



**FACTORS AFFECTING EMPLOYEE JOB SATSFACTION AT
PHARMACEUTICALS FUND AND SUPPLY AGENCY**

BY

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ID NO: SGS7/0370/2006B

JANUARY, 2017

ADDIS ABABA, ETHIOPIA

ST.MARY'S UNIVERSITY

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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IV

ACRONYMS

HRD-Human Resource Management

EJS-Employee Job Satisfaction

JDI-Job Description Index

JSS-Job Satisfaction Survey

MSQ-Minnesota Satisfaction Questionnaire

SHRM-Society Of Human Resource Management

PFSA –Pharmaceuticals Fund and Supply Agency

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Abstract:

The main objective of this research study is to find the crucial problems, faced by the employees while working in organizations and find the ways how we make our employees loyal with their organization. The purpose of this research is to elaborate the key factors which are useful for the satisfaction of the employees i.e. workplace environment, reward and recognition, training and development team work, organization structure and communication with management bodies that affect employee job satisfaction and the current level of job satisfaction are discussed. and the paper is also investigate whether the employees turn over has any relation with job satisfaction at pharmaceuticals fund and supply agency(PFSA).Descriptive research was used to conduct the study because the researcher is interested in describing the existing situation under study. The study was holding quantitative and qualitative research method in order to address research questions and objectives set. The study was conducted in 2016 and covered 217 employees within the Pharmaceuticals Fund and Supply Agency.

Keywords: *Employee job satisfaction, workplace environment, Reward and Recognition, Teamwork, Training and development,*

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROOUND OF THE STUDY

Public institutions are different from private business enterprises in respect of their organizational objective and mission, besides they display a feature of central planning and administration. Employees are the most important determinant and leading factors that determine the success of an organization in a competitive environment. Ethiopia's economy is among the developing economies of the world. With the increasing levels of development the working environment has also becoming more competitive. Public sector employees' managers have a tendency to be traditionalist and keep their current position in the organization. However in order to meet the changing needs and demands of public institution in the global world it is necessary to develop an organizational climate and culture to satisfy the employees. So as to develop a climate like this, it is important to increase job satisfaction of employees and to put organizational commitment in to practice connected with job satisfaction Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is

people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision and relationship with colleagues (Mosadeghard, 2003). Employees' satisfaction is considered as all-around module of organizations human resource strategies.

According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

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It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Employees are deemed to be part of the intangible assets of an organization. They are a precious commodity that forms a significant part of an organization's value. Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthrough that allow a company to grow and change positively with time and changing market conditions.

Employee satisfaction is becoming more challenging for organizations including those in the government organizations due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer-

employee expectations, the high cost associated with hiring new talents, among others. Employers' need for strategic effort directed at satisfying current employees is

now urgent than ever to improve retention rates and decrease the associated costs of high turnover. Voluntary turnover is a huge problem for many organizations (Mitchell et al., 2001). The labor market today is growing and changing fast. It is the responsibility of the leader in the organization to adapt to these changes to be able to make the organization profitable.

To be able to do this, it is crucial to satisfy the key employees in the organization since they are the ones that drive the company forward. According to Young (2006), companies are faced with people leaving to join other companies. The average worker is changing jobs ten times between ages of 18 and 37 continuously. Young asserts that one answer to this issue is to believe that you can purchase knowledge to replace what you are losing. McCrea (2001) suggests that employees today change jobs frequently and do not have the company loyalty that existed 30 years ago when your valued employees were hired. Employee satisfaction would ensure customer satisfaction and effective succession planning (Mello, 2007). The researcher's motive to study on this issue is that, to identify the reason for high turnover of the employees of the agency over the last 4 (four) years.

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In this study factors that affect employee job satisfaction and the current level of job satisfaction are discussed and the paper also investigates whether the rate of employees' turnover has any relation with job satisfaction at pharmaceutical fund and supply agency (PFSA).

1.2 BACKGROUND OF THE ORGANIZATION

The study was conducted at PFSA Central Office which is located at the city of Addis Ababa, Addis Ketema Sub-city Administration (specifically in front of St. Paul's) hospital, occupying an area of 8.5 hectares. The provision of complete health care necessitates the availability of safe, effective and affordable drugs and related supplies of the required quality, in adequate quantity at all times. Despite this fact, in the past, the pharmaceutical supply chain management system of the country had several problems including non-availability, unaffordability, poor storage and stock management and irrational use of medicines. To solve these problems in public health

facilities, Pharmaceutical Fund and Supply Agency (PFSA) was established in 2007 by Proclamation No. 553/2007 based on the Pharmaceuticals Logistics Master Plan (PLMP). The Agency is mandated to avail affordable and quality pharmaceuticals sustainably to all public health facilities and ensure their rational use. Even though, the mandate is for all public health facility, and it serves the private health institution.

1.3 STATEMENT OF THE PROBLEM

In today's competitive world, the biggest challenge which the organizations are facing is to retain talented employees, job satisfaction is necessary to promote functional employee behaviors' in the organization for the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance.

In an era of rapid change, knowledge capital must be retained in order for the organization to remain productive and responsive to the needs of its stakeholders (Bloch, 2001). The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997).

Low levels of job satisfaction among employees have been shown to produce various undesirable behaviors, such as using the organization's time to pursue personal tasks, psychological and practical withdrawal from the job, and behavioral changes that alter the work place environment (Camp, 1994). Additional negative consequences associated with low levels of job satisfaction include attendance problems, higher rates of turnover, early retirements, lack of active participation in job tasks, and psychological withdrawal from work (Camp, 1994).

Researchers (Maehr; Rosenholtz, 1989) suggest that the personal investment of employees at all levels is necessary for any effective organization. Recent research on school effectiveness emphasizes the importance of personal investment and commitment of teachers (Rosenholtz, 1989).

From the past 4 years up to now has witnessed several attempts by pharmaceuticals fund and supply agency to improve the job satisfaction level of employees by increasing the compensation to overcome turnover of experienced employees of the organization.

But from my own continues intensive physical observation from 2013-2016 of four years i.e. in 2013, 66 employees, by the year 2014, 90 employees, by the year 2015, 99 employees and in 2016, 170 employees left from PFSA, therefore different problems are existing regarding to job satisfaction because of increasing turnover of the employees. To strength and know this issues further, the researcher try found written document about job satisfaction of employees of the agency and any assessments regarding the reason of high attrition rate of employees of the agency. But it does not exist any written document regarding the subject area.

On the other hand, to know factors that affect employee's job satisfaction, the researcher distributed some questionnaires. From the respondents response the following problems are existing. These are:-, due to problems related to work place environment, communication between management bodies and employees inconsistent, absence of reward and recognition, organization structure and team work.

The absence of the above basic elements of job satisfaction employees leads to high turnover of experienced and professional employees, low level of job satisfaction, lack of work quality, ineffective and inefficient achievement of organizational goal. Thus the researcher was motivated to conduct in depth study and further explore the satisfaction of employee job satisfaction and determine the major factors that affect it.

Generally, it is crucial to identify the level of job satisfaction, factors that affect job satisfaction, and its influence on organizational commitment to retain talented work force in any industries. The purpose of the study is to describe the current level of job satisfaction and identify factors that affect employee job satisfaction at Pharmaceuticals Fund and Supply Agency (PFSA).

1.4 RESEARCH QUESTIONS

The study was based on the following research questions:

1. What is the current level of job satisfaction of employees at Pharmaceuticals Fund and Supply Agency?

2. What are the factors that affect the job satisfaction of employees at Pharmaceuticals Fund and Supply Agency?

3. What measures should be taken to improve or enhance the job satisfaction of employees?

1.5 OBJECTIVE OF THE RESEARCH

1.5.1 General objective

The general objective of the study is:-to identify factors that may influence employee job satisfaction and describe the current level of employee job satisfaction at PFSA

1.5.2 Specific objectives

To be more specific and in addressing the research questions, the specific objective of the study included the following :

- To identify the current level of job satisfaction of the employees.
- To identify the factors which influence the job satisfaction of employees
- To determine what measures need to be taken to improve/enhance the job satisfaction level of employees.

1.6 SIGNIFICANCE OF THE STUDY

This study is expected to aware the organization about the level of the employee job satisfaction and takes the required corrective measures based on the recommendation forwarded. This can also help the organization understand about the major factors that affect its

employee's job satisfaction and set strategies to overcome them. The study can also serve as stepping stone for other researchers who are interested to conduct the study in the area.

1.7 SCOPE OF THE STUDY

The scope of the research is limited to the factors that affect employee job satisfaction in Pharmaceuticals Fund and Supply Agency at the Head Office. This is happened due to time and financial constraints to include all staffs working in different branches located at different

regions of the country. However, it is believe that the Head Office Staff responses will represent the 17 branches workers as well. To distribute and collect the necessary questionnaires, the geographical location of branches is dispersed and takes a lot of cost and time. Therefore, the study focused on at Head Office. The number of respondents will be 217 employees as representative data from 500 employees at Head Office because it will not be manageable to take more than 217 representative sample sizes. The variables are also delimited to factors of job satisfaction, current level of job satisfaction and strategy to improve job satisfaction. Thus, these are the main focus areas of the study.

1.8 ORGANIZATION OF THE RESEARCH REPORT

This paper is organized into 5 chapters. The first chapter presents the introduction part, which includes the background of the study, back ground of the organization, statement of the problem, research questions, and objectives of the study, significance of the study, definitions of terms, and scope of the study.

The second chapter consists of the related literature review. The third chapter discusses the research design and methodology of the study. Chapter four is devoted to analysis and interpretation of the data obtained from different sources. The fifth chapter delivers the summary, conclusions and the recommendations forwarded based on the findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 THEORETICAL LITERATURE

2.1.1 The Concept And Definition of Job satisfaction

Job satisfaction is one of the most researched areas of organizational behavior and education. It is perceived as an attitudinal variable measuring the degree to which employees like their jobs and the various aspects of their jobs (Spector, 1996; Stamps, 1997). This is an important area of research because job satisfaction is correlated to enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Begley & Czajka, 1993; Chiu, 2000; Tharenou, 1993).

Darling-Hammond (1995) states that rigid, bureaucratically administered schools have not succeeded in implementing change in education reform, while schools using collective or collaborative problem-solving strategies based on an underlying sense of commitment have succeeded. Senge (1990) found that without commitment, substantive change becomes problematic. Hence, job satisfaction appears to be one aspect of commitment.

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employees' satisfaction is considered as all-around module of an organization's human resource strategies. According to Kovack (1977), job satisfaction is a component of organizational commitment. Spector (1996 p. 2) states that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job."

Research (Strumpfer, Danana, Gouws & Viviers, 1998) indicates an encouraging but complex correlation between positive or negative dispositions and the various components of job satisfaction. When satisfaction is measured at a broader level, research has shown those

organizations with more satisfied workers are more effective than those with less satisfied workers (Robbins, 1998).

Locke (1969) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences. Vroom (1982) defined job satisfaction as workers' emotional orientation toward their current job roles. Similarly, Schultz (1982) stated that job satisfaction is essentially the psychological disposition of people toward their work. Siegal and Lance (1987) stated simply that job satisfaction is an emotional response defining the degree to which people like their job. Finally, Lofquist and Davis (1991), defined job satisfaction as "an individual's positive affective reaction of the target environment...as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment" (p.27). The definition of job satisfaction has visibly evolved through the decades, but most versions share the belief that job satisfaction is a work-related positive affective reaction. There seems to be less consistency when talking about the causes of job satisfaction. Wexley and Yukl (1984) stated that job satisfaction is influenced by many factors, including personal traits and characteristics of the job. To better understand these employee and job characteristics and their relationship to job satisfaction, various theories have emerged and provided the vital framework for future job satisfaction studies.

2.1.2 Employee satisfaction

Utilizing from the employees is important for the effectiveness of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. There is the 'employee concept' in the center of HRM. These employees may be working for that firm or have the possibility of working for that firm. HRM can be defined as the management of the decisions and actions related with the employees in the organization to implement the strategies for creating competitive advantage. Another definition

about HRM is from Armstrong (2000), that it is the strategic management of the members of an organization who contribute to the achievement of that organization's objectives.

These definitions make us conclude that HRM is a strategic business and should be concerned strategically. Strategy may be defined as the statement of; what an organization wants to become, the objectives it wants to reach and, how to reach to these objectives (Armstrong, 2000). Strategic HRM (SHRM) helps the organization in reaching its objectives, and the main

players in SHRM are the “employees”. Lawler (1986) argued that a firm’s HR strategy should be centered on developing skills and ensuring motivation and commitment (Wallace, Eagleson, & Waldersee, 2000). In this statement, ‘ensuring the motivation’ is concerned with the employee satisfaction. That is why; the satisfaction of the employees takes an added importance. Employees are more loyal and productive when they are satisfied (Hunter & Tietyen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999).

Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations. On the other hand, as stated by Organ and Ryan (1995), the employee satisfaction is one of the basics of organizational citizenship behavior (Ozdevecioglu, 2003). That is, the well-satisfied employees will work more willingly and this contributes to the effectiveness of their organizations. There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction. When investigating the employee satisfaction, it should be known that; -an employee may be more satisfied by a

satisfying item, whereas the other employee may be less satisfied with the same item-. Because of this, analyzing the employee satisfaction from a large perspective will be better. That means; the sum of all satisfying factors composes that employee's satisfaction level.

As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having competitive advantage (Kelley, 2005). Therefore, researching the employee satisfaction in terms

of different factors and, on various areas (such as manufacturing industry, service industry or etc) will enrich the literature and contribute to organizations.

2.1.3 Importance of job satisfaction

Job satisfaction ensures that the right employees are recruited and retained in an organization. It also maintains productivity by keeping the workforce constantly engaged and motivated. It has also been proven that job satisfaction controls the ill effects of role conflicts and job induced stress thus minimizes labor turnover for great employees. A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce.

2.1.4 Impact of Job Satisfaction on Employee Performance Satisfaction and Productivity:

“Happy workers are productive workers” is a myth. Various research mentions, “Productive workers are likely to be happy”. Satisfied workers are more productive and more productive workers are highly satisfied. Worker productivity is higher in organizations with more satisfied

workers. Satisfaction and Absenteeism: Satisfied employees have fewer avoidable absences, while it certainly makes sense that dissatisfied employees are more likely to miss work. Satisfaction and Turnover: Satisfied employees are less likely to quit. Organizations take actions to retain high performers and to weed out lower performers. Satisfaction and Workplace Deviance: Satisfied employees are less likely to create a deviant behavior at the workplace, while dissatisfied employees creates an anti-social kind of behavior at the workplace including unionization attempts, substance abuse, stealing at work, undue socializing and tardiness.

Satisfaction and Organization Citizenship Behaviour (OCBs): Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job. Satisfaction and Customer Satisfaction: Satisfied workers provide better customer service. Satisfied employees increase customer satisfaction because they are more friendly, upbeat, and responsive; they are less likely to turnover, which helps build long-term customer relationships; and they are experienced. Dissatisfied customers increase employee job dissatisfaction.

2.1.5 How To Improve Employee Satisfaction?

Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

1. Clear, Concise and Consistent Communication: In many organizations, employee doesn't know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. We should keep employees informed on the company's position, progress made, issues/challenges, and how they directly contribute to the success of the business.

2. Getting to Know Your Employees and Create a Team: It can be done by hiring the right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instill trust and accountability, laying out clear expectation and securing their commitment to the business and build a culture around. working together to meet challenges, create new advantage, and propel the business to greater success.

3. Training and Other Improvement Programs: Provide necessary education, training and coaching that increases employees skills and shows the employee that you are interested in their success and readiness for new responsibility.

4. Empower Employees Across the Company: Step up appropriate levels of new responsibility across the company. Push appropriate decision making and allow people closes to the issue to make the call. Make sure your employee knows that you trust them to do their job to the best of their ability.

5. Work Itself: We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.

6. Fair Compensation and Benefits: Policies of compensation and benefits are most important part of organization. But you should build your policies at “suitability” not “the best”.

7. Opportunity for Promotion and Career Development: Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using their abilities, skills and creativeness.

8. Monitor Performance and Reward for Contribution: People naturally keep score. Use this as advantage by monitoring positive contribution and behavior, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure up to expectation. We should build the proper evaluation and fair and encourage employees perform work.

9. Provide Regular, Honest Feedback: Don't wait for a crisis situation to give feedback. Instead, give regular constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels of performance and keep it real.

10. Provide Best Equipment and Safe Working Condition: Invest in employees by making sure their tools and equipments don't keep them from being successful. Give them the very best tools to deliver the very best performance to the company, customers and the marketplace. Companies should build occupational health and safety program.

2.1.6 DIMENSIONS OF JOB SATISFACTION

A review of the literature shows that numerous variables have been investigated in their relationship to job satisfaction. These variables include demographic data (e.g. age, gender, and race), intrinsic features of the job (e.g. recognition, advancement, and responsibility), and extrinsic variables (e.g. salary, supervision, and working conditions)

2.1.6.1 Demographic Variables

Research has often focused on age as a factor influencing job satisfaction. Available literature is somewhat inconclusive however, with some studies showing no significant impact (Miller, 1985; Brown, 1998), some showing a gradual linear increase of satisfaction as age increases (Hulin, 1963; Weaver, 1980; Anderson, Hohenshil & Brown, 1984; Sutter, 1994), and some

suggesting that satisfaction is curvilinear and changes throughout the lifespan of the employee (Hertzberg et. al., 1957). Generally speaking, job satisfaction tends to increase gradually with age (Spector, 1997). Hertzberg et. al, (1957) attributes this trend to the fact that job expectations tend to become more realistic as employees age and mature. This pattern may change to show a relative decline in satisfaction after age 55 (Jewel, 1990), but this may be linked to the decreased physical energy and enthusiasm that may accompany the aging process. Still, many studies fail to show this late-career job satisfaction drop-off, and Quinn, Staines, and McCullough (1974) reported that older workers remain satisfied because of promotions and acquiring more desirable positions within organizations.

Others justify the findings by noting that people change jobs 6-7 times in a lifetime, and as people get older, they become more aware of their needs and make better choices. This incongruence of literature is likely due to situational job variances, and Zeitz (1990) supported this logic by demonstrating significant differences between satisfaction levels of federal employees based on their positions as elite professionals, non-elite professionals, and non-professionals.

The idea of a job satisfaction is very complicated (McCormick & Ilgen, 1985). Locke (1976, cited in Sempene et al., 2002) presented a summary of job dimensions that have been established to contribute significantly to employees' job satisfaction. The particular dimensions represent characteristics associated with job satisfaction. The dimensions are; work itself, pay, promotions, and recognition, working conditions, benefits, supervision and co-workers. This is postulated to

influence employees' opinion of "how interesting the work is, how routine, how well they are doing, and, in general, how much they enjoy doing it" (McCormick & Ilgen, 1985, p. 309).

2.1.6.2 Extrinsic satisfactions

Extrinsic factors are external job related variables that would include salary, supervision, and working conditions. These extrinsic factors have a significant influence on job satisfaction levels according to Martin and Schinke (1998).

(A) Pay

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. In their study of public sector managers, Taylor and West (1992) found that pay levels affect job satisfaction, reporting that those public employees that compared their salaries with those of private sector employees experienced lower levels of job satisfaction.

According to Boone and Kuntz (1992), offering employees fair and reasonable compensation, which relates to the input the employee offers the organization, should be the main objective of any compensation system. Included in the category of compensation are such items as medical aid schemes, pension schemes, bonuses, paid leave and travel allowances.

Lambert, Hogan, Barton and Lubbock (2001) found financial rewards to have a significant impact on job satisfaction. Such findings are largely consistent with the idea that most employees are socialized in a society where money, benefits, and security are generally sought after and are often used to gauge the importance or the worth of a person. Thus, the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organization. Groot and Maassen van den Brink (1999; 2000) provide contradictory evidence for the relationship between pay and job satisfaction. In their earlier research they did not find evidence for a relationship between compensation and job

satisfaction, however, their subsequent research revealed the opposite. However, Hamermesh (2001) found that changes in compensation (increases or decreases) have concomitant impact on job satisfaction levels of employees.

Several other authors maintain that the key in linking pay to satisfaction is not the absolute amount that is paid, but rather, the perception of fairness (Aamodt, 1999; Landy, 1989; Robbins, 1998). According to Robbins et al. (2003), employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations. When pay is perceived as equitable, is commensurate with job demands, individual skill level, and community pay standards, satisfaction is likely to be the result. Gunter and Furnham (1996) found employee perceptions concerning the equity with which the organization rewards its employees to be

better predictors of job satisfaction than is the case with gender, age, or actual salary. Similarly, Miceli, Jung, Near and Greenberger (1991 cited in Hendrix, Robbins, Miller & Summers, 1998), validated a causal pathway leading from fairness of the pay system to improved job satisfaction.

Sousa-Poza's (2000) research indicates that perceived income, that is, whether the respondent considered his income high or not, was found to have the third largest effect on the job satisfaction of male employees.

(B) Supervision

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction (Aamodt, 1999; Kinicki & Vecchio, 1994; Luthans, 1992; Moorhead & Griffen, 1992; Robbins, 1998).

Research appears to be equivocal since most research indicates that individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in completing their tasks (Ting, 1997). Similar results were reported by Billingsley and Cross (1992) as well as Cramer (1993). These researchers generally hold that dissatisfaction with management supervision is a significant predictor of job dissatisfaction. The above findings are corroborated by Staudt's (1997) research based on social workers in which it was found that respondents who reported satisfaction with supervision, were also more likely to be satisfied with their jobs in general.

Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction. Researchers (Knoll, 1987; Pfeiffer & Dunlap, 1982; Rettig, 2000) have written extensively about the importance of supervision in schools. Their research indicates that supervisory activities foster motivation, inspiration, and trust and thus help to improve teaching performance.

(C) Promotion

An employee's opportunities for promotion are also likely to exert an influence on job satisfaction (Landy, 1989; Larwood, 1984; Moorhead & Griffen, 1992; Vecchio, 1988). Robbins (1998) maintains that promotions provide opportunities for personal growth, increased responsibility, and increased social status (Robbins, 1998).

Drafke and Kossen (2002) postulate that many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment.

They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease. According to McCormick and Ilgen (1985), employees' satisfaction with promotional opportunities will depend on a number of factors, including the probability that employees will be promoted, as well as the basis and the fairness of such promotions. Visser (1990) indicates that such an individual's standards for promotion are contingent on personal and career aspirations. Moreover, not all employees wish to be promoted. The reason therefore is related to the fact that promotion entails greater responsibility and tasks of a more complex nature, for which the individuals may consider themselves unprepared. If employees perceive the promotion policy as unfair, but do not desire to be promoted, they may still be satisfied. Nonetheless, opportunities for promotion appear to have a significant positive correlation with job satisfaction (Tolbert & Moen, 1998). In a study by Jayaratne and Chess (1984 cited in Staudt, 1997), the opportunity for promotion was found to be the best and only common predictor of job satisfaction in child welfare, community mental health, and family services agencies. Luthans (1992) further maintains that promotions may take a variety of different forms and are generally accompanied by different rewards. Promotional opportunities

therefore have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance employee satisfaction.

(D) Work group

There is empirical evidence that co-worker relations are an antecedent of job satisfaction (Morrison, 2004). Research (Mowday & Sutton, 1993), suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which he or she belongs. The social context of work is also likely to have a significant impact on a worker's attitude and behavior (Marks, 1994). Relationships with both co-workers and supervisors are important. Some studies have shown that the better the relationship, the greater the level of job satisfaction (Wharton & Baron, 1991).

According to Hodson (1997), such social relations constitute an important part of the "social climate" within the workplace and provide a setting within which employees can experience meaning and identity. Luthans (1998) postulates that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. When cohesion is evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction.

Markiewicz et al. (200) found that the quality of close friendships was associated with both career success and job satisfaction of employees. Riordan and Griffeth (1995) examined the impact of friendship on workplace outcomes; their results indicate that friendship opportunities were associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover.

Luthans (1992), however, contends that satisfactory co-worker relations are not essential to job satisfaction, but that in the presence of extremely strained relationships, job satisfaction is more than likely to suffer. Nevertheless, the growing body of literature on the subject seems to indicate that co-worker relations are taking on an ever-increasing role, not just in the realms of productivity, but also in determining the experience of work and its meaning (Hodson, 1997).

Hillebrand (1989) found that the greatest need of educators centered on interpersonal needs. He maintains that healthy relationships with colleagues and school principals increase educational concerns and goal attainment. These findings strengthen the argument that organizations should engage in the integration of employees so as to create group cohesion among employees and departments within the organization (Lambert et al., 2001).

(E) Working condition

Working conditions is another factor that has a moderate impact on the employee's job satisfaction (Luthans, 1992; Moorhead & Griffen, 1992). According to Luthans (1998), if people work in a clean, friendly environment they will find it easier to come to work. If the

opposite should happen, they will find it difficult to accomplish tasks. Vorster (1992) maintains that working conditions are only likely to have a significant impact on job satisfaction when, for example, the working conditions are either extremely good or extremely poor. Moreover, employee complaints regarding working conditions are frequently related to manifestations of underlying problems (Luthans, 1992; Visser, 1990; Vorster, 1992).

2.1.6.3 Intrinsic Factors

Work is unquestionably an intrinsic part of peoples' lives. "It is often our source of identity and at times our reason for being", (Bruce and Blackburn, 1992, p. 4). Aside from decent pay, economic security, and other extrinsic and tangible rewards of employment, the intrinsic aspects of work are also relevant to the study of job satisfaction. Intrinsic factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived respect and responsibility, task variety, and meaningful work. These personally rewarding intrinsic factors have demonstrated a significant impact on job satisfaction in many studies (Hertzberg et. al., 1957; O'Driscoll & Randall, 1999, Locke, 1976, Valentine, Valentine & Dick, 1988). Dodd-McCue and Wright (1996) found that job satisfaction is enhanced by the value placed on one's professional role and identification with that role, but negatively affected by choosing the job because rewards are extrinsic (external to the work itself, such as fellow workers, salary, or

promotion opportunities). Martinez-Ponz (1990) found that intrinsic rewards were more effective in increasing job satisfaction and commitment among teachers than were financial incentives.

Similarly, Reyes, Madsen, and Taylor (1989) found that intrinsic rewards had more influence on educators than any organizational rewards. Stewart (2000) suggested that helping to make workers feel independent had large positive effects on both performance and satisfaction outcomes. Kirkman and Rosen's (1999) work also spoke to the importance of worker autonomy and its positive relationship with job satisfaction and performance. Cappelli (2000) highlighted the importance of intrinsic rewards when participants rated interesting work, open communications, and opportunities for advancement as the top three things they desire in their jobs. Tatsapaugh (1994) suggested that the lack of advancement on the job is a frequent factor

influencing resignation. When employee feels their work is meaningful and that they are responsible for their outcomes, Thomas & Tymon, (1997) state that workers show higher levels of effort and attention to doing tasks well.

2.1.7 Measurement of Job Satisfaction

Measuring job satisfaction is difficult, for it is an abstract personal cognition that exists only in an individual's mind. To measure job satisfaction, one must have a conceptual understanding of the construct in order to decide what indirect factors to measure. Since there is no single agreed upon definition of job satisfaction, and no widely accepted theory to explain it, it is no surprise that there is also no general consensus on the best way to measure job satisfaction (Wanous & Lawler, 1972).

The most basic forms of measurement might include an interview, a single-item measure, or a workplace observation; however, most researchers opt for a more objective and in-depth survey instrument (Spector, 1997). Questionnaires are easily distributed, have less room for bias, have increased likelihood of confidentiality, and require much less time and money than one-on-one interviews (Pedhazur & Schmelkin, 1991). Job satisfaction questionnaires also can examine any number of facets that have hypothesized impact on job satisfaction, although the lack of common agreement with definition and theory can present challenges when weighting each facet and interpreting the results (Evans, 1969). The most widely cited survey instruments found in the

literature include The Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ).

2.1.7.1 The Job Satisfaction Survey

The Job Satisfaction Survey was developed by Paul E. Spector to assess employee attitudes about the job and aspects of the job. The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from "strongly disagree" to "strongly agree" and questions are written in both directions.

2.1.3.1 Job Descriptive Index

The Job Descriptive Index (JDI) was first discussed in Smith, Kendall, and Hulin's publication of *The Measurement of Satisfaction in Work and Retirement* (1969). This 90-item scale is designed to measure employees' satisfaction with their jobs by looking at five important aspects or facets of job satisfaction which are present job, present pay, and opportunities for promotion, supervision, and coworkers. It has been widely used and researched for over 40 years, and it has become one of the most popular job satisfaction survey instruments (DeMeuse, 1985; Zedeck, 1987). In fact, more than 12,000 research studies are currently archived by the JDI Research Group.

2.1.3.2 Minnesota Satisfaction Questionnaire

Developed in 1967 by Weiss, Dawis, England, & Lofquist, the Minnesota Satisfaction Questionnaire (MSQ) has become a widely used instrument to evaluate job satisfaction. Three forms of the MSQ have been developed, two 100-item long forms (1977 version and 1967 version) and a 20-item short form. The MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job, and it provides more information on the rewarding aspects of a job than do more general measures of job satisfaction. The MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers in jobs (Vocational Psychology Research, 2002).

The MSQ is a gender-neutral, self-administered paper-and-pencil inventory that is written on a fifth-grade level. The short form can be completed in about 5 minutes while the long form can be completed in 15 to 20 minutes. Although both the short and long forms provide job satisfaction estimates, the long form provides much more information for the short additional administration time required. The MSQ can be used in an individual or group setting, and standardized instructions for administration are provided. The 1977 revision of the MSQ (originally copyrighted in 1963) uses a standard five-point response scale. Response choices are

“Very Satisfied”, “Satisfied”, "N" (Neither Satisfied nor Dissatisfied), “Dissatisfied” and “Very Dissatisfied.” This response format was found to have a ceiling effect which caused the scale score distributions to be negatively skewed. The 1967 version adjusted for this by changing the response options to “Not Satisfied,” “Somewhat Satisfied,” “Satisfied,” “Very Satisfied,” and “Extremely Satisfied. This modification resulted in a symmetrical scale score distribution that centered on the "satisfied" category and evidenced larger item variance. Although researchers often prefer this format, the normative data for the 1967 version of the MSQ is more limited.

Thus, the 1967 version is recommended for prediction studies or for comparisons within organizations where normative data is unnecessary (Vocational Psychology Research, 2002). In this study the researcher used MSQ,

2.1.4 Theories of Job Satisfaction

There are numerous theories attempting to explain job satisfaction, but three conceptual frameworks seem to be more prominent in the literature. The first is content theory, which suggests that job satisfaction occurs when one’s need for growth and self-actualization are met by the individual’s job.

The second conceptual framework is often referred to as process theory, which attempts to explain job satisfaction by looking at how well the job meets one’s expectations and values. The third conceptual group includes situational theories, which proposes that job satisfaction is a product of how well an individual’s personal characteristics interact or mesh with the organizational characteristics. Each of the three theoretical frame works has been explored and reviewed by countless scholars and researchers, and the purpose of this chapter is not to provide

an exhaustive review of job satisfaction theories. Instead, a highlight of the main theories and theorists from each framework will be offered, to provide clarity, relevance and direction to this study of job satisfaction.

2.1.4.1 Content Theories

When discuss in human needs, growth, and self-actualization, one cannot look far before finding Abraham Maslow and his “hierarchy of needs”. Maslow’s (1954) traditionalist views of job satisfaction were based on his five-tier model of human needs. At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified. The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love.

The fourth tier incorporated self-esteem needs and recognition by one’s peers, and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction. According to Maslow, the needs of an individual exist in a logical order and that

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the basic lower level needs must be satisfied before those at higher levels. Then, once the basic needs are fulfilled, they no longer serve as motivators for the individual. The more a job allows for growth and acquisition of higher level needs, the more likely the individual is to report satisfaction with his or her job. Furthermore, the success of motivating people depends on recognizing the needs that are unsatisfied and helping the individual to meet those needs. Building on the theories of Maslow, Frederick Herzberg (1974) suggested that the work itself could serve as a principal source of job satisfaction. His approach led to the aforementioned two-continuum model of job satisfaction where job satisfaction was placed on one continuum and job dissatisfaction was placed on a second.

Herzberg’s theory recognized that work characteristics generated by dissatisfaction were quite different from those created by satisfaction. He identified the factors that contribute to each dimension as “motivators” and “hygiene’s”. The motivators are intrinsic factors that influence satisfaction based on fulfillment of higher level needs such as achievement, recognition, and opportunity for growth. The hygiene factors are extrinsic variables that such as work conditions,

pay, and interpersonal relationships that must be met to prevent dissatisfaction. When hygiene factors are poor, work will be dissatisfying. However, simply removing the poor hygiene's does not equate to satisfaction. Similarly, when people are satisfied with their job, motivators are present, but removing the motivators does not automatically lead to dissatisfaction. Essentially, job satisfaction depends on the extrinsic characteristics of the job, in relation to the job's ability to fulfill one's higher level needs of self-actualization. Hence the two continuum model of Herzberg Motivator-Hygiene theory.

2.1.4.2 Process Theories

Process theories attempt to explain job satisfaction by looking at expectancies and values (Gruneberg, 1979). This theory of job satisfaction suggests that workers' select their behaviors in order to meet their needs. Within this framework, Adams' (1963) and Vroom (1982) have become the most prominent theorists. J. Stacy Adams' suggested that people perceive their job as a series of inputs and outcomes. Inputs are factors such as experience, ability, and effort, while outcomes include things like salary, recognition, and opportunity.

The theory is based on the premise that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others. This "equity theory"

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proposes that people seek social equity in the rewards they expect for performance. In other words, people feel satisfied at work when the input or contribution to a job and the resulting outcome are commensurate to that of their co-workers. According to Milkovich and Newman (1990), this social equity is not limited to others within the same workplace, and the equity comparisons often reach into other organizations that are viewed as similar places of employment.

Vroom's (1964) theory of job satisfaction was similar in that it looked at the interaction between personal and workplace variables; however, he also incorporated the element of workers' expectations into his theory. The essence of this theory is that if workers put forth more effort and perform better at work, then they will be compensated accordingly. Discrepancies that occur between expected compensation and actual outcome lead to dissatisfaction. If employees receive

less than they expect or otherwise feel as if they have been treated unfairly, then dissatisfaction and the employee may experience feelings of guilt. The compensation does not have to be monetary, but pay is typically the most visible and most easily modified element of outcome. Salary also has significance beyond monetary value and the potential to acquire material items, and Gruneberg(1979) notes that it is also an indication of personal achievement, organizational status, and recognition.

Vroom's theory also goes one step further to incorporate an individual's personal decision making within the work-place. Vroom (1982) explained that employees would choose to do or not do job tasks based on their perceived ability to carry out the task and earn fair compensation. To illustrate and clarify his ideas, Vroom generated a three-variable equation for scientifically determining job satisfaction. Expectancy is the first variable, and this is the individual's perception of how well he or she can carry out the given task. Instrumentality is the second variable of the equation, and this refers to the individual's confidence that he or she will be compensated fairly for performing the task. Valence is the third variable, which considers the value of the expected reward to the employee. In Vroom's formula each variable is given a probability value, and when all three factors are high, workers will be more satisfied and have more motivation. If any of the factors are low, work performance and employee motivation will decline.

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2.1.4.3 Situational Theories

The situational occurrences theory emerged in 1992, when Quarstein, McAfee, and Glassman stated that job satisfaction is determined by two factors: situational characteristics and situational occurrences.

Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative. Positive occurrences might include dissatisfaction may occur. Conversely, overcompensation may also lead to extra vacation time, while negative occurrences might entail faulty equipment or strained co- worker relationships. Within this

theoretical framework, job satisfaction is a product of both situational factors and situational occurrences.

2.2 EMPIRICAL LITERATURE REVIEW

Job satisfaction is the most frequently studied variable in organizational behavior (Spector, 1997). Research on job satisfaction is performed through various methods including interviews, observations and questionnaires. The questionnaire is the most frequently used research method because it is unrestrained in nature. Researchers can use an existing assessment tool or scale, as a means of assessment. Using an existing scale provides the researcher with a valid, reliable and consistent construct while assessing job satisfaction. Job satisfaction can be assessed using a general scale, facet satisfaction scale or global satisfaction scale. The Jobs Descriptive Index (JDI) is the most popular job satisfaction assessment tool with researchers (Spector, 1997). The JDI is broken down into five facets of satisfaction: work, pay, promotion, supervision and co-workers.

The most significant research study that shows the importance of job satisfaction is the Hawthorne studies (Muchinsky, 1985). The purpose of the study was to research the relationship between lighting and efficiency. The experiment was conducted in 1924 by researchers from Western Electric and Harvard University at the Hawthorne Works of the Western Electric Company. Various sets of lights at various intensities were set up in rooms where electrical equipment was being produced. The amount of illumination (bright, dim, or a combination) provided to the workers seemed to have no effect on production. The results of the study were so unexpected that further investigation revealed many previously unknown aspects

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of human behavior in the workplace. Researchers learned that factors other than lighting affect worker's productivity. The workers responded positively to the attention they were receiving from the researchers and as a result, productivity rose. Job performance continued to improve because of the novelty of the situation; when the novelty wore off, production returned to its earlier level. Research has offered little support that a happy employee is productive; in fact, research suggests that causality may flow in the opposite direction from productivity to satisfaction (Bassett, 1994).

Research on this theory supports that job satisfaction is an important factor not only for employees but for organizations as well. For example, in a research survey by Grant, Fried, and Juillerat (2010) at a large bank, managers found that bank tellers were very dissatisfied with their jobs stating that they were "just glorified clerks". They also said that their jobs were boring and felt micromanaged because they were unable to make decisions even small ones, without the approval of their managers. In this case, the managers of the bank decided to re-design the teller jobs to increase job satisfaction. New tasks were added to provide variety and the use of a broad range of skills. In addition to their checking cash, deposit and loan payment tasks, they were trained to handle commercial and traveler's cheques as well as post payments online. The tellers were also given more autonomy in their roles and decision-making responsibilities. Finally, when feedback time approached, the managers felt that by re-designing the role of the teller they were giving the tellers responsibility to own their customers. In this particular case, it was observed that job satisfaction had increased. A survey was taken six months later and it was found that not only were the tellers more satisfied with their role but they were also more committed to the organization. Finally, during employee/manager evaluations, it was found that there was an increase in performance by the tellers and that the job satisfaction provided by the job redesign had effects lasting at least four years (Grant et al., 2010).

According to another study by Syptak, Marsland, and Ulmer (1999) satisfied employees tend to be more productive, creative and committed to their employers. Furthermore, recent studies have shown that there is a direct correlation between staff satisfaction and patient satisfaction. In the case of the physician's office, a study found that not only were the employees and patients more satisfied, the physicians found an increased level of job satisfaction as well. The study conducted in the physician's office was based on Herzberg's Motivation-Hygiene Theory. Hygiene factors are related to the work environment and include: company policies,

supervision, salary, interpersonal relations and working conditions. Motivators factors are related to the job and make employees want to succeed and include: achievement, recognition, the work itself, responsibility and advancement. According to Herzberg, once the hygiene issues are addressed, the motivators promote job satisfaction and encourage production. In applying Herzberg's theory to the real life physician's practice. The study first addressed the hygiene factors "because these are important in creating an environment in which employee satisfaction

and motivation are possible” (Syptak et al., 1999). The study discussed in detail each aspect of the hygiene factors and how the physicians could apply these factors to create an environment that promoted job satisfaction. The study then moved on to the motivators and again discussed in detail the aspects of each factor. Finally, "by creating an environment that promotes job satisfaction, you are developing employees who are motivated, productive and fulfilled” (Syptak et al., 1999). The image below provides a visual between the differences in motivators and demotivators in job satisfaction.

2.2.1 Effects of Reward and recognition on job Satisfaction

Reward is something that an organization gives to the employees in response of their contribution and performance. A reward can be extrinsic or intrinsic, it can be a cash reward such as bonuses or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions etc, yet these incentives alone are not enough. Employees judge the quality of their job in the intrinsic satisfaction (the personal reward they reap from their work).

Using intrinsic rewards to increase employee commitment and retention is achievable in any organization. While it is both an art and science, it has basic component of human nature that are fundamental. When these intrinsic approaches are understood and ingrained in the organization’s culture, productive employees remain. It has been asserted that, when pay and benefits are comparable to the market, it is the intangibles that make for a dedicated workforce (Shechtman, 2008).

Reward is something that an organization gives to the employee so that the employees become motivated for future positive behaviour (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee’s perception that they are valued (Johnson, 2004).

Recognition and reward programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying “thank you” to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make

it successful (Johnson, 2004). People who feel appreciated are more positive about themselves and their ability to contribute; employees who understand how their efforts contribute to the success of the organization overall are the most engaged, and therefore the least likely to leave.

The Society for Human Resources Management (SHRM) says that rewards are one of the keys to avoiding turnover, especially if they are immediate, appropriate, and personal. The Hay Group and Fortune magazine study of the “Most Admired Companies” also cites rewards and recognition as a key driver of employee retention, as it create a culture that motivates and supports employees (Hay Group, 2007). In the absence of a structured program and an accompanying workplace philosophy about recognizing good work, it is easier for employees to leave. "People don't quit jobs, they quit relationships," said Ferris, paraphrasing the conclusion of a Gallup study (Murray, 2007). A valued employee is more likely to stay in employment than unvalued employee is. Sutherland (2004), argues that reward systems ought to be a significant sphere of innovation for employers.

The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention. Recognition is one of the most important methods of rewarding people. Employees need to know not only how well they have achieved their objectives or carried out their work, but also that their achievements are appreciated. Recognition needs are linked to the esteem needs of Maslow’s hierarchy of needs.

Recognition can be provided by positive and immediate feedback and praises where it is well observed (Armstrong & Murlis, 2008). Rewards are very important for job satisfaction because it fulfils the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and

skill in a job (Armstrong, 2010). Attractive remuneration packages are one of the very important factors of retention because it fulfils the financial and material desires as well as provide the means of being social by employee’s status and position of power in the organization (Pfeffer, 1998). Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruffe, 1999). An

organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007).

2.2.2 Effect of Organizational Structure on Job satisfaction

Cho et al. (2006), emphasized that organizational policies and Human Resource practices in quest of employee retention will outperform the competition. Griffeth et al. (2001), categorically explained the significance of human resource policies and its impact on employee retention. Similarly, proficiently planned and well-executed employee retention program enhances productivity and reduces employee turnover expenditures (Sutherland, 2004). Human Resource policies with respect to stimulating performance evaluation mechanism, performance based reward mechanism and career growth and promotion opportunities affect worker's decisions of either staying or leaving a job. Employees always look for career growth opportunities and in this context Human Resource policy functions stimulate employees to stay in the current job. Large number of research has been conducted on the role of Human Resource policies in mitigating voluntary turnover, and in each of the studies, the conclusion is that Human Resource policies go a long way to affect employee retention. Employee performance appraisal is used to measure employee workplace performance and improving performance (Taylor, 2004). It is asserted that the impact of fair performance appraisal process on employee retention is positive as Kuvaas, (2008) contends. Memon et al. (2010), explained that performance appraisals are designed to relate pay to performance irrespective of intensity of performance and goal achievement.

Human Resource Training and Development function plays an important role in developing a learning organization which exploits full potential of its people at an individual, team and organization level. Somaya & Williamson (2008) suggested, "In an organization where employees receive the proper training needed to assume greater responsibilities, turnover rates are generally lower". Beside this, Lambert et al. (2002), found that employee training

considerably mitigates employee desire to leave the organization particularly for the new employees.

It is observed that the clear and well-articulated career growth strategy mitigates the effect of employee intention to leave typically at the time when employees have an unclear career

expectation. In this context, clearly defined job growth and advancement opportunities affect employee–employer relationship in many positive ways and it leads to reduced turnover (Samuel & Chipunza, 2009). One primary Human Resource tool that is used to affect motivation and performance is compensation (Robinson & Pillemer, 2007). Employee dissatisfaction with compensation result in high turnover and it provokes employee intention to leave a specific job or organization permanently. Kim (2008), recommends that monetary benefit alone is not worth mentioning and employees are more focused towards non-monetary rewards because these are more attractive therefore, retention strategies should focus on more than just financial compensation. The function of job description also signifies another aspect of employee retention. Undecided goal alignment, regular performance disparagement and blurred organizational objectives create workplace anxiety, aggravation and dissatisfaction (Silbert, 2005).

2.2.3 Effects of training and Development on job satisfaction

One of the most difficult thing people live within today’s workforce is the constant feeling of needing to sell oneself with no time to achieve personal or professional goals (Moses, 1999). Employee development programs can make a big difference in alleviating such feelings. Employees have a hard time caring about a company if they do not believe the company cares about them (Garger, 1999). People recognize the value of working for a company that is willing to invest money in them, even if that investment ultimately benefits the organization (Wilson, 2000). According to Carole Jurkiewicz, two factors the impact employee satisfaction and commitments are, “feelings that the organization can be relied on to carry out its commitments to its employees and feelings that the individual is of some importance to the organization” (2000).

Not only do organizations need their employees to help them be successful, employees need to feel like they are making a difference in reaching business goals (Gerbman, 2000). Companies utilizing employee development programs are experiencing higher employee satisfaction with

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lower turnover rates (Wagner, 2000). According to Stacey Wagner, a director with the American Society for Training and Development, training builds

company loyalty because employees know the organization is investing in their futures (Rosenwald 2000)

Training provides chances to employees' enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees' development that is good for competencies Martensen and Gronholdt (2001).By getting these training programs employees able to get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006).

Aim of these training and management programs to amend employees' skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities. These programs also concentrated on employees' individual and mutual functioning. The concept and execution of these training programs established on training, management needs, and these needs are discover by training analytical thinking. The time and money investment on these programs associated with organization delegation (Watad&Ospina, 1999).

2.2.4 Effect of Teamwork on Job satisfaction

In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both realized the teamwork as mortal task. It is described that efficient teamwork can prompt employees and amend employees' jobs in the organization if the employees work in same prefaces. Execution and self-power, Person liberty, implication, attaching with team members and satisfaction are the origin to raise employees self-powered and motive through teamwork. Consorting to consequences of Rahman and Bullock's (2005) that convinced relation among employees is developed by use of mutual work. In banking sector, we anticipate the same convinced relation among efficient teamwork and employee satisfaction. To the achiever of any business efficient teamwork is necessary. As "no man is an island" complete organization can be, stimulate due to good effects of fertile teamwork and organization can be lame due to bad effects of deficient

teamwork. For efficient teamwork attracting and retaining are requires. For producing an efficient team it does not matter how difficult it is to tried people work mutually, the team will

definitely fail without right people for right job. Teamwork is significant either you lead or work in team. In the banking sectors, we anticipate that convinced relation among efficient teamwork and employees expectations.

2.2.5 Effect of Superior-subordinate communication on Job satisfaction

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional.[31] Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction.

The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research methodology used which include the research design, population and sampling design, data types and Sources of data collection instruments used ,data collection procedures and method of data analysis. It also indicates or shows the reliability and validity of the data collection tools used and ethical considerations of the study.

3.1 Research Design

Descriptive research was used to conduct the study because the researcher is interested in describing the existing situation under study. The study was holding quantitative and qualitative research method in order to address research questions and objectives set. An institutional based cross sectional survey has been conducted to assess factors that affect employees job satisfaction Among the 500 employees of in Central Office of PFSA, 217 respondents were selected using international sample size determination formula. The data were collected personally and analyzed using descriptive statistical as mentioned above and summary of findings, conclusions, and recommendations drawn based on the results

3.2 Population and Sampling Techniques Used

There are about 500 permanent staffs working at central PFSA office in 15 departments. The sample had collected from all departments. The sample size of the study has determined by using Krejcie and Morgan Table. Therefore, the sample using table ,N is the population size (500), and e is the level of precision or sampling error 5% at 95% confidence interval (± 1.96) become = 217. By using random sampling from the HRM department alphabetical lists of all staffs.

The study was carried out during the month of Dec 2016 at PPFS. Samples of 217 staff were picked, however not all employees were able to respond to the questionnaires and only 210 questionnaires' were successfully returned. The research under the study utilizes simple random sampling. The main cluster will target to collect the sample data from the working professionals of different departments. The selection of employees is randomly.

3.3 Source of Data and Data Collection Instruments Used

The survey instrument of the research under the study addresses two major purposes. To analyze relationship of different variables in the adoption of employee job satisfaction. The survey instruments (questioner) contain two sections. Section 1 includes different personal and demographic variables. This section will obtain respondent's information about Name, Gender, Educational level , Monthly income and Age. Section 2 includes latent variables that are important to the research under the study. These variables include Workplace environment, Job satisfaction, Teamwork. Training, development, Reward and recognition, organization structure and communication with managers .This section of the study is developed based on the passed literature and already used questioners. The questionnaire was distributed among 217 respondents in PFSA.

These respondents are selected based on criteria above discussed. The purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses.

3.4 Procedures of Data Collection

The questionnaire was distributed among 217 respondents in the agency. These respondents are selected based on criteria above discussed. The purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. 210 questionnaires were returned & selected and rest of the questionnaire was not including in the future analysis due to incomplete or invalid responses. After collecting the completed questionnaire, these questionnaires were coded and enter into SPSS sheet for further regression analysis.

3.5 Method of Data Analysis

The researcher was used descriptive method of data analysis. Quantitative data analysis will be done using frequency distribution and percentages. Descriptive statistics has used to describe study participants. Descriptive researches are those researches that describe the existing

situations instead of interpreting and making judgments (Creswell, 1994). The main objectives of descriptive research is verification of the developed hypothesis that reflect the current

situation this type of research provides information about the current scenario and focus on past or present

3.6 Assurance of Reliability and Validity of Data Collection Tools

3.6.1 Reliability of Data Collection Tools

As far as the reliability of these instrument concerned, Cronbach's Alpha test has made by using Cronbach's Alpha testing as it is ,used reality test by social researches.

Fornell and Larcker (1981) suggested that an instrument to be considered adequately reliable the index of reliability (Cronbach's Alpha coefficient) should be greater than the bench mark of $\alpha = 0.7$, having saying this, the Cronbach's Alpha coefficient instrument as shown below ranges from 0.78 to 0.95, for this study, the pilot survey taken from 25 respondents

3.6.2 Validity of Data Collection Tools

In this study, validity took into consideration. Because the questionnaire is constructed by the researcher, it is designed on the basis of the researcher's needs and advisors comment in relation to the study topic and so brings advantages in the sense that it measures exactly what the researcher intends to measure. Related literature review in the study area and internationally accepted questionnaires developed by different institutions related to this topic was conducted carefully before taking on the research. This enabled theories and the questions in the questionnaire to be identified.

Theories and themes were well supported by the findings.

3.7 Ethical Considerations

The study was conducted with the consent of the organization where the study is undertaken, i.e., Pharmaceuticals Fund And Supply Agency and the respondents involved in the study they were informed that the results of the study are going to use for academic purpose only. Accordingly confidentiality of the response given by respondents is particularly respected efforts have also

been made to use polite language in writing the report not to annoy anybody. Furthermore all sources consulted to conduct this study have been duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This section of the paper focuses on analysis, presentation, and interpretation of data collected from respondents mentioned in the methodology part of the paper. Employees are randomly selected from 15 departments.

The data collected through questionnaire were presented, analyzed and interpreted. In addition to the respondents general back ground, core issues of factors that affect employee job satisfaction that are Workplace environment, Teamwork. Training and development, Reward, and recognition. Organization structure and communication with managers were examined. The qualitative data collected were processed by using percentage and expressed in words. In view of that, the following discussions were made to indicate the results.

4.1 General Characteristics of the Study Population

The demographic characteristics include gender, age, and level of education, job level, income level and years of working experience. These aspect of the analysis deals with the personal data of the respondents in the questionnaires given to them. The table below shows the details of background information of the respondents.

As can be seen from the above Table 4.1, the largest portion of Pharmaceuticals Fund and Supply Agency total employees at Head Office is male (71.8%) and female (28.2%).Results show that the number of females in the organization are very low in this organization. This

indicates that the majority of work done by the organization is done by male this indicates that participation of females in different job positions does not have given much emphasis.

As shown from the above Table (4.2), the majority of 62.9% of the respondents were male and the remaining 37.1% of the respondents were female. Regarding the age of the respondents, the greater part 36.7 % of respondents exists within the age category of 26-30 years, the second were 20 % within the age \leq 25 years, the third were 16.7% within the age category of 31-35 years, the fourth is 15.7% within the age category of 36-40 years ,the fifth were 4.3% of the

respondents within the age category of 41-45, the remaining 6.7% of the respondents were ≥ 46 years.

This indicated that majority of the Agency employees is male. And also youth and energetic employees were worked at the Agency.

Anderson, Hohenshil & Brown, 1984; Sutter, 1994), and some suggesting that satisfaction is curve linear and changes throughout the lifespan of the employee (Hertzberg et. al., 1957). Generally speaking, job satisfaction tends to increase gradually with age (Spector, 1997). Hertzberg et. al, (1957) attributes this trend to the fact that job expectations tend to become more realistic as employees age and mature. This pattern may change to show a relative decline in satisfaction after age 55 (Jewel, 1990), but this may be linked to the decreased physical energy and enthusiasm that may accompany the aging process. Still, many studies fail to show this late-career job satisfaction drop-off, and Quinn, Staines, and McCullough (1974) reported that older workers remain satisfied because of promotions and acquiring more desirable positions within organizations.

As can be noted from Table 4.2, the largest groups of respondents (39.5%) have working experience of ≥ 3 years of on the current job. The second portion (29%) of respondents have served in the organization between 4-7 years, the third portion (17.6%) of respondents have served in the organization between 8 to 11 years and the rest 6.7% and 7.2% have served in the organization 12-15 years and 16 & above years respectively.

With regard to educational qualification, 70% of the respondents were 1st degree holders, 14% of the respondents were diploma holders and the rest 9.5% and 5.7% of the respondents were 2nd degree holders and High school graduate respectively.

This indicates that the number of experienced employees of the agency is low this has an implication that there is high turnover labor of experienced workers of the agency. regardless of the experience majority of the respondents educational qualification is degree which is good for the organization to perform its task by professionals.

As can be shown from Table 4.2, the largest group of respondents 44.8% has monthly income above 5500. The second portion 29 % of respondents were between 4500-5500. The third group 14.3 % of respondents monthly income were between 2500-3500, the fourth 7.1% of the respondents monthly income were between 1500-2500 and 4.8% of the respondents monthly income were between 3500-4500 respectively.

Results indicated that majority of the employees are degree holders this is a good opportunity to attain the objective of the organization by engaging educated labor to increase the capacity at different professional areas and the monthly income of the respondents is ≥ 5500 , since the organization is huge and serve the country as a sole distributor of pharmaceuticals and medical equipment for health sector the income of the employee have to increase to compete with the same private organizations available in the country to maintain its experienced work force.

4.3 Analysis of Data Collected from Respondents

This section of the study explains the descriptive statistics calculated on the basis of the variables included in study questionnaires. The measures of frequency and percentage results obtained from employees of the agency

As shown from the above Table 4.3, 210(96.77%) questionnaires were collected from 217(100%) employees. This result indicates that the employees majority of the employees return the questioner and the returned result is satisfactory.

As shown in item 1 of Table 4.4, (16.7%) of the respondents strongly disagree, 40.4% of the respondents disagree, 22.4% of the respondents are Neutral, (15.7 %) of the respondents are Agree, and (3.8 %) of the respondents are strongly agree with the statement that I work in an environment where there cooperation and respect.

As can be seen from the result majority of the respondents disagree and strongly disagree on the statement therefore employees current level of job satisfaction is low because of work place environment have an impact on job satisfaction and personal respect for employees at all levels of a company is an integral part of a positive work environment. Personal respect in the workplace encompasses such issues as discrimination based on age, gender or ethnic

background, sexual harassment and the role of personal respect and cooperation is significant in forming workplace relationships.

There is empirical evidence that co-worker relations are an antecedent of job satisfaction (Morrison, 2004). Research (Mowday & Sutton, 1993), suggests that job satisfaction is related to

Statement

employees' opportunities for interaction with others on the job. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which he or she belongs.

As indicated in item 2 of table 4.4 (15.2%) of the respondent strongly disagree, (55.7%) of the respondents disagree, (18.1%) of the respondent are neutral, (7.5%) of the respondents are agree and (1.4%) of the respondents are strongly agreed on the statement that Problems in the workplace are addressed quickly and adequately.

As indicated in item 3 of Table 4.4 10.5% of the respondents strongly disagree, 46.2% of the respondents disagree, 23.3% of the respondents agree, 16.7% of the respondents are neutral and 3.3% of the respondents are strongly agree on the statement that There is open communication throughout the workplace.

As indicated in item 4 of Table 4.4 9 % of the respondents strongly disagree, 36.2 % of the respondents disagree, 16.2 % of the respondents agree, 29.5% of the respondents are neutral and 9 % of the respondents are strongly agree on the statement that I am responsible for planning my work activities.

As indicated in item 5 of Table 4.4 10% of the respondents strongly disagree, 41% of the respondents disagree, 21 % of the respondents agree, 20.5 % of the respondents are neutral and 7.6 % of the respondents are strongly agree on the statement that I feel stressed at work.

According to Bridger et al. (2013) employee turnover starts with an intention²⁸; while Hwang et al. (2013) adds that perceived job stress has significant negative relationships with job satisfaction and significant positive relationships with turnover intention.

As indicated in item 6 of table 4.4 7.1% of the respondents strongly disagree, 44.3% of the respondents disagree, 21.9 % of the respondents agree, 18.6 % of the respondents are neutral and 8.1 % of the respondents are strongly agree on the statement that I deal with a manageable workload.

As indicated in item 7 of table 4. 15.2 % of the respondents strongly disagree, 47.1 % of the respondents disagree, 19 % of the respondents agree, 12.4% of the respondents are neutral and 6.2 % of the respondents are strongly agree on the statement that I work in a safe and comfortable environment.

As indicated in item 8 of table 4.4 12.4 % of the respondents strongly disagree, 53.3% of the respondents disagree, 21.9 % of the respondents neutral, 7.6 % of the respondents are agree and 4.8 % of the respondents are strongly agree on the statement that Overall this organization is a good place to work.

The average mean of 2.57 and with the average standard deviation 1.04 of the respondents view on work place environment.

As can be shown from the above general views, majority of the respondents replied disagree and strongly disagree about work place environment of the organization. Therefore the employee of the organization job satisfaction level is low due to the absence of work place environment was not conducive therefore the agency have to take action to improve the work place and work itself related problems.

Workplace, facets of employees and job discipline are related to working situations. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Well-situated workplace, airing, illuminating and temperature, prominent, beneficial, neater work places and office places are consider in physical working circumstance (Ceylan, 1998). Employees want relax and ease surroundings and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000).

Working conditions is factor that has moderate impact on the employee's job satisfaction(Luthans,1992;Moorhead&Griffen, 1992).

According to Luthans (1998), if people work in clean, friendly environment they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks.

Physical and social facets involve in execution surroundings either the work is physical or cognitive type. Working circumstances is very important for satisfaction it includes work place, set aside lighting, interferences, thermal environment, and office equipment. Organization performances increase due to good sitting environment. Management must concern on work place setting to enhance employee's capabilities. Management provides such kind of ergonomics setting to their employees so they feel ease in performing work activities that is easily changeable and transferable. Communicating and coactions also better in workplace between employees and departments.

As shown in item 1 of Table 4.5, 11.9 % of the respondents strongly disagree ,35.2% of the respondents disagree , 33.8 % of the respondents are Neutral ,35.2% of the respondents are Agree, and 4.3 % of the respondents are strongly agree with the statement that Supervisors are involved in the daily operations of my department.

As can be seen on the table majority of the respondents replied strongly agree and neutral on the statement.

Relationships with both co-workers and supervisors are important. Some studies have shown that the better the relationship, the greater the level of job satisfaction (Wharton & Baron, 1991).

As indicated in item 2 of Table 4.59 % of the respondent strongly disagree ,24.3 % of the respondents disagree ,29.5 % of the respondent are neutral ,23.3% of the respondents are agree and 1.4% of the respondents are strongly agreed on the statement that Senior management are aware of activities in my department.

As indicated in item 3 of Table 4.512.4% of the respondents strongly disagree,28.6% of the respondents disagree ,38.6% of the respondents agree ,26.7% of the respondents are neutral and

6.2% of the respondents are strongly agree on the statement that Job performance evaluations done by my supervisor are fair and based on clear standards.

As can be seen on the above table majority of the respondents strongly disagree and disagree on the statement. Therefore the job performance evaluation of employees in the agency was not done fairly and based on clear standards this can lower the job satisfaction of the employee.

As indicated in item 4 of table 4.5 9 % of the respondents strongly disagree, 18.6 % of the respondents disagree, 24.3 % of the respondents agree, 24.3 % of the respondents are neutral and 3.3 % of the respondents are strongly agree on the statement that My supervisor has an open door policy and there is always a welcoming feeling present.

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The average mean of the respondents is 2.87 and the average standard deviation of respondents is 1.04 on Communication with Top level / Middle level/ Supervisor and Management related issues.

As can be shown from the above statements, majority of the respondents replied disagree and strongly disagree so that the agency have to establish good communication way and relationship between subordinate and senior management have to be improved so that the job satisfaction of employee would be high if the agency following the change of attitude by the top/middle and subordinate.

Research appears to be equivocal since most research indicates that individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in completing their tasks (Ting, 1997). Similar results were reported by Billingsley and Cross (1992) as well as Cramer (1993).

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction (Aamodt, 1999; Kinicki & Vecchio, 1994; Luthans, 1992; Moorhead & Griffen, 1992; Robbins, 1998).

Research appears to be equivocal since most research indicates that individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in

completing their tasks (Ting, 1997). Similar results were reported by Billingsley and Cross (1992) as well as Cramer (1993). These researchers generally hold that dissatisfaction with management supervision is a significant predictor of job dissatisfaction.

As shown in item 1 of Table 4.6, 6.7 % of the respondents strongly disagree, 21% of the respondents disagree, 39% of the respondents are Neutral, 28.6% of the respondents are Agree, and 4.8 % of the respondents are strongly agree with the statement I work in a team environment.

As indicated in item 2 of Table 4.6 3.3 % of the respondent strongly disagree, 32.4 % of the respondents disagree, 37.5% of the respondent are neutral, 22.4% of the respondents are agree and 4.3% of the respondents are strongly agreed on the statement that There is team work in the organization.

The average mean of the respondents is 2.97 and the average standard deviation of respondents is 1.04 on team work.

As can be shown from the above statements, majority of the respondents replied disagree and neutral therefore there is no consistency for working in the team among the department of the agency because of this the employee of the agency job satisfaction would be low.

In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both realized the teamwork as corporeal task. It is described that efficient teamwork can prompt employees and amend employees' jobs in the organization if the employees work in same prefaces. Consorting to consequences of Rahman and Bullock's (2005) that convinced relation among employees is developed by use of mutual work.

Research (Mowday & Sutton, 1993), suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which he or she belongs. The social context of work is also likely to have a significant impact on a worker's attitude and behavior (Marks, 1994).

Luthans (1998) postulates that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction

As shown in item 1 of Table 4.7, 10 % of the respondents strongly disagree, 25.7% of the respondents disagree, 33.8% of the respondents are Neutral, 26.7% of the respondents are Agree, and 7.6 % of the respondents are strongly agree with the statement that I use my professional skills (education, training) regularly.

Somaya & Williamson (2008) suggested, "In an organization where employees receive the proper training needed to assume greater responsibilities, turnover rates are generally lower". Beside this, Lambert et al. (2002), found that employee training considerably mitigates employee desire to leave the organization particularly for the new employees.

As indicated in item 2 of Table 4.7 11% of the respondent strongly disagree, 18.6 % of the respondents disagree, 38.8% of the respondent are neutral, 26.7% of the respondents are agree and 7.6 % of the respondents are strongly agreed on the statement that Training for my position is clear and helpful.

The average mean of the respondents is 3.67 and the average standard deviation of respondents is 1.32 on training and development.

As can be seen from the above statements, majority of the respondents replied Agree and neutral. This can show that the employees hired exercise according to their profession and in

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spite of application of their profession, the training and development provided by the agency dissatisfies the employees of the agency.

Training provides chances to employees' enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees' development that is good for competencies Martensen and Gronholdt (2001). By getting these training programs employees able to get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). By this context and from the respondents view, PFSA should be continued by strengthen training facilities effectively.

As indicated in item 1 of Table 4.8, 10% of the respondents strongly disagree ,9.5% of the respondents disagree , 38.1% of the respondents are Neutral ,38.1% of the respondents are Agree, and 4.3 % of the respondents are strongly agree with the statement that The organization's mission and vision is realistic, clear, and attainable.

Meyer & Smith (1997), describe committed employees as people who stay with the organization through thick and thin. They attend work regularly and put in a full day. Committed people protect company assets, share company goals, vision, and ethics.

As indicated in item 2 of Table 4.8 12.9 % of the respondent strongly disagree ,41.4% of the respondents disagree ,23.3% of the respondent are neutral ,18.6% of the respondents are agree and 3.8% of the respondents are strongly agreed on the statement that I have a clear well written job description.

As shown on the above result majority of the respondents replied that there is no clear job description of employee of the agency to evaluate the work described to specific job was done or not unless the performance evaluation of employees may not be done accordingly this lead the employees dissatisfied by their job .

According Robinson & Pillmer (2007), emphasize that performance based job description is the valuable approach because job description reflects employee performance expectations.

As indicated in item 3 of Table 4.8 7.5% of the respondents strongly disagree, 11.4% of the respondents disagree ,39% of the respondents agree ,30.5% of the respondents are neutral and 11.4% of the respondents are strongly agree on the statement that I provide a valuable service to clients.

Majority of the respondents replied agree, neutral and strongly disagree this implies that the employees provide valuable service for clients According to (Mello, 2007). Employee satisfaction would ensure customer satisfaction and effective succession planning .

As indicated in item 4 of Table 4.8 10.5% of the respondents strongly disagree, 9.5 % of the respondents disagree ,51.9 % of the respondents agree ,23.3% of the respondents are neutral and 4.3 % of the respondents are strongly agree on the statement that I have the opportunity to do a

variety of tasks. As seen from the above statement majority of the respondents replied that the employees plan what they work.

Aamodt(1999)posits the view that job satisfaction is influenced by opportunities for challenge and growth as well as by the opportunity to accept responsibility. Mentally challenging work that the individual can successfully accomplish is satisfying and that

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employeespreferjobsthatprovidethemwithopportunitiestouse theirskillsand abilities that offer a variety of tasks, freedom, and feedback regarding performance, is valued by most employees(Larwood,1984; Luthans, 1992; Robbins, 1998, Tziner & Latham,1989). Accordingly, Robbins(1998,p. 152) argues that “under conditionsof moderate challenge, most employees will experience pleasure and satisfaction

As indicated in item 5 of Table 4.86.2% of the respondents strongly disagree, 20% of the respondents disagree, 51.9 % of the respondents agree, 19 % of the respondents are neutral and 2.9 % of the respondents are strongly agree on the statement that The Diversity/Affirmative Action Programs adequately address the needs of the organization.

As indicated in item 6 of Table 4.8 13.3% of the respondents strongly disagree, 23.3% of the respondents disagree, 42.4% of the respondents agree, 16.7 % of the respondents are neutral and 4.3 % of the respondents are strongly agree on the statement that Work assignments are delegated fairly. As can be shown from the above statements, majority of the respondents replied neutral and agreed.

The average mean of the respondents is 2.95 and the average standard deviation of respondents is 0.99.

According to (Silbert, 2005) Undecided goal alignment, regular performance disparagement and blurred organizational objectives create workplace anxiety, aggravation and dissatisfaction.

Table 4.9 Respondents view on reward and recognition

Statements

As shown in item 1 of Table 4.9, 33.3% of the respondents strongly disagree, 28.6% of the respondents disagree, 22.9% of the respondents are Neutral, 11.4% of the respondents are Agree, and 3.8% of the respondents are strongly agree with the statement that I feel fairly compensated for my work. As can be shown on the above statement majority of the respondents replied strongly disagree and so that the employees of the agency are not satisfied with the compensation of the work they provide.

Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. In their study of public sector managers, Taylor and West (1992) found that pay levels affect job satisfaction, reporting that those public employees that compared their salaries with those of private sector employees experienced lower levels of job satisfaction.

As indicated in item 2 of Table 4.9 35.2% of the respondent strongly disagree, 37.6% of the respondents disagree, 19% of the respondent are neutral, 5.7% of the respondents are agree and 2.4% of the respondents are strongly agreed on the statement that If I put extra effort into my work, someone will notice. As shown on the above statement majority of the respondent replied strongly disagree and disagree. therefore the employees doesn't recognized for their work this practice would lead the employees of the agency job satisfaction level to be lower.

The research of Pascoe et al. (2002) identifies that deficiency of acknowledgement and external honor on employees' work is important for system moral excellence because in acknowledge on a good job extending "encouragement honor" is chiefly predict in rules and principals by supervisors.

As indicated in item 3 of Table 4.9 31.4% of the respondents strongly disagree, 39% of the respondents disagree, 17.1% of the respondents agree, 9.5% of the respondents are neutral and 2.9% of the respondents are strongly agree on the statement that I feel motivated at work.

In Vroom's (1964) expectancy theory, he suggested that each employee possessed his individual needs, and with the right motivation satisfying his needs, he was able to alter his behavior and work attitude towards the job or task assigned to him based on his expectancy of a certain outcome.

As indicated in item 4.A of Table 4.9 35.2% of the respondents strongly disagree,32.9 % of the respondents disagree,19.5% of the respondents agree ,10% of the respondents are neutral and 2.4 % of the respondents are strongly agree on the statement that I feel comfortable talking to my supervisor about pay.

As indicated in item 4.B of table 4.9 30% of the respondents strongly disagree,31.4 % of the respondents disagree,21% of the respondents agree ,17.6% of the respondents are neutral and none the respondents are strongly agree on the statement that I feel comfortable talking to my supervisor about problem with co-worker.

As indicated in item 4.C of Table 4.9 28.6% of the respondents strongly disagree,30.5 % of the respondents disagree,25.2% of the respondents agree ,12.9 % of the respondents are neutral and 2.9% of the respondents are strongly agree on the statement that I feel comfortable talking to my supervisor about senior management

As can be shown on the above statements majority of the respondents replied strongly disagree and disagree therefore due to these factors the job satisfaction of the employees of PFSA would be low.

According to Boone and Kuntz (1992), offering employees fair and reasonable compensation, which relates to the input the employee offers the organization, should be them an objective of any compensation system. Included in the category of compensation are such items as medical aid schemes, pension schemes, bonuses, paid leave and travel allowances

As indicated in item 4.D of Table 4.9 25.2% of the respondents strongly disagree,29 % of the respondents disagree,27.1% of the respondents agree ,16.7% of the respondents are neutral and 1.9 % of the respondents are strongly agree on the statement that I feel comfortable talking to my supervisor about job content

As indicated in item 5.A of Table 4.9 33.8% of the respondents strongly disagree,33.3% of the respondents disagree,23.3% of the respondents agree ,6.2% of the respondents are neutral and 3.3 % of the respondents are strongly agree on the statement that I feel comfortable talking to senior management about pay

As indicated in item 5.B of table 4.9 34% of the respondents strongly disagree,35.7% of the respondents disagree,22.9% of the respondents agree,4.8% of the respondents are neutral and 2.4 % of the respondents are strongly agree on the statement that I feel comfortable talking to senior management about problem with supervisor

As indicated in item 5.C of table 4.9 30.5% of the respondents strongly disagree,38.6% of the respondents disagree,23.8% of the respondents agree,5.2% of the respondents are neutral and 1.9 % of the respondents are strongly agree on the statement that I feel comfortable talking to senior management about company policy.

As indicated in item 5.D of Table 4.9 31.4% of the respondents strongly disagree,37.1% of the respondents disagree,25.7% of the respondents agree,5.7% of the respondents are neutral and none of the respondents are strongly agree on the statement that I feel comfortable talking to senior management about job content.

As can be shown on the above statements majority of the respondents replied strongly disagree and disagree so that the employee job satisfaction level because of these would be low.

As indicated in item 6 A of Table 4.9,42.9% of the respondents strongly disagree,33.3% of the respondents disagree,19% of the respondents agree,3.8% of the respondents are neutral and 1% of the respondents are strongly agree on the statement that I am satisfied with my pay.

As indicated in item 6.B of Table 4.9,43.3% of the respondents strongly disagree,36.7% of the respondents disagree,14.8% of the respondents agree,3.3% of the respondents are neutral and 1.9% of the respondents are strongly agree on the statement that I am satisfied with my benefit package

As indicated in item 6 C of Table 4.9, 45.2% of the respondents strongly disagree,35.2% of the respondents disagree,13.8% of the respondents agree,3.8% of the respondents are neutral and 1.9% of the respondents are strongly agree on the statement that I am satisfied with my career advancement.

As indicated in item 6 D of Table 4.9,43.3% of the respondents strongly disagree,36.7% of the respondents disagree,14.8% of the respondents agree,3.3% of the respondents are neutral and

1.9% of the respondents are strongly agree on the statement that I am satisfied with my job security.

As indicated in item 6 E of Table 4.9,37.1% of the respondents strongly disagree,38.6% of the respondents disagree,14.8% of the respondents agree,4.3% of the respondents are neutral and 5.2% of the respondents are strongly agree on the statement that I am satisfied with time off (vacation, sick leave).e shown on the above statements majority of the

The average means 2.13, 2.27, 2.08 and 1.88 respectively and the average standard deviation of 1.06, 1.08,0.97&0.97 respectively have on reward and recognition provided by the agency.

As can show in the above n the statements majority of the respondents replied strongly disagree and disagree. So the employee's job satisfaction level would be lower due to these reasons.

According to Boone and Kuntz (1992), offering employees fair and reasonable compensation, which relates to the input the employee offers the organization, should be the main objective of any compensation system. Included in the category of compensation are such items as medical aid schemes, pension schemes, bonuses, paid leave and travel allowances

Broad (2007) described that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance effective intrinsic and extrinsic incentives must be given to employees. Monetary, non- monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship is a key factor in motivating employees to work hard. Intrinsic motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction.

Employee Reward System must be integrated and supportive with the corporate strategic objective; further reward system must be unbiased and discourage interdepartmental and organizational differences. (Gomez-Mejia and Balkin, 1992). Encouragement of employee's performance and creating sense of ownership in achieving tasks different business setups have been using various incentives, reward and pay system (Cameron and Pierce,1977).

A valued employee is more likely to stay in employment than unvalued employee is. Sutherland (2004), argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative

approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention. In this context PFSA have to recognize and reward its employees to retain and maintain the work force of the organization

4.3 Qualitative Analysis of Data Obtained Through Interview

To gather information about the management body's view on factors affecting employee job satisfaction, interview session were conducted with the directorates directors of different department of the agency the results are analyzed and discussed as follows

1. Are the employees under your supervision satisfied by their job?

All respondents replied that employees under their supervision are not satisfied by their job.

2. How you measure the job satisfaction level of employees under your supervision?

All respondents replied that, employees hired didn't stay long time they leave immediately after they hired and those stayed didn't submit the work give to them timely and quickly.

3. According to your view, is there any relation between turn over and job satisfaction of employees the agency?

All respondents replied that ,yes there is relation between job satisfaction and employee turnover.

4. If the employees under your supervision are not satisfied by their job what kind of strategy you apply to increase their job satisfaction level?

Majority of respondents replied that the they try to harmonize the relationship between them and employees and also some of the respondents replied they try celebrate some events to gather with employees to increase their job satisfaction

5. What strategy should be derived to improve the job satisfaction of employees and reduce high turnover of employees of the agency?

All respondents replied the working environment should be improved, relationship between employees and management bodies have to be smooth and good , organization structure have allow decision making process fast , reward and recognition scheme should be developed, training and development for all department should be given and there must be team work among the department because the work flow will be smooth.

6. What do you suggest for the top management of the agency?

All respondents replied that assessment should be taken deeply and factors have to be clearly stated to solve the problem from the root and swift action have to be taken.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter deals with the summary of major findings, conclusion drawn up from the findings and recommendations that are based on the conclusion arrived at.

5.1 Summary

The main purpose of this paper is to assess the training and development practices conducted by pharmaceutical fund and supply agency. For this purpose a descriptive method of data analysis was employed. Respondents were selected using random sampling techniques and findings were analyzed using frequency count and percentage.

A total of 207 respondents drawn from non-management and management employees were used as a data source. The data were collected by means of questionnaire. Accordingly, the following are the major findings of the study:

Work place environment related issues

Most of pharmaceuticals fund and supply agency employees level of satisfaction is low on work place environment and the work assignment of the agency accordingly 87.5 % of the respondents replied that they are not satisfied with work place environment of the organization.

Communication with top/middle and line managers related issues

Based on 72.4 % of the respondents reply the communication between senior management communication with subordinates are not good, awareness of senior managements about activities of department and supervisor have open door policy & involved in the daily operation of the department lower the job satisfaction of employees of the agency.

Team work related issues

Accordingly 72% of the respondents there is no working in the team among the department of pharmaceuticals fund and supply agency.

Training and Development related issues

Based on 72.4% of the responses replied pharmaceuticals fund and supply agency training and development provided reduce the job satisfaction of employees.

Organizational structure related issues

The mission and vision is realistic, clear and attainable accordingly 77.1% of the respondents level of job satisfaction is high and they provide valuable service for clients so that PFSA organization structure is good for the job satisfaction of the employees.

Reward and Recognition related issues

Based on 79% of the respondents the current job satisfaction level of employees of PFSA is low for compensation, work motivation and recognition for extra work they provide & for feel comfortable talking to supervisor about pay, problem with co-worker, senior management, and about the job content and for satisfaction on their payment, benefit package, career advancement, job security and time off provided by the agency.

5.2 Conclusion

Based on the findings conclusions made accordingly.

Overall the employee of agency level of job satisfaction is low and views the agency not good place to work.

Employees are: not feeling comfortable talking to senior management about job content, not feeling comfortable talking to the supervisor about job content, not having open communication throughout the workplace, not having performance evaluations done by supervisor be fair and based on clear performance standards, and not sure about having senior management aware of activities in your department and the agency didn't views its supervisory relationships, cooperation with tasks,.

Working in an environment of cooperation and mutual respect was also important to the faculties job satisfaction. Topics such as talking with senior management about problems with and simple open communication throughout the workforce were among some others associated.

□ The employees didn't enjoy having the opportunity to do a variety of tasks and the fact that extra effort is noticed. Feeling motivated at work is just as important as having work assignments delegated fairly.

□ Finally the employees believes they are providing a valuable service to client, Regarding the reward and recognition section of the result section the employee job satisfaction is low However, the employee feels that more pay would be the best way to improve the work environment and the employees also feels that the workloads are not equal between colleagues.

5.3 Recommendation

Based on the findings and conclusions made from this study, the following recommendations can be forwarded:

□ The management of the agency should pay more attention to the policy and compensation practices of PFSA, as they have highest correlation with job satisfaction. It can reduce the employee turnover and the cost associated with it. It is possible that when employees judge the organization to be providing good compensation, positive feelings of wellbeing will be created

□ The agency's top management has to put strategy to communicate with the employees regarding the performance of the agency and any issue that bring solution for the working environment of the agency.

□ There should be team work among the department of the agency to make work flow smooth.

□ Most employees of the PFSA has low level of job satisfaction therefore the management should make necessary measurements for the optimal provision of intrinsic and extrinsic rewards to make their core highly satisfied and committed to reap the benefits of improved motivation, performance and organizational citizenship

□ Finally those managers and supervisors should take managerial trainings especially on the human resource aspect which neutralize the arbitrary managerial behaviors and enable them to care for employee's welfare and provide a more secured working place.

□ Ideas were also given in ways to improve the agency work environment. These ideas include: avoiding gossip, more cordial co-workers, more cohesiveness between departments, trust and

open communication, having fewer committees, having a lighter workload, less red tape, more training opportunities, having better office facilities, easier access to technology.

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Appendix -A

Appendix A: Sample Size Determination Using Krejcie and Morgan Table

The ever increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population for easy reference.

Table 1: Table for Determining Sample Size for a Finite Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

The Table is constructed using the following formula for determining sample size:

Formula for determining sample size

$$s = X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P)$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

NOTE:

There is no need of using the formula since the table of determining sample size has all the provisions you require to arrive at your sample size.

References

Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities, Educational and Psychological Measurement.

Appendix -B
Questionnaire

Dear madam/sir

My name is Mekides Hailu. I am an MBA student pursuing my studies at St. Mary's university. As a part of requirement for partial fulfillment of my masters programs on conducting research titled " factors that affect employees job satisfaction at pharmaceuticals fund and supply agency." research in our organization. Please give your genuine response to the questions given below focusing on **factors that affect employee's job satisfaction** at Pharmaceuticals Fund and Supply Agency (PFSA). The information provided by you will be kept highly confidential and will be strictly used for academic purpose only.

Part 1: the following questions are about your demographic information .Please put a (√)mark in the box that contains information which best represents you.

1. Gender;

male female

2. Age

18- 25 26- 30 31- 35
 36 - 40 41- 45 46 – 50
 51 and above

3. Education level

elementary school complete high school complete Certificate diploma
 1st degree/first degree
 2nd /master's degree/ and above

4. For how many years have you worked in this organization?

1 – 3 4 – 7 8 - 11 12 - 15 16 and above

5. Monthly income

1000 -25000 2500-3500 3500-4500 4500-5500 above 5500

Part 2: This part of the questionnaire is designed to collect necessary data about the factors that affect employee job satisfaction of the organization. Therefore you are kindly requested to read the following statements and putting (√) mark in the box that best matches your perception on the statement given.

S.No	Statements	SD=Strongly Disagree	D=Disagree	N=Neutral	A=Agree	SA=Strongly Agree
Work place environment related issues						
1	I work in an environment where there is cooperation and respect.					

2	Problems in the workplace are addressed quickly and adequately.					
3	There is open communication throughout the workplace.					
4	I am responsible for planning my work activities.					
5	I feel stressed at work.					
6	I deal with a manageable workload.					
7	I work in a safe and comfortable environment.					
8	Overall this organization is a good place to work					
Communication with Top/ Middle/ level/ Supervisor Management related issues						
9	Supervisors are involved in the daily operations of my department.					
10	Senior management are aware of activities in my department.					
11	Job performance evaluations done by my supervisor are fair and based on clear standards.					
12	My supervisor has an open door policy and there is always a welcoming feeling present.					
Team work related issues						
13	I work in a team environment.					
14	There is team work in the organization					
Training And Development related issues						
15	I use my professional skills (education, training) regularly.					
16	Training for my position is clear and helpful.					
Organizational structure related issues						
17	The organization's mission and vision is realistic, clear, and attainable.					
18	I have a clear well written job description.					
19	I provide a valuable service to clients.					
20	I have the opportunity to do a variety of tasks.					
21	The Diversity/Affirmative Action Programs adequately address the					

	needs of the organization.					
22	Work assignments are delegated fairly.					
Reward And Recognition related issues						
23	I feel fairly compensated for my work					
24	If I put extra effort into my work, someone will notice.					
25	I feel motivated at work.					
26	I feel comfortable talking to my supervisor about:					
	A. Pay					
	B. Problem with a co-worker					
	C. Senior management					
	D. Job Content					
27	I feel comfortable talking to senior management about:					
	A. Pay					
	B. Problem with supervisor					
	C. Company policies					
	D. Job Content					
28	I am satisfied with:					
	A. My Pay					
	B. My Benefit Package (Insurance etc)					
	C. My Career Advancement					
	D. My Job Security					
	E. Time Off (vacation, sick leave)					

Thank you for you cooperation!!!!!!

Sex of respondent

	Freque ncy	Percent	Valid Percent	Cumulative Percent
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Valid	Male	132	62.9	62.9	62.9
	Female	78	37.1	37.1	100.0
	Total	210	100.0	100.0	

Sex of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	132	62.9	62.9
	Female	78	37.1	100.0
	Total	210	100.0	100.0

Age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	42	20.0	20.0
	26-30	77	36.7	56.7

31-35	35	16.7	16.7	73.3
36-40	33	15.7	15.7	89.0
41-45	9	4.3	4.3	93.3
>-46	14	6.7	6.7	100.0
Total	210	100.0	100.0	

Educational status of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
High school complet	12	5.7	5.7	5.7
Diploma	31	14.8	14.8	20.5
Valid First degree	147	70.0	70.0	90.5
Master and above	20	9.5	9.5	100.0
Total	210	100.0	100.0	

Monthly income of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1000-2500	15	7.1	7.1	7.1

2500-3500	30	14.3	14.3	21.4
3500-4500	10	4.8	4.8	26.2
4500-5500	61	29.0	29.0	55.2
>-5500	94	44.8	44.8	100.0
Total	210	100.0	100.0	

Duration in organization of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3	83	39.5	39.5	39.5
4-7	61	29.0	29.0	68.6
8-11	37	17.6	17.6	86.2
Valid 12-15	14	6.7	6.7	92.9
16 and above	15	7.1	7.1	100.0
Total	210	100.0	100.0	

Cooperation and respect in working environment of res

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	35	16.7	16.7	16.7
Disagree	87	41.4	41.4	58.1
Neutral	47	22.4	22.4	80.5
Agree	33	15.7	15.7	96.2
Strongly agree	8	3.8	3.8	100.0
Total	210	100.0	100.0	

Problem quickly and adequately of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	32	15.2	15.2	15.2
Disagree	117	55.7	55.7	71.0

Neutral	38	18.1	18.1	89.0
Agree	20	9.5	9.5	98.6
Strongly agree	3	1.4	1.4	100.0
Total	210	100.0	100.0	

Open Communications respondent in workplace of re

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	22	10.5	10.5	10.5
Disagree	97	46.2	46.2	56.7
Neutral	49	23.3	23.3	80.0
Agree	35	16.7	16.7	96.7
Strongly agree	7	3.3	3.3	100.0
Total	210	100.0	100.0	

Responsibility for planning of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	19	9.0	9.0	9.0
	Disagree	76	36.2	36.2	45.2
	Neutral	34	16.2	16.2	61.4
	Agree	62	29.5	29.5	91.0
	Strongly agree	19	9.0	9.0	100.0
	Total	210	100.0	100.0	

stress in working of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	10.0	10.0
	Disagree	86	41.0	51.0
	Neutral	44	21.0	71.9
	Agree	43	20.5	92.4
	Strongly agree	16	7.6	100.0
	Total	210	100.0	

Manageable workload of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	15	7.1	7.1	7.1
Disagree	93	44.3	44.3	51.4
Neutral	46	21.9	21.9	73.3
Agree	39	18.6	18.6	91.9
Strongly agree	17	8.1	8.1	100.0
Total	210	100.0	100.0	

Safe and comfortable env't of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	15.2	15.2	15.2

Disagree	99	47.1	47.1	62.4
Neutral	40	19.0	19.0	81.4
Agree	26	12.4	12.4	93.8
Strongly agree	13	6.2	6.2	100.0
Total	210	100.0	100.0	

Good place to work for respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	26	12.4	12.4	12.4
Disagree	112	53.3	53.3	65.7
Valid Neutral	46	21.9	21.9	87.6
Agree	16	7.6	7.6	95.2
Strongly agree	10	4.8	4.8	100.0
Total	210	100.0	100.0	

Supervisors involved daily operation of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	25	11.9	11.9	11.9
	Disagree	74	35.2	35.2	47.1
	Neutral	51	24.3	24.3	71.4
	Agree	51	24.3	24.3	95.7
	Strongly agree	9	4.3	4.3	100.0
	Total	210	100.0	100.0	

Senior management of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	9.0	9.0
	Disagree	51	24.3	33.3
	Neutral	81	38.6	71.9
	Agree	56	26.7	98.6
	Strongly agree	3	1.4	100.0
	Total	210	100.0	

Job performance evaluation of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	26	12.4	12.4	12.4
Disagree	60	28.6	28.6	41.0
Valid Neutral	62	29.5	29.5	70.5
Agree	49	23.3	23.3	93.8
Strongly agree	13	6.2	6.2	100.0
Total	210	100.0	100.0	

Supervisor has an open door policy of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	19	9.0	9.0	9.0
Valid Disagree	39	18.6	18.6	27.6
Neutral	71	33.8	33.8	61.4

Agree	74	35.2	35.2	96.7
Strongly agree	7	3.3	3.3	100.0
Total	210	100.0	100.0	

Work in team env't of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	14	6.7	6.7	6.7
Disagree	44	21.0	21.0	27.6
Valid Neutral	82	39.0	39.0	66.7
Agree	60	28.6	28.6	95.2
Strongly agree	10	4.8	4.8	100.0
Total	210	100.0	100.0	

Team work in organization of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	3.3	3.3	3.3
Disagree	68	32.4	32.4	35.7

Neutral	79	37.6	37.6	73.3
Agree	47	22.4	22.4	95.7
Strongly agree	9	4.3	4.3	100.0
Total	210	100.0	100.0	

Professional skill of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	21	10.0	10.0	10.0
Disagree	54	25.7	25.7	35.7
Valid Neutral	71	33.8	33.8	69.5
Agree	56	26.7	26.7	96.2
Strongly agree	8	3.8	3.8	100.0
Total	210	100.0	100.0	

Training position of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	23	11.0	11.0	11.0

Disagree	39	18.6	18.6	29.5
Neutral	81	38.6	38.6	68.1
Agree	51	24.3	24.3	92.4
Strongly agree	16	7.6	7.6	100.0
Total	210	100.0	100.0	

The organization mission vision of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	21	10.0	10.0	10.0
Disagree	20	9.5	9.5	19.5
Neutral	80	38.1	38.1	57.6
Agree	80	38.1	38.1	95.7
Strongly agree	9	4.3	4.3	100.0
Total	210	100.0	100.0	

Written job description of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	27	12.9	12.9	12.9
	Disagree	87	41.4	41.4	54.3
	Neutral	49	23.3	23.3	77.6
	Agree	39	18.6	18.6	96.2
	Strongly agree	8	3.8	3.8	100.0
	Total	210	100.0	100.0	

Service to client of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	7.6	7.6
	Disagree	24	11.4	19.0
	Neutral	82	39.0	58.1
	Agree	64	30.5	88.6
	Strongly agree	24	11.4	100.0
	Total	210	100.0	

Opportunity variety of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	22	10.5	10.5	10.5
Disagree	20	9.5	9.5	20.0
Valid Neutral	109	51.9	51.9	71.9
Agree	49	23.3	23.3	95.2
Strongly agree	10	4.8	4.8	100.0
Total	210	100.0	100.0	

Affirmative action of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	13	6.2	6.2	6.2
Disagree	42	20.0	20.0	26.2
Valid Neutral	109	51.9	51.9	78.1
Agree	40	19.0	19.0	97.1
Strongly agree	6	2.9	2.9	100.0
Total	210	100.0	100.0	

Assignment delegation of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	28	13.3	13.3	13.3
Disagree	49	23.3	23.3	36.7
Neutral	89	42.4	42.4	79.0
Agree	35	16.7	16.7	95.7
Strongly agree	9	4.3	4.3	100.0
Total	210	100.0	100.0	

Feel fairly compensated of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	70	33.3	33.3	33.3

Disagree	60	28.6	28.6	61.9
Neutral	48	22.9	22.9	84.8
Agree	24	11.4	11.4	96.2
Strongly agree	8	3.8	3.8	100.0
Total	210	100.0	100.0	

Extra effort of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	74	35.2	35.2	35.2
Disagree	79	37.6	37.6	72.9
Neutral	40	19.0	19.0	91.9
Agree	12	5.7	5.7	97.6
Strongly agree	5	2.4	2.4	100.0
Total	210	100.0	100.0	

Motivation of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly disagree	66	31.4	31.4	31.4
	Disagree	82	39.0	39.0	70.5
	Neutral	36	17.1	17.1	87.6
	Agree	20	9.5	9.5	97.1
	Strongly agree	6	2.9	2.9	100.0
	Total	210	100.0	100.0	

Pay comfortable talking of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	74	35.2	35.2
	Disagree	69	32.9	68.1
	Neutral	41	19.5	87.6
	Agree	21	10.0	97.6
	Strongly agree	5	2.4	100.0
	Total	210	100.0	100.0

Coworker comfortable talking to senior of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	63	30.0	30.0	30.0
Disagree	66	31.4	31.4	61.4
Valid Neutral	44	21.0	21.0	82.4
Agree	37	17.6	17.6	100.0
Total	210	100.0	100.0	

Senior management of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	60	28.6	28.6	28.6
Disagree	64	30.5	30.5	59.0

Neutral	53	25.2	25.2	84.3
Agree	27	12.9	12.9	97.1
Strongly agree	6	2.9	2.9	100.0
Total	210	100.0	100.0	

Job content of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	53	25.2	25.2	25.2
Disagree	61	29.0	29.0	54.3
Valid Neutral	57	27.1	27.1	81.4
Agree	35	16.7	16.7	98.1
Strongly agree	4	1.9	1.9	100.0
Total	210	100.0	100.0	

Pay of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	71	33.8	33.8	33.8

Disagree	70	33.3	33.3	67.1
Neutral	49	23.3	23.3	90.5
Agree	13	6.2	6.2	96.7
Strongly agree	7	3.3	3.3	100.0
Total	210	100.0	100.0	

Problem with supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	72	34.3	34.3	34.3
Disagree	75	35.7	35.7	70.0
Neutral	48	22.9	22.9	92.9
Agree	10	4.8	4.8	97.6
Strongly agree	5	2.4	2.4	100.0
Total	210	100.0	100.0	

Company policies of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	64	30.5	30.5	30.5
Disagree	81	38.6	38.6	69.0
Neutral	50	23.8	23.8	92.9
Agree	11	5.2	5.2	98.1
Strongly agree	4	1.9	1.9	100.0
Total	210	100.0	100.0	

Job content of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	66	31.4	31.4	31.4
Disagree	78	37.1	37.1	68.6
Neutral	54	25.7	25.7	94.3
Agree	12	5.7	5.7	100.0
Total	210	100.0	100.0	

Satisfied of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	90	42.9	42.9	42.9
Disagree	70	33.3	33.3	76.2
Neutral	40	19.0	19.0	95.2
Agree	8	3.8	3.8	99.0
Strongly agree	2	1.0	1.0	100.0
Total	210	100.0	100.0	

Benefit package of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	92	43.8	43.8	43.8
Disagree	73	34.8	34.8	78.6
Neutral	29	13.8	13.8	92.4
Agree	13	6.2	6.2	98.6
Strongly agree	3	1.4	1.4	100.0

Total	210	100.0	100.0	
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Career advancement of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	95	45.2	45.2	45.2
Disagree	74	35.2	35.2	80.5
Neutral	29	13.8	13.8	94.3
Agree	8	3.8	3.8	98.1
Strongly agree	4	1.9	1.9	100.0
Total	210	100.0	100.0	

Job security of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	91	43.3	43.3	43.3
Disagree	77	36.7	36.7	80.0

Neutral	31	14.8	14.8	94.8
Agree	7	3.3	3.3	98.1
Strongly agree	4	1.9	1.9	100.0
Total	210	100.0	100.0	

Time off of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	78	37.1	37.1	37.1
Disagree	81	38.6	38.6	75.7
Neutral	31	14.8	14.8	90.5
Agree	9	4.3	4.3	94.8
Strondly agree	11	5.2	5.2	100.0
Total	210	100.0	100.0	