordan

Belayhun Teshome, The Effect Of Working Condition On Employee'S Performance: In Case Of Dashen Brewery Share Company, Gondar Ethiopia.

Tizitaye Eshetu, The Effect Of Working Environment On Employee'S Job Performance: In The Case Of Unilever Manufacturing Plc

Christabella P. Bushiri, The Impact Of Working Environment On Employees' Performance: The Case Of Institute Of Finance Management In Dar Es Salaam Region

Olukunle S. Oludey (2015), A Review Of Literature On Work Environment And Work Commitment: Implication For Future Research In Citadels Of Learning

Beth J. Rosenberg, Elizabeth M. Barbeau, Rafael Moure-Eraso And Charles Levenstein, The Work Environment Impact Assessment: A Methodologic Framework For Evaluating Health-Based Interventions

Charles Arnold Mwasi (2022), Influence Of Working Environment On Job Satisfaction For Administrative Staff Of Public Universities In Tanzania: A Case Of The Open University Of Tanzania

Pia Brunn Poulsen And Allan Astrup Jensen (2004), Working Environment In I If E-Cycle Assessment

Ojo Oluwatoyin Emmanuel, The Dynamics Of Work Environment And Its Impact On Organizational Objectives

Matec Web Of Conferences (2017), The Use Of Working Environment Factors As Criteria In Assessing The Capacity To Carry Out Processes

Magdalena Tutak, Jarosław Brodny And Małgorzata Dobrowolska (2020), Assessment Of Work Conditions In A Production Enterprise—A Case Study

Ms. AshweenKauranandAnd Dr. Sukhvir Singh (2017), Workplace Environment: Critical Analysis

Deborah Osei Tutu (2020), Assessing The Effects Of Work Environment On Organisational Performance

Iqbal, Somaya (2020), How A Healthy Work Environment Is Built: An Analysis Of Employees' Assessments In Public Organizations In Korea

Gu Zhenjing, Supat Chupradit, Kuo Yen Ku, Abdelmohsen A. Nassani, And Mohamed Haffar, Impact Of Employees' Workplace Environment On Employees' Performance: A Multimediation Model

Abid Saeed, Zahid Ahmad Butt (2014), Assessment Of The Work Environment Of Faculty Of A Medical College In Pakistan

CoverLetter

March 4, 2024

Addis Ababa University
Public Administration and Development
Management Department
Addis Ababa

Dear Respondent

Re: DataCollection forResearchProject

I am an MBA student at Addis Ababa University conducting research in partial fulfillment of the requirement for the award of a degree in Master of Public Administration and Development. The subject to of my research is the influence working environment on employees' satisfaction in the case of ET-Retreading PLC.

I am humbly requesting your assistance in this study by providing answers to the questions on the attached questionnaire. Please be assured that all the information provided will be treated with confidentiality and will be used for academic purposes only.

Your assistance will be highly appreciated.

Yours faithfully,
Yemsirach Marine
Researcher.

Appendix

QUESTIONNAIRE

This questionnaire is at all for collecting data that will help assess the influence working environment on employees' satisfaction in the case of ET-Retreading PLC. Kindly be as objective as possible. The information obtained is strictly for research purposes and will be treated with the highest level of confidentiality

SECTION A: DATA OF THE RESPONDENT

Please place a tick (✓) or write your responses where the appropriate box/ spaces provided

- 1. Gender Male Female
- 2. Age
 20-29yrs. 30-39yrs. 40-49yrs. 50yrs. and above
- 3. Marital Status
 Single
 Married
 Separated
 Divorced
 Widowed
 Widow
- 4. Position at work.....
- 5. Tenure of your job
 Contract
 Permanent
 Part-time
 Other (please specify).....
- 6. Division/Department/Unit.....
- 7. Length of service

SECTION B: QUESTIONSON BASIC WORKPLACE ENVIRONMENT

This section focuses on measuring how you are satisfied with the working environment, physical workplace aspects, workplace production aspects, rewards, training experience, and workload at ET-Retreading PLC. Please rate each of them by using a five-point Likert scale.

Scale:

5= Highly Dissatisfied 4=Somehow dissatisfied 3=Neutral 2= Somehow satisfied 1=highly satisfied

Kindly rate your levels of agreement or disagreement with the statements in the tables below using a tick (√)against the suggested opinion to show your level of agreement or disagreement with it in the appropriate box in the table

SPSS CODE	Work Environment Aspects	Scale				
		1	2	3	4	5
WEA1	Your working environment is suitable for your job in this company					
WEA 2	How do you feel about the adequacy of workspace in this company					
WEA 3	How do feel about protection from unnecessary noise in this company					
WEA 4	How do you explain the lighting condition in this company					
WEA 5	How do you explain the presence of workplace contamination in this company					
SPSS CODE	Physical workplace Aspects	Scale				
		1	2	3	4	5
PhyWPA1	How do you explain the convenience of your physical workplace to put your personal belongingness					
PhyWPA 2	How do you feel about the presence of enough time for taking care of your personal hygiene after the regular working hours					

PhyWPA 3	How do feel that the company fulfill your personal needs					
PhyWPA 4	How do you explain the presence of situations that make you happy in the company					
PhyWPA 5	How do you explain the interference of the company with your personal interest					
SPSS CODE	Rewards and training Aspects	Scale				
		1	2	3	4	5
RWPA1	Do you have positive attitude towards rewards					
RWPA 2	Do you have awareness of rewards					
RWPA 3	Do you think that you must be rewarded					
RWPA 4	Do you think that the reward is not sufficient					
RWPA 5	Employees in this organization are rewarded to motivate and satisfy them					
SPSS CODE	Training Aspects	Scale				
		1	2	3	4	5
TWPA1	Have you ever been given training in this company					
TWPA 2	Periodic training should be given to employees to improve their employee satisfaction					
TWPA 3	The company has already created suitable working environment in accordance with employees' training					
TWPA 4	Providing training to employees increase their productivity					
TWPA 5	Providing training to employees has impact on their abilities					
SPSS CODE	Workload Aspects	Scale				
		1	2	3	4	5

WLA1	Do you think that you have workload in this company					
WLA 2	Your immediate supervisor provide you support in overcoming workload					
WLA 3	There are efforts to reduce workload in the company					
WLA 4	The workload in this company immanent from motivation to increase production					
WLA 5	The workload in this company immanent from insufficient work forces					

SECTION B: QUESTIONSON EMPLOYEES’ SATISFACTION/SATISFACTION

This section focuses on measuring how you are satisfied with your job in this company.

Please rate each of them by using a five-point Likert scale.

Scale: 1= strongly disagree 2=Somehow disagree 3=Neutral 4= somehow agree 5=strongly agree

SPSS CODE	Employees Satisfaction	Scale				
		1	2	3	4	5
ESAT1	Really enjoyed your job in this company					
ESAT2	Satisfied with your decision to join the company					
ESAT3	Prefer the company than any other similar company					
ESAT4	Have positive feelings regarding your job					
ESAT5	This experience is exactly what you needed or expected					
ESAT6	Your choice to join this company was a prudent one.					
ESAT7	This company’s working environment is a pleasant and better than you expected					
ESAT8	You rate this company as a better company to work					
ESAT9	You decide to stay in this company and inform others to join it					

THANK YOU VERY MUCH FOR YOUR PATIENCE AND RESPONSES

INTERVIEW QUESTIONS FOR THE RESEARCH STUDY

SECTION B: DATA OF THE RESPONDENT For the employer and management's response only

Please tick (✓) or write your responses where the appropriate box/ spaces provided

1. Gender Male Female

2. Age 20-29yrs. 30-39yrs. 40-49yrs.

3. 50yrs. and above

4. Marital Status

Single

Married

Separated

Divorced

Widowed

Widow

1. Position.....

2. Tenure of your job

Contract

Permanent

Part-time

Other (please specify).....

3. Division/Department/Unit.....

4. Length of service

Kindly respond to the below questions respectively

1. What did you do to make the workplace suitable for work?

2. What did employees do to protect their privacy?

3. What did you do to improve the quality of the product?

4. Have you ever organized a reward for employees? How

5. Provide job-related training to employees

6. What steps do you take to reduce workload?

7. What is the method used to measure the performance of employees?

8. What efforts are being made so that the production process is not interrupted?

9. There are additional measures taken by employees to improve their work efficiency

10. There are steps taken to improve employee relations.

11. Do you think success fully archived the Role of Employee in the Performance Management Process

12. Did you Conduct the Appraisal Discussion with the employees individually?

13. What is your system for the Final Appraisal documentation management?

14. What is your mechanism for Identifying strengths and opportunities for improvement within departments and the staff?

15. Do you have any related issues about the environmental effects and performance points?

Thank you for your participation!

Raw Data

No	gender	age	Maritalstatus	Level	Typeofemployment	dept	Yearexp	Workenviroment1	Workenviroment2	Workenviroment3	Workenviroment4	Workenviroment5	Workenviroment6	Workenviroment7	Workenviroment8	Workenviroment9
1	0	4	2	3	2	3	4	1	1	1	1	5	5	3	5	5
2	0	5	2	3	2	3	4	1	1	1	1	5	5	3	5	3
3	0	1	1	3	2	3	1	1	1	1	1	5	5	3	5	5
4	0	2	2	3	2	3	1	1	1	1	1	5	5	3	5	5
5	0	1	1	3	2	3	1	1	1	1	1	5	5	3	5	5
6	0	1	1	3	2	3	1	1	2	1	1	5	5	3	5	5
7	0	1	1	3	2	3	1	1	2	1	1	3	5	3	2	2
8	0	1	1	3	2	3	1	2	2	2	1	3	4	3	3	3
9	0	1	1	3	2	3	1	1	1	1	1	3	4	3	3	3
10	0	1	2	3	2	3	1	1	1	1	1	3	4	3	3	3
11	0	2	1	3	2	3	1	1	2	1	1	3	4	3	3	3
12	0	2	1	3	2	3	1	1	2	1	1	3	4	3	3	3
13	0	1	6	3	2	3	1	1	1	1	1	3	4	3	3	3
14	0	1	2	3	2	3	1	1	1	4	1	3	4	3	3	3
15	0	2	2	3	2	3	1	2	1	1	1	3	4	3	3	3
16	0	2	1	3	2	3	3	2	1	1	1	5	5	5	3	3
17	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5
18	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5
19	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5
20	0	2	4	3	2	3	3	1	1	1	1	5	5	3	5	5
21	0	2	3	3	2	3	3	1	1	1	1	5	5	3	5	5
22	0	2	2	3	2	3	1	1	2	1	1	3	4	3	3	3
23	0	2	2	3	2	3	1	1	2	1	1	3	4	3	3	3
24	0	1	1	3	2	3	1	1	1	1	1	3	1	3	3	3
25	0	2	2	3	2	3	2	1	1	1	1	5	5	3	5	5
26	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
27	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5
28	0	1	3	3	2	3	3	1	1	1	1	5	5	3	5	5
29	0	2	1	3	2	3	2	1	1	1	1	5	3	3	5	5
30	0	2	4	3	2	3	2	1	1	1	1	5	5	3	5	5
31	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
32	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
33	0	2	1	3	2	3	2	1	1	1	1	5	5	3	5	5
34	0	2	2	3	2	3	2	1	1	1	1	4	5	3	5	5
35	0	4	6	3	2	3	4	1	1	2	1	5	5	3	5	5
36	0	4	2	3	2	3	4	1	1	1	1	5	5	3	5	5
37	0	4	2	3	2	3	4	1	1	1	1	5	5	3	5	5
38	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
39	0	1	2	3	2	3	2	1	1	1	1	3	5	3	5	5
40	0	2	2	3	2	3	1	3	1	1	1	5	4	3	3	3
41	0	2	2	3	2	3	1	1	1	1	1	5	4	3	3	3
42	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
43	0	2	2	3	2	3	2	1	1	1	1	5	5	5	3	3
44	0	2	2	3	2	3	2	1	1	1	1	5	5	3	5	5
45	0	1	1	3	2	3	1	3	1	1	1	5	4	3	3	3
46	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
47	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
48	0	2	2	3	2	3	2	1	1	1	1	5	3	3	5	5
49	0	4	6	3	2	3	4	1	1	1	1	5	5	3	5	5
50	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
51	0	2	2	3	2	3	2	1	1	1	1	3	5	3	5	5
52	0	2	6	3	2	3	2	1	1	1	1	5	5	3	5	5
53	0	5	2	2	2	3	4	1	1	1	1	5	5	3	5	5
54	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
55	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
56	0	1	1	3	2	3	1	1	1	1	1	5	4	3	3	3
57	0	2	1	3	2	3	2	1	1	4	1	5	5	3	5	5
58	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
59	0	4	3	3	2	3	4	1	1	1	1	5	5	3	5	5
60	0	4	2	2	2	3	4	1	1	1	1	5	5	3	5	5
61	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5
62	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5

Raw Data

No	gender	age	Maritalstatus	Level	Typeofemployment	dept	Yearexp	Workenviroment1	Workenviroment2	Workenviroment3	Workenviroment4	Workenviroment5	Workenviroment6	Workenviroment7	Workenviroment8	Workenviroment9
63	0	2	1	3	2	3	3	1	1	1	1	5	5	3	5	5
64	0	4	6	3	2	3	4	1	1	1	1	4	5	5	3	3
65	0	4	3	3	2	3	4	1	1	1	1	5	5	3	5	5
66	0	1	1	3	2	3	1	1	3	1	1	5	5	3	3	3
67	0	2	1	3	2	3	1	1	2	2	1	5	3	3	3	3
68	0	2	2	3	2	3	2	1	1	1	1	5	5	3	5	5
69	0	2	2	3	2	3	3	1	1	1	1	5	5	3	5	5
70	0	1	2	3	2	3	3	2	1	1	1	5	5	3	5	5
71	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
72	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
73	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5
74	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5
75	0	2	2	3	2	3	2	3	1	1	1	5	5	3	5	5
76	0	1	2	3	2	3	1	1	2	1	1	5	5	3	5	5
77	0	2	6	3	2	3	1	1	2	1	1	5	1	5	3	3
78	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5
79	0	2	3	3	2	3	3	1	1	1	1	5	5	3	5	5
80	0	1	2	3	2	3	2	1	1	1	1	3	5	3	5	5
81	0	1	3	3	2	3	2	1	1	1	1	5	5	3	5	5
82	0	2	1	3	2	3	2	1	1	1	1	5	5	3	5	5
83	0	2	1	3	2	3	2	1	1	1	1	5	5	3	5	5
84	0	2	6	3	2	3	2	1	1	3	1	5	5	3	5	5
85	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
86	0	2	2	3	2	3	2	1	1	1	1	5	5	3	5	5
87	0	1	1	3	2	3	2	1	1	1	1	5	5	3	5	5
88	0	1	6	3	2	3	2	1	1	1	1	5	5	3	5	5
89	0	4	6	3	2	3	4	1	1	1	1	5	5	3	5	5
90	0	4	2	3	2	3	4	1	1	1	1	5	5	3	5	5
91	0	4	6	3	2	3	4	1	1	1	1	3	5	3	5	5
92	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
93	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
94	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5
95	0	2	2	3	2	3	3	1	1	1	1	5	5	3	5	5
96	0	2	2	3	2	3	3	1	1	4	1	5	5	5	2	2
97	0	4	6	3	2	3	4	1	1	1	1	3	3	3	5	5
98	0	1	1	3	2	3	3	1	1	1	1	5	4	3	5	5
99	0	1	2	3	2	3	3	1	1	1	1	5	5	3	5	5
100	0	2	1	3	2	3	3	1	1	1	1	5	5	3	5	5
101	0	1	2	3	2	3	4	1	1	1	1	5	5	3	5	5
102	0	2	2	3	2	3	3	1	1	1	1	5	5	3	5	5
103	0	4	6	3	2	3	4	1	1	1	1	5	5	3	5	5
104	0	1	2	3	2	3	2	1	1	4	1	5	5	3	5	5
105	0	2	6	3	2	3	4	1	1	1	1	5	5	3	5	5
106	0	1	2	3	2	3	1	1	1	1	1	5	5	3	5	5
107	0	2	2	3	2	3	2	1	1	1	1	5	3	3	5	5
108	0	1	3	3	2	3	1	1	1	1	1	5	5	3	5	5
109	0	2	2	3	2	3	2	1	1	1	1	5	5	3	5	5
110	0	1	2	3	2	3	2	1	1	1	1	5	5	3	5	5
111	0	1	1	3	2	3	3	1	1	1	1	5	5	3	5	5

Raw Data

No	Physical1	Physical2	Physical3	Physical4	Physical5	Physical6	Production 1	Production 2	Production 3	Production 4	Production 5	Rewards1	Rewards2	Rewards3	Rewards4	Rewards5
1	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
2	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
3	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
4	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
5	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
6	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
7	1	1	1	1	1	1	5	4	5	4	5	5	4	3	4	5
8	1	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
9	1	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
10	1	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
11	1	3	3	1	1	1	5	5	5	4	5	4	4	3	4	5
12	1	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
13	3	1	3	1	1	1	5	5	5	4	5	5	4	3	4	5
14	3	1	3	1	1	1	5	5	4	4	5	4	4	3	4	5
15	3	1	3	1	1	1	5	5	4	4	5	4	4	3	4	5
16	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
17	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
18	1	1	1	1	1	1	5	4	5	4	5	4	4	3	4	5
19	1	1	1	1	1	1	5	5	5	3	5	4	4	3	4	5
20	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
21	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
22	3	1	3	1	1	1	5	5	5	3	5	5	4	3	4	5
23	3	1	3	1	1	1	5	5	3	4	5	4	4	3	4	5
24	3	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
25	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
26	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
27	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
28	1	1	1	1	1	1	5	5	5	3	5	5	4	3	4	5
29	1	1	1	1	1	1	5	5	3	4	5	4	4	3	4	5
30	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
31	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
32	1	1	1	1	1	1	5	5	5	3	5	4	4	3	4	5
33	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
34	1	1	1	1	1	1	5	5	3	4	5	3	4	3	4	5
35	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
36	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
37	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
38	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
39	1	1	1	1	1	1	5	5	4	4	5	3	4	3	4	5
40	3	1	3	1	1	1	5	5	5	4	5	3	4	3	4	5
41	3	1	3	1	1	1	5	4	5	4	5	3	4	3	4	5
42	1	1	1	1	1	1	5	5	5	4	5	3	4	3	4	5
43	1	1	1	1	1	1	5	5	3	4	5	3	4	3	4	5
44	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
45	3	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
46	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
47	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
48	1	1	1	1	1	1	5	5	4	4	5	4	4	3	4	5
49	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
50	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
51	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
52	1	1	1	1	1	1	5	5	5	4	5	5	4	3	4	5
53	1	1	1	1	1	1	5	5	5	4	5	5	4	3	4	5
54	1	1	1	1	1	1	5	5	3	4	5	5	4	3	4	5
55	1	1	1	1	1	1	5	5	5	4	5	5	4	3	4	5
56	3	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
57	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
58	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
59	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
60	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
61	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
62	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5

Raw Data

No	Physical1	Physical2	Physical3	Physical4	Physical5	Physical6	Production 1	Production 2	Production 3	Production 4	Production 5	Rewards1	Rewards2	Rewards3	Rewards4	Rewards5
63	1	1	1	1	1	1	5	5	5	3	5	5	4	3	4	5
64	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
65	1	1	1	1	1	1	5	3	5	4	5	4	4	3	4	5
66	3	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
67	3	1	3	1	1	1	5	5	5	3	5	4	4	3	4	5
68	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
69	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
70	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
71	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
72	1	1	1	1	1	1	5	5	5	3	5	4	4	3	4	5
73	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
74	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
75	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
76	3	1	3	1	1	1	5	5	5	4	5	4	4	3	4	5
77	3	1	3	1	1	1	3	5	5	4	5	4	4	3	4	5
78	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
79	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
80	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
81	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
82	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
83	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
84	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
85	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
86	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
87	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
88	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
89	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
90	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
91	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
92	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
93	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
94	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
95	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
96	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
97	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
98	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
99	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
100	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
101	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
102	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
103	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
104	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
105	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
106	3	1	3	1	1	1	3	5	5	4	5	4	4	3	4	5
107	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
108	1	1	3	1	1	1	3	5	5	4	5	5	4	3	4	5
109	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
110	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5
111	1	1	1	1	1	1	5	5	5	4	5	4	4	3	4	5

Raw Data

No	Rewards6	Rewards7	Rewards8	Rewards9	Rewards10	Training1	Training2	Training3	Training4	Training5	Training6	Training7	Training8	Training9	Training10	Training11
1	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
2	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
3	5	3	4	3	3	5	4	4	5	3	5	5	5	5	4	3
4	5	3	4	3	3	5	4	4	5	3	5	5	5	5	4	3
5	5	3	4	3	3	5	4	4	5	3	5	5	5	5	4	3
6	5	3	4	3	3	5	4	4	5	3	5	5	5	5	4	3
7	5	3	4	3	3	5	4	4	3	3	5	5	5	5	4	3
8	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
9	5	3	4	3	3	5	3	4	3	3	3	5	5	5	4	3
10	5	3	4	3	3	5	3	4	3	3	3	5	5	5	4	3
11	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
12	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
13	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
14	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
15	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
16	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
17	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
18	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
19	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
20	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
21	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
22	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
23	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
24	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
25	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
26	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
27	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
28	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
29	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
30	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
31	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
32	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
33	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
34	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
35	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
36	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
37	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
38	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
39	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
40	5	3	4	3	3	5	3	4	3	3	5	3	5	5	4	3
41	5	3	4	3	3	5	3	4	3	3	5	2	5	5	4	3
42	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
43	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
44	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
45	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
46	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
47	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
48	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
49	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
50	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
51	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
52	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
53	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
54	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
55	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
56	5	3	4	3	3	5	3	4	5	3	5	5	5	5	4	3
57	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
58	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
59	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
60	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
61	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
62	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3

Raw Data

No	Rewards6	Rewards7	Rewards8	Rewards9	Rewards10	Training1	Training2	Training3	Training4	Training5	Training6	Training7	Training8	Training9	Training10	Training11
63	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
64	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
65	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
66	5	3	4	3	3	5	3	4	5	3	5	5	5	5	4	3
67	5	3	4	3	3	5	3	4	3	2	5	5	5	5	4	3
68	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
69	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
70	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
71	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
72	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
73	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
74	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
75	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
76	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
77	5	3	4	3	3	5	3	4	3	3	5	5	5	5	4	3
78	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
79	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
80	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
81	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
82	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
83	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
84	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
85	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
86	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
87	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
88	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
89	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
90	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
91	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
92	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
93	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
94	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
95	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
96	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
97	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
98	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
99	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
100	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
101	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
102	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
103	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
104	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
105	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
106	5	3	4	3	3	5	3	4	5	3	5	5	5	5	4	3
107	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
108	5	3	4	3	3	5	3	4	5	3	5	5	5	5	4	3
109	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
110	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3
111	5	3	4	3	3	5	4	4	5	5	5	5	5	5	4	3

Raw Data

No	Training12	Training13	Training14	Workload1	Workload2	Workload3	Workload4	Workload5	Workload6	Workload7	Workload8	Workload9	Workload10
1	5	5	3	3	4	4	3	2	4	3	3	4	4
2	5	5	3	3	4	4	3	2	4	3	3	4	4
3	5	5	3	3	4	4	3	2	4	3	3	4	4
4	5	5	3	3	4	4	3	2	4	3	3	4	4
5	5	5	3	3	4	4	3	2	4	3	3	4	4
6	5	5	3	3	4	4	3	2	4	3	3	4	4
7	5	5	3	3	4	4	3	2	4	3	3	4	4
8	5	5	3	3	4	4	3	2	4	3	3	4	4
9	5	5	3	3	3	4	3	3	4	3	3	4	4
10	5	5	3	3	3	3	3	3	3	3	3	3	3
11	5	5	3	3	3	3	3	3	3	3	3	3	3
12	5	5	3	3	3	3	3	3	3	3	3	3	4
13	5	5	3	3	3	3	3	3	3	3	3	3	4
14	5	5	3	3	3	3	3	3	3	3	3	3	3
15	5	5	3	3	3	3	3	3	3	3	3	3	3
16	5	5	3	3	4	4	3	2	4	3	3	4	4
17	5	5	3	3	4	4	3	2	4	3	3	4	4
18	5	5	3	3	4	4	3	2	4	3	3	4	4
19	5	5	3	3	4	4	3	2	4	3	3	4	4
20	5	5	3	3	4	4	3	2	4	3	3	4	4
21	5	5	3	3	4	4	3	2	4	3	3	4	4
22	5	5	3	3	3	3	3	3	3	3	3	3	3
23	5	5	3	3	3	3	3	3	3	3	3	3	3
24	5	5	3	3	3	3	3	3	3	3	3	3	3
25	5	5	3	3	4	4	3	2	4	3	3	4	4
26	5	5	3	3	4	4	3	2	4	3	3	4	4
27	5	5	3	3	4	4	3	2	4	3	3	4	4
28	5	5	3	3	4	4	3	2	4	3	3	4	4
29	5	5	3	3	4	4	3	2	4	3	3	4	4
30	5	5	3	3	4	4	3	2	4	3	3	4	4
31	5	5	3	3	4	4	3	2	4	3	3	4	4
32	5	5	3	3	4	4	3	2	4	3	3	4	4
33	5	5	3	3	4	4	3	2	4	3	3	4	4
34	5	5	3	3	4	4	3	2	4	3	3	4	4
35	5	5	3	3	4	4	3	2	4	3	3	4	4
36	5	5	3	3	4	4	3	2	4	3	3	4	4
37	5	5	3	3	4	4	3	2	4	3	3	4	4
38	5	5	3	3	4	4	3	2	4	3	3	4	4
39	5	5	3	3	4	4	3	2	4	3	3	4	4
40	5	5	3	3	3	3	3	3	3	3	3	2	3
41	5	5	3	3	3	3	3	3	3	3	3	2	3
42	5	5	3	3	4	4	3	2	4	3	3	4	4
43	5	5	3	3	4	4	3	2	4	3	3	4	4
44	5	5	3	3	4	4	3	2	4	3	3	4	4
45	5	5	3	3	4	3	3	3	3	3	3	2	3
46	5	5	3	3	4	4	3	2	4	3	3	4	4
47	5	5	3	3	4	4	3	2	4	3	3	4	4
48	5	5	3	3	4	4	3	2	4	3	3	4	4
49	5	5	3	3	4	4	3	2	4	3	3	4	4
50	5	5	3	3	4	4	3	2	4	3	3	4	4
51	5	5	3	3	4	4	3	2	4	3	3	4	4
52	5	5	3	3	4	4	3	2	4	3	3	4	4
53	5	5	3	3	4	4	3	2	4	3	3	4	4
54	5	5	3	3	4	4	3	2	4	3	3	4	4
55	5	5	3	3	4	4	3	2	4	3	3	4	4
56	5	5	3	3	3	3	3	3	3	3	3	2	3
57	5	5	3	3	4	4	3	2	4	3	3	4	4
58	5	5	3	3	4	4	3	2	4	3	3	4	4
59	5	5	3	3	4	4	3	2	4	3	3	4	4
60	5	5	3	3	4	4	3	2	4	3	3	4	4
61	5	5	3	3	4	4	3	2	4	3	3	4	4
62	5	5	3	3	4	4	3	2	4	3	3	4	4

Raw Data

No	Training12	Training13	Training14	Workload1	Workload2	Workload3	Workload4	Workload5	Workload6	Workload7	Workload8	Workload9	Workload10
63	5	5	3	3	4	4	3	2	4	3	3	4	4
64	5	5	3	3	4	4	3	2	4	3	3	4	4
65	5	5	3	3	4	4	3	2	4	3	3	4	4
66	5	5	3	3	3	3	3	3	3	3	2	4	3
67	5	5	3	3	3	3	3	3	3	3	3	4	4
68	5	5	3	3	4	4	3	2	4	3	3	4	4
69	5	5	3	3	4	4	3	2	4	3	3	4	4
70	5	5	3	3	4	4	3	2	4	3	3	4	4
71	5	5	3	3	4	4	3	2	4	3	3	4	4
72	5	5	3	3	4	4	3	2	4	3	3	4	4
73	5	5	3	3	4	4	3	2	4	3	3	4	4
74	5	5	3	3	4	4	3	2	4	3	3	4	4
75	5	5	3	3	4	4	3	2	4	3	3	4	4
76	5	5	3	3	3	3	3	3	3	3	3	4	4
77	5	5	3	3	3	3	3	3	3	3	3	4	4
78	5	5	3	3	4	4	3	2	4	3	3	4	4
79	5	5	3	3	4	4	3	2	4	3	3	4	4
80	5	5	3	3	4	4	3	2	4	3	3	4	4
81	5	5	3	3	4	4	3	2	4	3	3	4	4
82	5	5	3	3	4	4	3	2	4	3	3	4	4
83	5	5	3	3	4	4	3	2	4	3	3	4	4
84	5	5	3	3	4	4	3	2	4	3	3	4	4
85	5	5	3	3	4	4	3	2	4	3	3	4	4
86	5	5	3	3	4	4	3	2	4	3	3	4	4
87	5	5	3	3	4	4	3	2	4	3	3	4	4
88	5	5	3	3	4	4	3	2	4	3	3	4	4
89	5	5	3	3	4	4	3	2	4	3	3	4	4
90	5	5	3	3	4	4	3	2	4	3	3	4	4
91	5	5	3	3	4	4	3	2	4	3	3	4	4
92	5	5	3	3	4	4	3	2	4	3	3	4	4
93	5	5	3	3	4	4	3	2	4	3	3	4	4
94	5	5	3	3	4	4	3	2	4	3	3	4	4
95	5	5	3	3	4	4	3	2	4	3	3	4	4
96	5	5	3	3	4	4	3	2	4	3	3	4	4
97	5	5	3	3	4	4	3	2	4	3	3	4	4
98	5	5	3	3	4	4	3	2	4	3	3	4	4
99	5	5	3	3	4	4	3	2	4	3	3	4	4
100	5	5	3	3	4	4	3	2	4	3	3	4	4
101	5	5	3	3	4	4	3	2	4	3	3	4	4
102	5	5	3	3	4	4	3	2	4	3	3	4	4
103	5	5	3	3	4	4	3	2	4	3	3	4	4
104	5	5	3	3	4	4	3	2	4	3	3	4	4
105	5	5	3	3	4	4	3	2	4	3	3	4	4
106	5	5	3	3	3	3	3	3	3	3	3	4	4
107	5	5	3	3	4	4	3	2	4	3	3	4	4
108	5	5	3	3	3	4	3	3	3	3	3	4	4
109	5	5	3	3	4	4	3	2	4	3	3	4	4
110	5	5	3	3	4	4	3	2	4	3	3	4	4
111	5	5	3	3	4	4	3	2	4	3	3	4	4