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# Analysis of Factor Determining Employee Job Satisfaction: Evidence from Semen Bench Woreda Public Sectors

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**Abstract:** The study region in focus is Semen Bench Woreda. The primary focus of the study is to examine the factors that determine employees' job satisfaction. This involves understanding how working environment, benefits, promotion opportunities, recognition, and the nature of work contribute to the overall satisfaction of employees in Semen Bench Woreda's public sectors. By honing in on these specific factors, the study aims to provide a nuanced understanding of job satisfaction within this regional context. The study's findings present a valuable insight into human resources management specific to Semen Bench Woreda. The identified factors—working environment, benefit packages, promotion opportunities, recognition, and the nature of work—hold significant weight in influencing employees' job satisfaction. The study's recommendation for public sector top managers to effectively manage these aspects highlights a crucial insight for human resources management within the region. By recognizing the importance of these factors and their impact on job satisfaction, the study offers a fresh, region-specific perspective on human resources management. This insight can guide local public sector management in implementing targeted strategies to enhance job satisfaction and, by extension, the overall well-being and performance of employees in Semen Bench Woreda. Understanding the unique regional dynamics and tailoring management strategies accordingly is essential for fostering a positive work environment and maximizing employee satisfaction. This localized approach is likely to yield more effective and relevant human resources management practices for the region.

**Keywords:** Benefit, Job Satisfaction, Nature of Work, Promotion, Recognition, Work Environment

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## 1. Introduction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Job satisfaction, as defined [1, 2] is a pleasurable or emotional state resulting from the appraisal of one's job experience. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment [3]. [4] Noted that a workforce with high job satisfaction leads to an improvement in work quality and productivity, and leads to satisfied loyal customers. Job satisfaction relates to the total relationship between an individual and the employer for which he is paid [5]. Job satisfaction is an essential element in maintaining quality

human resources and life of any organization. Job satisfaction will lead to better performance and the employees will be more committed towards their organization. It is also any combination of psychological, physical and environmental circumstances that cause a person truthfully say I am satisfied with my job as hop pock is cited in [2]. Usually, Job satisfaction is a commonly studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market Behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong forecaster of overall individual well-being, as well as a good judge of intentions or decisions of employees to leave a job. [6] states different variables are affect employees job satisfaction namely job security, supervision, working conditions, task significance,

work environment, promotion, work itself, achievement, recognition and responsibility. According to [7], there are a number of issues that affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours and how they respects on their jobs. Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism. Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism [8]. There are so many researches are done on the determinates of job satisfaction [9]; those studies have been conducted in the organizations operating in developed countries. [10, 11] were conducted research in Ethiopian organizations such as hospitals, banks and university. Some of research is done on single sector or on specific sector. It is indisputable that the features of the environment where the organizations operate vary from country to country; especially they vary significantly from developed to underdeveloped countries. In addition, the characteristics of members of those organizations in developed countries vary significantly from those of developing countries due to difference in cultures, norms, values and other issues. This needs investigation at worda level where there is more than one sector level. As the researcher is part of community, in semen Bench Woreda most employees are not satisfied and they want to shift to zone public sector or other Woreda. Most of employees are not punctual on the job. This may causes failing of employees in their job. This all also indicate the employees are have some problem which determine their job satisfaction. The turnover of employee is increase from day to day however no one is done research. So far, no research is done on what determine the employee satisfaction regarding to their work in Semen Bench Woreda. Thus, this study aimed that to examine the factors that determine employee job satisfaction in semen bench worda public sectors.

## 2. Material and Methods

There are different types of research designs and they can be used by different researchers based on the study purposes. Some of these are namely exploratory, descriptive, explanatory, experimental, case study, and causal research designs [12, 13]. Accordingly, to attain the objective of this study an explanatory type of research design was employed in analyzing the collected data. This method was also favorable to determine the relationship and effects occurring between the variables. This study was employee mixed approach. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

The target populations for this specific study include of employees of 26 public sectors at Semen Bench Woreda with total number of 809 employees. The data has been collected from primary sources. Both questionnaire and interview were used to collect adequate data for the entire study.

Questionnaire was use as main tool to ask employees about their opinions and attitudes. Five Likert rating scale measurement systems (strongly agree, agree, neutral, disagree and strongly disagree) has been used to individual's responses of agreement. Structured-interview questions was prepared and given to the selected interviewees. It would help the researcher to get additional data from the interviewees by asking them in detail about the entire study.

Therefore, in this study the key informants have been chosen purposely on the basis of their nature of work and the number of customer in their sector. Thus, In order to observe detail information on determinants of job satisfaction 8 additional employees are purposely selected for interview.

The researcher was use the multi stage sampling. In the first stage the researcher purposely select public sectors. According to [14], purposive sampling is a sampling technique that allows a researcher to use cases that have the required information with respect to the objectives of his or her study. In second stage, to selecting sample from each public office stratified random sampling was used. It involves the division or stratification of a population by partitioning the sampling frame in to non-overlapping and relatively homogeneous groups. For this study the researcher used [15] formula with 95% level of confidence and 5% acceptable error to determine sample size as shown below.

$$n=N/(1+N(e^2)) \tag{1}$$

Where, n=the total sample size N= total population e= acceptable error

$$n=809/(1+809(0.05)^2) n=268$$

Blackburn, J. J. et al. [16] Proposes that the appropriate sample sizes for most research should be greater than 30 and less than 500. Therefore the sample size 268 is representative.

After all the data have been collected, both descriptive and regression methods of data analysis was employed. Qualitative approach was also used to analyze the data gathered by open- ended questions. Regression analysis was employing to determine the effect of independent variables on dependent variable. Thus, the model is specified in the following form.

$$Y = \beta_0 + \beta_1J + \beta_2B + \beta_3P + \beta_4WE + \beta_5R + \epsilon \tag{2}$$

Where y = dependent variable which is job satisfaction,  $\beta_0$  = constant term, J= Job itself/nature of work, B = Benefit, CD=promotion, WE= Work environment, R= Recognition, and  $\epsilon$  = disturbance term.

## 3. Results and Discussion

### 3.1. Demographic Characteristics of Respondents

This section provides the descriptive analysis on the sample employees of semen Bench Woreda. The section describes the sex, age, working experience, educational level, field of study, and title of job of the respondents.

**3.1.1. Sex of Respondents**

The finding of study showed that the majority of the

respondents were male (75.7%), while the remaining 24.3% were female.

*Table 1. Sex of Employees.*

Sex of respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	203	75.7	75.7	75.7
	Female	65	24.3	24.3	100.0
	Total	268	100.0	100.0	

Source: own survey result, 2021

**3.1.2. Age Structure of Respondent**

This section is age information of respondents, out of 268 sampled employee respondents in semen Bench Woreda 113 (42.2%) respondents were in the age category of 18-35 years, followed by 99 (36.9%) respondents were with the age

category of 36-45 years, 37 (13.8%) respondents were with the age category of 46-55 years and 19 (7.1%) respondents were with the age category of above 55 years. This implies most of employees were youth and most work positions are operated by the employees' whom categorized 18-35 age class.

*Table 2. Age structure of respondent.*

Age of respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18- 35	113	42.2	42.2	42.2
	36-45	99	36.9	36.9	79.1
	46- 55	37	13.8	13.8	92.9
	Above 55	19	7.1	7.1	100.0
	Total	268	100.0	100.0	

Source: own survey result, 2021

**3.1.3. Education Level of Respondents**

From the total respondents the first holders have a lion share which is 47.8% of the respondent and diploma holders

contribute 30.6% of respondents. The employees who respond as having the certificate are 14.2%. The remaining 7.5% were having above first degree.

*Table 3. Educational status of respondents.*

Educational Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	38	14.2	14.2	14.2
	Diploma holder	82	30.6	30.6	44.8
	First degree	128	47.8	47.8	92.5
	above first degree	20	7.5	7.5	100
	Total	268	100	100	

Source: own survey result, 2021

**3.1.4. Field of Study of Respondents**

As table 4. Shows below, those respondents whose field of study is Natural science consists 35.1% of the total sample size. And 34.7% is consisted by those whose field of study is social science. Of the total respondents as 24.6% is covered

by those respondents whose field of study is technical and vocational. The remaining 5.6% is covered by respondents whose study is other than social, natural science and technical and vocational study.

*Table 4. Field of study of sampled respondents.*

Field of study		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social Science	93	34.7	34.7	34.7
	natural Science	94	35.1	35.1	69.8
	Technical and Vocational	66	24.6	24.6	94.4
	Others	15	5.6	5.6	100.0
	Total	268	100.0	100.0	

Source: own survey result, 2021

**3.1.5. Job Title of Respondent**

As the table 5 shows 55.5% of sampled respondent were working as the customer service officer. Next to that the

department head were covers 33.6% of sampled employees. There were also 11.9% of mangers of offices included in this study.

*Table 5. Job title of sampled respondent.*

Job title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	32	11.9	11.9	11.9
	Department head	90	33.6	33.6	45.5
	Customer service officer	146	54.5	54.5	100.0
	Total	268	100.0	100.0	

Source: own survey result, 2021

**3.2. Descriptive Statistics**

This is the descriptive statistics result on Nature of work, work environment, recognition, benefit, and promotion which is drawn by SPSS version 24 result based on the data collected from employees of semen Bench Woreda. The mean and standard deviation is used for interpretation of the result.

**3.2.1. Nature of Work**

The survey result on table 6 show that the mean and standard deviation of nature of work which was assessed by six items. The average mean and standard deviation up on assessing the six statements of nature of work had 3.13 and 1.13 respectively. This implies the respondents moderately

agreed with the nature of work determine their job satisfaction. The statement that “The job allows me to make my own decisions about how to schedule my work.” had the highest mean of 3.59 and standard deviation of 1.093 while the item with lowest mean of 2.51 and standard deviation 1.244 was that “The job requires me to be creative.” This means even the employees job makes them do with their own decision based up on scheduled, it does not make them creative and developing new thing in their sector. This finding suggests that employees agreed that the nature of their job is contributing them in decision making but it does not make them creative. This implies that employees were not experiencing self-sufficiency, challenging and exciting jobs, and task that enable them to use their ability and competency.

*Table 6. Descriptive statistics for Nature of work.*

Item	N	Mean	Std. Deviation
The job gives me a chance to use my personal initiative or judgment in carrying out the work.	268	3.42	1.055
The job allows me to make my own decisions about how to schedule my work.	268	3.59	1.093
The job involves a great deal of task variety	268	3.07	1.325
The job itself is very significant and important in the broader scheme of things.	268	3.04	1.099
The job requires me to be creative.	268	2.51	1.244
The job requires me to utilize a variety of different skills in order to complete the work.	268	3.15	.981
Average	268	3.13	1.13

Source: survey result, 2021

**3.2.2. Working Environment**

Table 7 below revealed that the mean and standard deviation of work environment which was assessed by six statements. The average mean and standard deviation up on assessing the six statements of work environment had 3.26 and 1.24 respectively. This implies the respondents moderately agreed with the work environment determine their job satisfaction. The statement that “My working Environment feels me encouraging to coming up with new

and better ways of doing things.” had the highest mean of 4.00 and standard deviation of 0.627 where as the item with lowest mean of 2.83 and standard deviation 1.591 was that “I believe in and take pride in my work and my workplace”. The finding of this study showed that employees were dissatisfied with working conditions, which clarifies the existence of unfavorable working conditions in their organization even if the environment encourage them in doing better thing in their sector.

*Table 7. Descriptive statistics for working environment.*

Items	N	Mean	Std. Deviation
I believe in and take pride in my work and my workplace	268	2.83	1.591
My working Environment gives me a feeling of personal accomplishment.	268	3.64	1.360
My working Environment feels me encouraging to coming up with new and better ways of doing things.	268	4.00	.627
The emotional climate of the organization is generally positive and supportive	268	3.25	1.186
I believe that the administrative team considers my needs and preferences when making decisions that affect my work life	268	3.05	1.127

Items	N	Mean	Std. Deviation
The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).	268	2.84	1.596
Average	268	3.26	1.24

Source: own survey result, 2021

### 3.2.3. Benefit Package

As Table 8 state the mean and standard deviation of benefit package which was assessed by five statements. The average mean and standard deviation up on assessing the five statements of benefit package had 2.91 and 1.192 respectively. This means employees disagreed with the benefit package in semen bench Woreda. The statement that "I feel satisfied with my chances for salary increases." had

the highest mean of 3.05 and standard deviation of 1.127 whereas the item with lowest mean of 2.66 and standard deviation 1.526 was that "The benefit package we have is equitable". The result shows that most of employees in semen Bench Woreda were dissatisfied the benefit package. This shows that the benefits gained from the semen Bench Woreda is not as of the expectation of the employees and not fairly allotted to employees based on the job.

*Table 8. Descriptive statistics on Benefit package.*

Items	N	Mean	Std. Deviation
I am happy with my salary	268	2.84	1.596
The benefit package we have is equitable	268	2.66	1.526
I am happy with the monetary pay and remuneration structure of the organization	268	3.01	1.088
I feel satisfied with my chances for salary increases.	268	3.05	1.127
I am satisfied with the amount of pay and financial compensation I receive	268	3.00	.624
Average	268	2.91	1.192

Source: own survey result, 202

### 3.2.4. Promotion

As the survey result shown on Table 9 states the mean and standard deviation of promotion was assessed by five statements. The average mean and standard deviation up on assessing the five statements of promotion had 2.83 and 1.223 respectively. The statement that "The sector does have clear promotion strategy." had the highest mean of 3.20 and standard deviation of 1.314 whereas the item with lowest mean of 2.45

and standard deviation 1.746 was that "Am satisfied with opportunities of being promoted to a better position and advancement." This finding shows that majority of the respondents were not satisfied on opportunities for promotion, so the public sector should correct the policy in promoting employees because promotion helps to motivate, for better performance and maintain employees, promoting them at proper time is better and the sectors should give attention.

*Table 9. Descriptive statistics on promotion.*

Items	N	Mean	Std. Deviation
I have the possibility to be promoted in my work.	268	2.83	.763
The sector does have clear promotion strategy.	268	3.20	1.314
Am satisfied with opportunities of being promoted to a better position and advancement.	268	2.45	1.746
I believe those that do well on the job have fair chances of being promoted	268	2.66	1.649
my sector encourages and supports me for professional development	268	3.03	.644
Average	268	2.83	1.223

Source: own survey result, 2012

### 3.2.5. Recognition

As the survey result shown on Table 10 states the mean and standard deviation of recognition was assessed by five statements. The average mean and standard deviation up on assessing the five statements of recognition had 3.20 and 1.421 respectively. This finding shows that majority of the respondents were moderately satisfied with recognition which the sectors give appreciation letters and recognition with internal outlook. The statement that "Everyone is treated

fairly and with respect." had the highest mean of 3.64 and standard deviation of 1.357 whereas the item with lowest mean of 2.84 and standard deviation 1.592 was that "I do get acknowledgment by bosses and colleagues for my skills and competencies." This implies the sectors in Semen bench Woreda should showing their employees that they notice and appreciate their hard working through acknowledging in certificate, private recognition by boss, increasing the scope of work, and monetary award.

*Table 10. Descriptive statistics on recognition.*

Items	N	Mean	Std. Deviation
My boss recognizes the extra effort I put at work	268	3.44	1.215

Items	N	Mean	Std. Deviation
I do get acknowledgment by bosses and colleagues for my skills and competencies	268	2.84	1.592
Everyone is treated fairly and with respect.	268	3.64	1.357
I receive a great deal of information from my manager and coworkers about my job performance	268	2.91	1.523
Average	268	3.20	1.421

Source: own survey result, 2021

### 3.2.6. Employee Job Satisfaction

There are seven statements in the table below which describe overall satisfaction level of employees in semen Bench Woreda. The average mean and standard deviation up on assessing the seven statements of job satisfaction had 3.14 and 1.240 respectively. The statement that “My current job meets my expectations.” had the highest mean of 4.03 and

standard deviation of 0.977 whereas the item with lowest mean of 2.25 and standard deviation 1.187 was that “My current job is pleasant.” This finding state that employees are not highly satisfied on different aspect of their job including benefit package, work environment, promotion, recognition and nature of work it self’s.

Table 11. Descriptive statistics on employee job satisfaction.

Items	N	Mean	Std. Deviation
I am motivated in my work	268	2.92	1.519
I find my job very interesting.	268	3.48	1.022
I am satisfied with my job	268	3.05	1.544
My current job meets my expectations.	268	4.03	.977
My current job is pleasant	268	2.25	1.187
Most of the days I work with glad	268	3.25	1.340
I enjoy my office time than leisure time.	268	3.03	1.093
Average	268	3.14	1.240

Source: own survey result, 2021

### 3.3. Diagnostic Test

According to [17] to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard,

normality of the residuals variables, Homoscedasticity and Multi collinearity between variables were checked, and the results presented as follows.

Table 12. Homoscedasticity test.

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.501	5	.900	.568	.724 <sup>b</sup>
	Residual	414.939	262	1.584		
	Total	419.440	267			

a. Dependent Variable: resual  
 b. Predictors: (Constant), Recognition, work environment, Promotion, Benefit package, Nature of Work

Source: own survey result, 2021

#### 3.3.1. Homoscedasticity Assumption Test

When the assumption Homoscedasticity is violated, the problem is known as Hetroscedasticity. The breusch – pagen test is used to test hetroscadacity in this study. If the test statistics has a p- value below an appropriate threshold (e.g p<0.05) then the null hypothesis of homoscadacity is rejected and heteroscadacity is assumed. Thus, in this study the p-value is 0.724, which is greater than 0.05. Therefore, null hypothesis is accepted which implies there is no Hetroscedasticity problem.

#### 3.3.2. Normality Test

The most widely used tests of normality can be performed by Skewness and Kurtosis. if the further the value of skewness is from zero, the more likely it is that the data are not normally distributed [18]. According to [19] the values for symmetry and kurtosis in between -2.0 and +2.0 are considered to be acceptable in order to prove normal distribution. Thus, the data on the dependent variable are normally distributed for each of the possible combinations of the level of the independent variables; each of the variables is normally distributed.

Table 13. Normality test.

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Nature of Work	268	.430	.149	-1.829	.297
work environment	268	.398	.149	-1.856	.297
Benefit package	268	.595	.149	-1.659	.297
Promotion	268	.000	.149	-2.015	.297
Recognition	268	.612	.149	-1.638	.297
Employee job satisfaction	268	.722	.149	-.582	.297

Source: own survey result, 2021

### 3.3.3. Multi-Collinearity Test

Multicollinearity of the regression analysis refers to how strong interrelated the independent variables in a model are. Therefore, in this study, the table below shows that, the

Variance Inflation Factors (VIF) and tolerance fall within the acceptance range (VIF = 1 - 10, tolerance = 0.1 – 1.0). Therefore, there is no multi-co linearity problem in the regression model used for this study.

Table 14. Multicollinearity test result.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Nature of Work	0.544	1.838
	work environment	0.655	1.527
	Benefit package	0.616	1.623
	Promotion	0.857	1.167
	Recognition	0.733	1.365

a. Dependent Variable: Employee job satisfaction

Source: own survey result, 2021

### 3.4. Regression Analysis Result

After all the appropriate diagnostic tests, the researcher has run multiple linear regressions on five independent variables that were hypothesized to have influence on the employee job satisfaction in Semen Bench Woreda. The dependent variable is employee job satisfaction and the independent

variables are nature of work, work environment, promotion, recognition, and benefit package. In this regression analysis, the coefficient of determination (model summary) which is the contribution of independent variables on the dependent variable, the significance of the model (ANOVA result), and the regression coefficients result analysis were presented and interpreted as follows.

Table 15. Model summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 <sup>a</sup>	.679	.673	.313

a. Predictors: (Constant), Benefit package, Promotion, Recognition, work environment, Nature of Work  
 b. Dependent Variable: Employee job satisfaction

Source: own survey result, 2021

The results shown on table 15 above states that the coefficient of determination ( $R^2$ ) is used to measure how far the regression model's ability to explain the variation of the independent variables. The coefficient of determination is between zero and one. The data showed that the high of 0.679. It shows that the independent variables in this study were able to explain 67.9% variation of the employee job satisfaction in Semen Bench Woreda while the remaining 32.1% is explained by variables or other aspects outside the model.

The general form of the equation was to predict employee

job satisfaction in Semen Bench Woreda from nature of work, work environment, employee benefits package, recognition, and promotion is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon \quad (3)$$

Where Y= Employee job satisfaction;  $\beta_0$  = Constant Term;  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$  = Beta coefficients; X1 = Promotion; X2 = Recognition; X3= Nature of Work; X4 = work environment, X5 = Benefit package and  $\epsilon$  = Error term. The model equation would be;

$$Y = -0.171 + 0.081X_1 + 0.085X_2 + 0.655X_3 + 0.118 X_4 + 0.091X_5 + \epsilon. \quad (4)$$

Table 16. Regression coefficient.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.171	.092		-1.868	.063
Promotion	.088	.041	.081	2.129	.034
Recognition	.097	.047	.085	2.084	.038
Nature of Work	.733	.053	.655	13.809	.000
work environment	.131	.048	.118	2.723	.007
Benefit package	.104	.051	.091	2.048	.042

a. Dependent Variable: Employee job satisfaction

Source: own survey result, 2021

The regression coefficient in table 16 show that Nature of Work is positively affect employee job satisfaction, standardized B = 0.655, (p=0.000). As the result show, if nature of work is increases by one percent in the public sector, the employee job satisfaction will be increased by 65.5 percent. These results suggest that the employee whose nature of work is good is having high job satisfaction. This result approves with the result of [20], which stated that work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”.

In table 16 the work environment has found to have positive and significant effects on employee job satisfaction. The result shows a unit increases in recognition increases the employee job satisfaction by 11.8%. This result is consistence to [21] conducted study in Deber Markos public sector working environment had a positive and significant effect on employees job satisfaction with values ( $\hat{\alpha}$ = 0.122, t = 2.401, p < 0.05). Thus, as the fact that an employee’s spend most of their time in a sector, it is very important for these organizations to introduce and maintain proper working environment. This is a key finding because organization in Semen Bench should provide its employee’s with all the necessary resources and make it possible for the employee to do a job.

Promotion has positive and significant effect on employee job satisfaction. This means Employee satisfaction is increased by 8.1% when the promotion opportunity increases by a unit. This result suggests that employees are more committed to their jobs when they believe that the organization they work for follows a promotion from within policy. If they believe a promotion from within policy is not exercised, they would feel less uncertain regarding the future of their career in the sector, becoming more motivated to consider career change. This result is in line with the finding of [22] claims that in relation to job satisfaction, the employee satisfaction is determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization.

As the result shown in table 16 the recognition has found to have positive and significant effects on employee job satisfaction. The result shows a unit increases in recognition increases the employee job satisfaction by 8.5%. This result

is consistence to [23] study recognition has the major influence on the satisfaction of employees of Private commercial banks in Ethiopia. Thus, Workers need rewards in order to feel satisfied with their jobs. As evidenced by in this finding, the level of personal recognition received is more important in satisfying employee’s job satisfaction. This is an important finding because of the strong implications for how human resource practices should be tailored in order to optimally motivate employees based on job satisfaction.

The regression coefficient shows Benefit package is positive and significant effect on employee job satisfaction. This means Employee satisfaction is increased by 9.1% when the benefit package increases by a unit. This result suggests that the employee benefits influence employee job satisfaction in the organization. This finding is consistence with study by [24] on the influence of employee benefits on the employee satisfaction; a case of five-star hotels in Nairobi, Kenya.

#### 4. Conclusion

The findings of the study indicated that employees of Semen Bench Woreda were moderately satisfied with their job. This shows that unless the public officials give special attention to the satisfaction issue of the employees, the performance of the sector and maintaining experienced and competent workers will be in question. This means employee job satisfaction is essential for organization to sustain high performance of the sector. Employees agreed that the nature of their job is contributing them in decision making but it does not make them creative. Even if the environment encourages them in doing better thing in their sector, the employees in Semen Bench Woreda were dissatisfied with working conditions. The benefits gained from the semen Bench Woreda is not as of the expectation of the employees and not fairly allotted to employees based on their effort to do a job. The Sectors in semen Bench Woreda is not high give appreciation letters and recognition to employees and most of the employees not satisfied on opportunities for promotion given by sector. Nature of work, working environment, recognition, promotion and benefit package is positive and significant effects on employee job satisfaction.

## Authorship Contribution Statement

Habtamu Solomon Korgitet: involved in conceptualizing the study, planning the research work, collecting data, designing the methodology, carrying out, and preparing the original draft of the paper.

Mengistu Zantet Oybitet: involved designing the methodology, carrying out and preparing the original draft of the paper.

## Data Availability

The data used to support the findings of this study are available from the corresponding author upon request.

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## Conflicts of Interest

The authors declare no conflicts of interest.

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