



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

***FACTORS AFFECTING JOB SATISFACTION AMONG MEDICAL
REPRESENTATIVES WORKING IN MULTINATIONAL
PHARMACEUTICAL COMPANIES IN ADDIS ABABA***

**BY
MURAD SALEH**

January, 2018
Addis Ababa,
Ethiopia

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION**

January, 2018
Addis Ababa,
Ethiopia

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUTE STUDIES
FACULTY OF BUISNESS**

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Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mohammed M. All sources of material used for thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any higher learning institutions for the purpose of earning any degree.

Murad Saleh

Name

Signature

St. Mary's University, Addis Ababa

January, 2018

Acknowledgements

First of all, I would like to give thanks and my heartiest gratefulness to the almighty **ALLAH** who gave me enriched life and the opportunity to pursue my MBA program.

Then I would like to convey my sincere gratitude to my advisor Mohammed M. (Asst. Prof) for his constructive comments and valuable guidance. I am to a great extent indebted for his constant encouragement, patience, enthusiasm and overall professional assistance.

Special thanks go to all my family members and my friend Dr. Hussein (Ass. Prof. of Economics in Hawassa university) for his support in every moments of doing this paper.

I would also like to express my gratitude to Tesfaye, for the assistance he provided me when I was analyzing data using SPSS.

Thank you my friends, Henok, Fitse and others whose time, advices have been useful towards the completion of this research paper.

Finally, I would like to give thanks to my respondents i.e., Medical representatives working in pharmaceutical companies who has given me their valuable time assisted me in the completion of this work in the primary data collection.

Endorsement

This thesis has been submitted to St. Mary's university, school of Graduate studies for Examination with my approval as a university advisor.

Mohammed M. (Asst. Prof.)

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Signature

January, 2018

Dedication

I dedicate this thesis as an excellent achievement of my educational life to all members of my family.

List of abbreviations and acronyms

SPSS	Statistical Package for Social Science
ANOVA	Analysis of Variance.
GSK	Glaxo Smith Kline
MSD	Merk Sharp and Dohme

Abstract

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees. This high commitment leads to overall companies' success and development. Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This study has assessed factors affecting job satisfaction of Medical Representatives working Multinational pharmaceutical companies in Addis Ababa. The objective of the study was to assess the current level of employees' job satisfaction in the multinational pharmaceutical company working in Addis Ababa and determining the determinant factors and their effects. To achieve the overall objective of the study, data's were collected by using questioners and interveiws from employee focusing on several pharmaceutical organizations. Accordingly, 90 respondents were participated in the study using purposive sampling technique. To analyze the datas', descriptive and statistical data analysis were applied. The researcher tried to process and analyzed the data by using inferential statistics such as, Pearson correlation, and multiple regressions with the support of SPSS software version 20. The result of the study showed that payment, benefit, and promotion significantly and positively affect employee job satisfaction. The result of the regression revealed that independent variables such as, payment, promotion, leadership, working condition and benefit are significant with employee job satisfaction at the level $p < .05$. However, payment practice of each organizations has the highest contribution to employee job satisfaction among the other variables with $B = .634$. Based on the findings, the researcher recommend that management bodies of each organizations need to further investigate the main reason behind dissatisfaction of employee and strive to create continuous improvements on the major factors affecting employee job satisfaction. This research has also directed some further studies to be done in identifying measures and implementing this measure to satisfy employees working in Multinational pharmaceutical companies.

Key Words: Job Satisfaction, Pharmaceutical companies.

List of figures

Figure 1: Conceptual framework	20
Figure 2: Linearity Test	42

List of tables

Table 1: Distribution of sample size	23
Table 2: Reliability Test.....	24
Table 3: Characteristic of Respondents.....	26
Table 4: Organization Payment System.....	28
Table 5: Organizational Benefit.....	30
Table 6: Promotion.....	32
Table 7: Management- Employee relationship.....	33
Table 8: Working condition.....	34
Table 9: Career opportunity	35
Table 10: Challenging task	36
Table 11: Appreciation and Recognition.....	37
Table 12: Employee Empowerment and Autonomy	38
Table 13: Factors affecting Employee job Satisfaction.....	39
Table 14: Correlation coefficient analysis	41
Table 15: Auto correlation test (Durbin –Watson)	43
Table 16: Co- Linearity test statistics coefficient.....	44
Table 17: Model Summary of multiple regression.....	44
Table 18: ANOVA.....	45
Table 19: Multiple Regression Analysis.....	46

Table of content

Declaration	I
Acknowledgements	II
Endorsement	III
Dedication	IV
List of abbreviations and acronyms.....	V
Abstract.....	VI
List of figures.....	VII
List of tables	VIII
Table of content	IX
CHAPTER ONE: INTRODUCTION	1
1.1 Back ground of the study	1
1.2 Statement of the Problem.....	4
1.3 Research Question.....	4
1.4 Objectives of the Study.....	5
1.4.1 General Objective of the Study	5
1.4.2 Specific Objectives of the Study	5
1.5 Delimitation of the Study	5
1.6 Significance of the Study.....	6
1.7 Organization of the Study	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1 Importance of Job Satisfaction	7
2.2 Theoretical Review	8
2.3 Extrinsic Factors Affecting Employee Job satisfactions.....	9
2.3.1 Working Environment.....	9
2.3.2 Supervisor support	9
2.3.3 Payment.....	10
2.3.4 Benefits.....	10
2.3.5 Promotion	10
2.3.6 Nature of Job.....	11
2.3.7 Team Cooperation	11
2.3.8 Leadership.....	11

2.4 Intrinsic Factors that Influence the Level of Employee Job Satisfaction	12
2.4.1 Degree of Employee Autonomy	12
2.4.2 Recognition	12
2.4.3 Meaningful Work	13
2.4.4 Training and Development:	13
2.4.5 Responsibility	13
2.4.6 Skill Variety	14
2.4.7 Task Significance	14
2.4.8 Job feedback.....	14
2.4.9 Job Involvement	15
2.5 Factors that lead to job satisfaction:.....	15
2.6 Consequence of job satisfaction	17
2.7 Conceptual framework	20
CHAPTER THREE: RESEARCH METHODOLOGY.....	21
3.1. Research Design	21
3.2 Research Approach	21
3.3 Sources of Data.....	21
3.4 Method of Data Collection.....	21
3.5 Population of the study	22
3.6 Sampling techniques and procedures	22
3.6.1 Sample size of the study	22
3.7 Method of data analysis	23
3.8 Ethics in research.....	25
3.9 Validity Assurance.....	25
CHAPTER FOUR : DATA ANALYSIS, PRESENTAION AND DISCUSSION OF FINDINGS	26
4.1Introduction	26
4.2 Background of respondents	26
4.3 Respondents View on Extrinsic (external factors) affecting Job Satisfaction	27
4.3.1 Employee level of satisfaction with payment system	27
4.3.2 Practice of organizational benefit and Employee job satisfaction	30
4.3.3 Promotion and Employee Job Satisfaction	31
4.3.4 Management- Employee relationship	32
4.3.5 Working Condition and Employee Satisfaction	33
4.4 Intrinsic rewards affecting employee job satisfaction	34

4.4.1 Opportunity for career and growth	35
4.4.2 Challenging Task of Employee	35
4.4.3 Appreciation and Recognition.....	36
4.4.4 Empowerment and Autonomy of Employee.....	37
4.5 Factors affecting level of employee satisfaction.....	38
4.6 Correlation Analysis.....	39
4.7 Multiple Regression Analysis.....	42
4.8 Analysis of qualitative data collected from interviews	46
4.9 Discussion of findings	48
CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATION	51
5.1 Summary of finding	51
5.2 Conclusion of the study	52
5.3 Recommendation of the study.....	53
REFERENCES.....	55
APPENDICES.....	XII

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity (Richard, 2005).

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Mullins (2005) supports this view by defining job satisfaction as the extent to which employees like their work. Korte RF (2006) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Armstrong (2006) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Mullins, 2005). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi facets; it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Armstrong, 2006).

Job satisfaction describes how satisfied an individual is with his or her job. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements) (Armstrong, M., 2006).

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development and additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Armstrong, 2006). Dissatisfied individuals leave the organization and negatively influence the motivation of those staying there and as a result workers loose performance and efficiency and might sabotage the work and leave the job (Spector, 1997).

Human resources research has well established the importance of job satisfaction for retention. Defining and measuring job satisfaction has been a challenging process, which has been refined through decades of research and is still occurring. According to Christen, M., Iyer, G. and Soberman, D. (2006), job satisfaction is generally agreed upon by researchers to be an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired.

Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Although, theoretical analyses have critically accepted job satisfaction as being too narrow conceptually, there are three generally accepted dimensions to job satisfaction (Coetzer, 2007).

There are several empirical studies discussed on the issues of employee job satisfaction challenges, cause as well as consequences, nationally and internationally in different sectorial organization. Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall outcome. Elton Mayo found that interaction within the group is the biggest satisfier. Safety, relation to work and success are followed by intergroup relations (Bektas, 2003). Mosadeghard (2000) gave Job satisfaction dimensions like nature of the job, management and supervision, task requirement, co-workers, job security, and recognition and promotion had more effect on employees' organizational commitment in organizational set up. Pensions and profit-sharing plans are positively associated with job satisfaction (Bender and Heywood, 2006). According to Stephen (2005), one would be wrong to consider one single measure of job satisfaction and there may be number of reasons that need to be considered (Stephen 2005). He further found that actual work was the biggest satisfier and working conditions were the least

satisfier; job security was also big determinant of job satisfaction. Penn et al. (2006) found that opportunity for professional development is the biggest determinant to differentiate satisfied and non-satisfied employees. An employee will be satisfied if he has reached the ideals in his profession; he will develop positive feelings towards his profession (Sirin 2009). There were also studies in Ethiopia attempted to indicate challenges of job satisfaction in different sectorial organization.

There are few recent studies on job satisfaction in the Ethiopia public sector organizations such as, a study assessed by Engda (2007), on the impact of job satisfaction on employee job performance, the results showed low levels of job satisfaction mainly due to working conditions, low level of salary and lack of employee recognition.

There is also a study took place by Mekdes (2011) on the relation between educational level and job satisfaction among Addis Ababa Road Authority. The findings revealed a significant relationship between educational level and job satisfaction and respondents with a diploma reported the highest level of job satisfaction. Employees with longer experience were also more satisfied than those with short experience. Provision of orientation to the job was found to be positively associated with job satisfaction; respondents who received orientation and in-service education were more satisfied than those who did not.

As indicated by most of the studies conducted in Ethiopia, they were more focused on investigating cause and consequence of job satisfaction among public organization than private sectors and they were more focused on areas that are related with a human resources having lower educational level. However, there is no sufficient study conducted on factors that affect employee job satisfaction of the health sector professionals. This is the research gap that leads the researcher to investigate on the area.

1.2 Statement of the Problem

There are more than ten multi-national pharmaceutical companies working in Ethiopia with a number of employees beneath them. Health facilities are getting broader and different investors are coming to this sector. There is also a high demand for health professionals. Pharmaceutical sales representatives play a critical role in the pharmaceutical industry and they are mainly responsible for sales and giving information on medical products to doctors and pharmacists.

Satisfied employees tend to be committed, on the other hand, dissatisfied employees show absenteeism, soldiering (deliberately working at slow pace), turn over, etc. to ensure proper utilization of human resource available in the organization, researchers continue research to identify factors and their relative importance for shaping job satisfaction of employees.

According to the report Ethiopian Minister of Health (2016), large number of medical sales employee leaves from the multinationals companies within a short period of time. According to the report the rate of employee turnover related with less employee job satisfaction. Even though some of the reports, forums, conferences and panel discussion indicate the area problem however, there was no as such scientific research further investigated on the area, this is one of a research gap that motivated the researcher to investigate on the area.

Therefore, this study has tried to further investigate factors that affect job satisfaction of employees of pharmaceutical industry of Addis Ababa considering the determinant factors such as, working condition, freedom or autonomy, job security, relationship with co-workers, relationship with supervisor, salary, career advancement and growth. Working condition is the environment in which an employee carries out his job; it can be physical or behavioral environment. Freedom or autonomy is authorization of an employee in its job, which can make the employee to be more effective. Job security is once feeling of an employee not losing his job without any circumstances. Relation with coworkers and with supervisors is ability of an employee to communicate with other employees in his working area. Salary is financial benefit of an employee for the job he has done. Career advancement and growth is also another factor that motivates an employee to upraise its position in an organization.

1.3 Research Question

The study has focused to address the following basic research questions:

1. How Working conditions affect employee job satisfaction?
2. How employee freedom or autonomy affect their job satisfaction?
3. What is the effect of supervisor support on employee job satisfaction?
4. What seems like co-workers relationship and its effect on job satisfaction?
5. What is the effect of salary and compensation on employee job satisfaction?

1.4 Objectives of the Study

The study has to achieve both the general and specific objectives

1.4.1 General Objective of the Study

The main objective of this study is to assess the current level of employees' job satisfaction in the multinational pharmaceutical company of Addis Ababa and determining the determinant factors and their effects.

1.4.2 Specific Objectives of the Study

The specific objectives of the study:

1. To assess working conditions and its effect on employee job satisfaction.
2. To examine employee freedom or autonomy and its effect on employee job satisfaction.
3. To examine the effect of supervisor support on employee job satisfaction.
4. To examine co - workers relationship and its effect on job satisfaction.
5. To examine the effect of salary and compensation on employee job satisfaction.

1.5 Delimitation of the Study

The scope of the study is delimited, geographically (area of coverage) and on the issues that has been discussed in the study. Had the research been inclusive for all multinational pharmaceuticals companies operating in Addis Ababa and regional towns, more comprehensive output could have been founded. However, due to high number of employees, the research was concentrated on those companies operating in Addis Ababa with taking five Multinational pharmaceutical companies.

Accordingly, the study was conducted on Medical Representatives Working in Multinational Pharmaceutical Companies in Addis Ababa. Theoretically, the study has discussed issues related to job satisfaction such as, the effect of salary, compensation, working environment, and degree of freedom on job satisfaction. However, another factor that affects job satisfaction of employees may exist.

1.6 Significance of the Study

The researcher believes that the findings of the study can be used to guide management of the companies in handling information to improve the employees' job satisfaction and to empower employees in numerous undertakings that affect their performance.

The findings of the study was to create awareness among the stakeholders and enables them to understand the merits and shortcomings of the prevailing policies in respect to employees job satisfaction so that they can provide the necessary assistance.

In addition, the findings are useful to academicians by providing a basis for conducting further research and contributing to the body of knowledge. In short, the study findings will create more understanding and awareness to researchers and other people about job satisfaction of employees in organizations. It can give insight to them on how improvement in employees' job satisfaction can be brought and generally draw attention to the weaknesses and opportunities.

1.7 Organization of the Study

This research is organized in to five chapters. The first chapter deals with introduction of the study, background of the study area, statement of the problem, objective of the study, significance of the study, and delimitation of the study. The second chapter introduces review of related literature in the area. The third chapter deals with the research design and methodology. The forth chapter presents the analysis and the fifth chapter will contain summary of the major findings, conclusion and recommendation of the study. Finally, list of references and appendix are placed at the end of the page.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Importance of Job Satisfaction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact, there is no final definition on what job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could be, for example, associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

2.2 Theoretical Review

A. Herzberg and Job Satisfaction

According to (Qasim, Cheema & Syed, 2012) provided that Herzberg's two factor theory of job satisfaction describes that different factors combine to create job satisfaction and dissatisfaction among employee. Herzberg identified the factors as either motivators or hygiene factors. Motivators promote job satisfaction.

Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction.

Herzberg's motivation-hygiene theory refers to the relationship between job satisfaction and job dissatisfaction that are affected by motivators and/or hygiene factors. Herzberg states that motivation factors can create high levels of job satisfaction, although the lack of these factors does not guarantee job dissatisfaction. In addition, hygiene factors can lead to dissatisfaction, but their absence does not guarantee satisfaction (Qasim, Cheema & Syed, 2012). As such, job satisfaction and job dissatisfaction are independent of each other. Herzberg states that the opposite of job satisfaction is not dissatisfaction, but a lack of satisfaction or no job satisfaction. This would mean that the opposite of dissatisfaction is not satisfaction, but a lack of dissatisfaction or no job dissatisfaction. Hygiene factors do not directly lead to job satisfaction however; their absence may lead to job dissatisfaction (Qasim, Cheema & Syed, 2012). They consist of; organizational policies, supervision and leadership, pay or salary, work conditions, and communication with supervisors/work partners. Therefore, employers should seek ways of eliminating dissatisfaction resulting from hygiene factors and focus on improving the motivators in the work environment to increase job satisfaction (Qasim, Cheema & Syed, 2012).

B. Locke's Theory on Job Satisfaction

According to Tietjen & Myers(1998) Locke's composite theory of job satisfaction is founded from the many other concepts which Locke has developed through study and research on related topics such as goal setting and employee performance. Initially Locke's job satisfaction theory is developed by criticizing Herzberg's theory of job satisfaction. After criticizing Herzberg's work, Locke continued with his theory on values, agent/event factors, and finally an adjusted view of job satisfaction.

The two basic points in which Locke's criticize Herzberg's two-factor theory are summarized in brief as follows; the first is that job satisfaction and dissatisfaction result from different causes. the second point is that two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators. (Tietjen & Myers,1998).the point of Locke's criticisms is the concept of mind body dichotomy, unidirectional operation of needs, lack of parallel between man's needs and the motivation and hygiene factors, incident classification system, defensiveness, the use of frequency data and denial of individual differences.

2.3 Extrinsic Factors Affecting Employee Job satisfactions

According to Richard (2012), there are certain factors individually and collectively affect employee job satisfaction. These are:

2.3.1 Working Environment

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as direction for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen. and Yperen, 2004). Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that are related to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that are related to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual.

2.3.2 Supervisor Support

Supervisor support is crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee (Chandrasekar, 2011).

Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Chandrasekar (2011) defines the situation as mentoring/coaching. Time and material resources should be available to employees, enabling them to perform to the best of their ability. Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Thus, the employees should be provided opportunity to apply. The work

environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction. Therefore, Chandrasekar (2011) discusses the necessity of job aids.

2.3.3 Payment

Heery and Noon (2001) defined pay as payment, in which include many components like basic salary, bonuses, pay for doing extra work and incentives. According to Yousaf et al.(2014) Employees are offered a financial reward for their services called pay which is a foremost requirement in human resource management. Employees who do their best want reasonable pay that satisfies their needs. An equitable pay makes them feel appreciated so they expect to pay according to their efforts because they do not want to be unacknowledged for their services.

2.3.4 Benefits

According to Lekovic & Marik (2013) Benefits are components of the system of compensation, have represented for long the field of harmonization of compensation. Benefits are the rewards, that are available to the employees in the organization can be seen as motivators that activate and orient further activities for attaining goals of the organization. Lekovic & Maric (2013) discussed benefits includes shorter work time, vacations and holidays, pensions, insurance (life, social, health, etc.), maternity leave, etc.

2.3.5 Promotion

According to Parvin and Kabir (2011), promotion can be defined as “getting high status in the workplace by doing effective work, generally increase the status, position and remuneration of the employee in the organization”. Promotion can therefore be simplified as going towards upward positions in the organization. If organizations are not giving promotions to their employees then it is very likely that employees will be dissatisfied and their turnover rate will be high (Yaseen, 2013) When employees get promotion they will be more committed to their organization. Promotion is considered one of the most important elements for the employee satisfaction (Parvin & Kabir, 2011). Promotion has a significant effect on employee satisfaction. There is therefore a positive relationship seen between job satisfaction and opportunity to develop (Ramasodi, 2010).

If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow’s hierarchy of need theory also

described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job.

2.3.6 Nature of the Job

Many years of research in different organizations and jobs have shown that nature of job itself becomes a dominant factor of job satisfaction when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase satisfaction level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job, as researched by Yoav Ganzach (1998). There is a negative association between intelligence and job satisfaction when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job lacks the perceived element of interest it may cause dissatisfaction among intelligent employees (Mehmood, Irum, Ahmed & Sultana, 2012).

2.3.7 Team Cooperation

A smooth teamwork is one of the important conditions necessary to guarantee a harmonious working atmosphere. It is also an important factor that influences employee satisfaction. The satisfaction on team cooperation can be reviewed from the following aspects: Firstly, it is the situation of satisfaction and trust in terms of the direct leader's ability specifically including mutual respect, trust, support and guidance between the supervisor and subordinates. Secondly, it is the satisfaction based on colleague's cooperation. It notes that the employee has mutual understanding, good cooperation, support and interpersonal relationship with the other members. Thirdly, it is the team's gross responsibilities and similarity of knowledge, conceptions and also value orientation. Finally, it is the clarity of information exchange channels (Yuan & Xiaoxia, 2013).

2.3.8 Leadership

Committed leadership is that willing to model desired changes and drives fear out of the organization is very critical for business success and encourages employee job satisfaction (Iqbal 2010). Committed leaders are essential in fostering a business's shared vision, aligning all components in pursuit of that vision, and building commitment to the vision at all levels of the organization (Chawla & Renesch 2006). Good leadership highly depends on responsible followers. Leaders cannot implement decisions or plans without the cooperation and support of many others who are in a position to influence the successful outcome of the process, or even derail it. This corporation can be fostered by ensuring that employees are satisfied with their jobs (Farrington, 2009).

2.4 Intrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization;

2.4.1 Degree of Employee Autonomy

Most employees desire for autonomy in order to perform effectively and attain their goals. A number of studies have found a positive relationship between autonomy and job satisfaction. Individuals take pride in their jobs if empowered at work and show a moderate relationship with a sense of self-control when measured for perceived life control. According to Messersmith (2007), managers can facilitate workers by empowering them in terms of given control over their activities, environment, quantity of work, and considerations for work-life balance. Satisfaction and performance is the product of an individual's three psychological states: experienced meaningfulness, experienced responsibility, knowledge of results. Among all the dimensions of job satisfaction, in general, it is better predicted through nature of job which contains work challenges, autonomy, variety, and scope of job (Mehmood et al, 2012).

2.4.2 Recognition

According to Danish and Usman (2010), recognition is defined as the situation where organization employees are rewarded by different status. Intrinsic rewards like recognition, growth, feedback, opportunities lead employees greatly towards high job performance and satisfaction. Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Recognition can be said to be the component that is used to strengthen the relationship between the organization leaders and the employees. Through recognition employees feel rewarded and motivated. By giving recognition to the employees, competitive advantage can be achieved. An organization achieves its well-being through giving rewards and recognition to its employees.

Yaseen (2013) commented that an employee becomes more loyal to their organization and satisfied when the organization recognizes their work. Many organizations are missing this very valuable component and yet the cost of practical implementation of this component is very small. Through recognition, employees are being realized that they are valuable to the organization. Employees also feel appreciated through recognition (Sarvadi, 2005). Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases satisfaction and performance of employees.

According to Yaseen (2013), recognition can be provided a number of ways such as; involving employees in decision making, by increasing their responsibility, by showing empathy towards them

and provide them with succession planning and different opportunities to get high designation. Robbins (2003) described that Maslow's theory tells about the self-esteem need of employee. This theory shows that recognition, status, development and growth are the factors which leads to motivation and ultimately leads toward job satisfaction. Herzberg theory indicated that recognition is one of those motivating factors which leads employee from no dissatisfaction to satisfaction.

2.4.3 Meaningful Work

Meaningful work is considered as a very important factor when it comes to intrinsic job satisfaction. These days, employees want to be engaged in qualitative work. Employees want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of organizations. Meaningful work is an important issue and is valuable for both employee and employer. There are some other factors rather than money which an employee may want to share with their community and home members. Such factors include sense of achievement and feelings of accomplishment of some task. This meaningful work is considered as a dividend to the employee (Pocock, 2006). Outcomes, task characteristics and meaningful work are important for such people who have the desire for achievement. Job satisfaction cannot be separated from demand of meaningful work. It is the duty of managers to make work meaningful for their employees so that they can be satisfied with their job and due to these employees will show a positive response in the organization. Success, achievement and status are included in the meaningful work experiences (Yaseen, 2013).

2.4.4 Training and Development:

Training provides chances to employees grow and enhances their knowledge and skills for effective development (Kabir, 2011). Trained workers are more satisfied with their job as compared to untrained employees (Abdullah & Djebavni, 2011). These training programs positively raise employees' development that is good for competencies (Hunjra et al., 2010). By getting these training programs employees are able to get self assured, evolution of career, and have positive thought for their companies (Kabir, 2011). The aim of these training and management programs is to amend employee's skills and organization potentialities (Hunjra et al, 2010).

2.4.5 Responsibility

According to Lai (2011), employee participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic

work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity (Lai, 2011).

2.4.6 Skill Variety

This is the extent to which a particular job requires a variety of employee competencies to carry it out (Jackson, 2011). For example, lower skill variety exists when an assembly-line employee performs the same two tasks repetitively. The more skill involved, the more meaningful the work becomes for an employee. Döckel, Basson and Coetzee (2006) suggest that one way that employees may develop a sense of competency is by working in a job with high skill variety. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization. Mathis and Jackson (2011), however, warns that skill variety should not to be confused with multitasking, which is doing several tasks at the same time, for instance, with computers, telephones, other devices, and personal organizers.

2.4.7 Task Significance

Task significance is the extent to which an employee perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or outside the organization (Lunenburg & Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something worthwhile.

2.4.8 Job Feedback

This refers to the degree to which carrying out job-related tasks provides direct and clear information about the effectiveness of an employee's performance. In addition, providing feedback fulfills a need for information on the extent to which personal goals are met, as well as being a point of social comparison about an individual's relative performance (Vlosky & Aguilar, 2009). Providing sufficient performance feedback to employees helps strengthen positive attitudes toward the business, and helps to prevent early intentions to leave by employees. When employees are provided with praise and feedback, stronger feelings of loyalty to the business may develop (Döckel, Basson & Coetzee, 2006). Furthermore, feedback helps to contribute to the employees overall knowledge about the work (Mathis & Jackson, 2008).

2.4.9 Job Involvement

Job involvement can be described as the degree to which an employee is cognitively preoccupied with, engaged in, and concerned with his/her job (Govender & Parumasur, 2010). Job involvement is the degree of identification employees have with their employment and the degree of importance they place on their jobs. For example, employees who are highly involved in their jobs will not mind spending extra time to ensure task accomplishment, and take uncompleted work or assignments home to complete them before the next working day. Being involved in the job entails involvement in decision-making and a feeling that one is making an important contribution to the success of the business. In addition, job involvement helps to enhance organizational effectiveness and productivity by engaging employees in their work, and making work a meaningful and fulfilling experience for them (Koponen, Laamanen, Simonsen, Sundrell & Suominen, 2010).

2.5 Factors that Lead to Job Satisfaction:

(Maniram, 2007, p 22) stated that factors such as conducive working environment, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, the personality-job fit etc. are important factors which will enhance the level of job satisfaction. These factors are described as follows.

Mentally Challenging Jobs: employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom on how well they are doing. Jobs that have too little challenge create boredom.

Equitable Rewards: employees who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs (Maniram, 2007). Furthermore, when pay is seen as fair and based on job demands, individual skill level and the prevailing market pay standards, job satisfaction is likely to result. Promotion provides opportunities for personal growth, more responsibilities and increased social status.

Supportive Working Conditions: according to (Maniram, 2007) most employees prefer working relatively close to home, in clean and relatively modern facilities and with adequate, safe and well-maintained tools and equipment. This is because comfortable working conditions such as temperature, light and other environmental factors facilitate to enhance satisfaction level of the employees.

Supportive Fellow Employees: Employee's satisfaction is increased when the immediate supervisor understands and friendly, offers praise for good performance, listens to the employee's opinions and shows a personal interest in them (Maniram, 2007).

Personality-Job Fit :(Maniram, 2007) provided that high agreement between an employee's personality and occupation results in more satisfaction. People with personality type are congruent (Maniram, 2007).

Measure of Job Satisfaction

A popular measure of job satisfaction used by organizations is measures of the five facets of job satisfaction: pay, security, social, supervisory, and growth satisfaction. The sources of job satisfaction and dissatisfaction vary from person to person Aziri ,(2011). As it has been reviewed above from different literatures (Qasim, Cheema & Syed 2012) summed up the important sources of satisfaction for many employees include the challenge of the job, the interest that the work holds for them, the physical activity required, the working conditions, rewards available from the organization, the nature of co-worker's, and the like. In most of recent researches, job satisfaction is measured by using scientific research methods such as the questionnaire. According to Aziri, (2011), Minnesota satisfaction questionnaire and job description index are described as the most commonly used techniques for measuring job satisfaction. The Minnesota satisfaction questionnaire measures twenty features of work, which can easily be responded by respondents in a paper-pencil type of a questionnaire. The Minnesota satisfaction questionnaire can be implemented both individually and in-group. It is estimated that responding to this questionnaire usually takes between 15-20 minutes (Aziri, 2011).

The 1967 version of the Minnesota satisfaction questionnaire uses five response categories: the categories are; not satisfied, somewhat satisfied, satisfied, and very satisfied and extremely satisfied. Whereas the 1977 version of the Minnesota satisfaction questionnaire uses the following response categories: very satisfied, satisfied, neither, dissatisfied and very dissatisfied. According to Aziri, (2011) the 1977 version of the Minnesota satisfaction questionnaire is more balanced compared to the 1967 version. The 1977 questionnaire has the following aspects of job: co-workers, achievement, activity, advancement, authority, company policies, compensation, moral values, creativity, independence, security, social service, social status, recognition, responsibility, supervision human relations, supervision-technical, variety, working conditions.

The second job satisfaction measurement technique is the job description index. The job description index is one of the most widely used techniques for measuring job satisfaction. It is a simple and

easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary (Aziri, 2011).

This questionnaire allows acquisition of information on all major aspects of work and considers sex differences. The factors considered by the job description index are the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for promotion. The employees can evaluate descriptors on each of the five factors with three potential options: one, which means that the description is relevant, two, which means that the description is not relevant, and three, that means that the employee does not have an opinion.

(Aziri, 2011).

2.6 Consequence of job satisfaction

The concern of management is the outcome of job satisfaction. If an employee is satisfied or dissatisfied, what is the effect? There is enough evidence that job satisfaction or dissatisfaction have positive or negative effect on employees. (Locke, 1980). The following evidence stated by Arnold and Feldman (1996) cited in Maniram(2007) will briefly discuss the outcomes of job satisfaction/dissatisfaction.

Productivity

The saying of “happy worker is productive worker” is not actually true. It’s actually the reverse that productivity is more likely to lead to satisfaction (Arnold and Feldman, (1996) in Maniram(2007).

Four decades of research argues that a satisfied worker is not a productive worker due to two reasons. Firstly, a relationship exists between job satisfaction and job performance.

Second is that there is sufficient evidence to indicate that job performance lead to job satisfaction.

Turnover

According to Mcshane and Glinow that is cited in Maniram (2007) the main cause of turnover is job satisfaction. Job satisfaction that drives employees to leave their existing job has a greater effect on turnover than incentives.

Absenteeism

According to Robbins (2005) there is a negative relationship between satisfaction and absenteeism. Workers who experience low satisfaction tend to be absent more. High rate of absenteeism will result in huge financial crises for management.

Empirical review

Various researchers have contributed their research findings from organizational set ups, in order to increase employee job satisfaction and have given various suggestions to boost up the satisfaction.

In a study conducted by Belayneh study (2001) employees with longer experience were also more satisfied than those with short experience. Provision of orientation to the job was found to be positively associated with job satisfaction; respondents who received orientation and in-service education were more satisfied than those who did not.

A research by Solomon (2007), conducted on the impact of employee job satisfaction on employee turn over in Ethiopian Road Authority employees. The findings of the study revealed that inadequate wage level, poor moral and low level of motivation, mismatch between employee's personal value and plans with large corporate culture stated among factors contributing of employee's turnover. The other is an experience of nongovernmental organization International Rescue Committee. The study conducted on the organization related to the issue presented that the causes of turnover are family problems, poor leadership, dissatisfaction with the job, better opportunity in other organization.

A study was conducted by Alemayehu (2011) factor affecting employee job satisfaction in Ethiopian Electric power Corporation, using ten factors of satisfaction with- pay, security, nature of work, working condition, colleagues (integration), supervision, students, promotion and social status were considered to have an important bearing on employee job satisfaction. Data was collected and Pearson correlation and zero order correlation were used. From the ten factors identified only three- satisfaction with pay satisfaction with security and satisfaction with promotion were found to have a strong negative relationship with employee's job satisfaction.

A research by Mahamuda and Nurul, (2011) was on factors influencing job satisfaction of pharmaceutical sector employees. The purpose of the study was to measure satisfaction level of employees and to identify factors that improve employee's satisfaction in Bangladesh. The Researchers considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention. Their conclusion was job satisfaction reduces employees' turnover intention and adopts standard pay structure, suitable nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

A cited by Vijahkumar & Subha (2009) examined there is direct and positive relationship between reward and motivation and work satisfaction, hence if rewards offered to employees to be altered, then there would be a corresponding change in work motivation and satisfaction and they conclude on their research if rewards improved could have a positive effect on motivation and satisfaction.

Hafiza, et al. (2011) conclude in their study, there is a significant and positive relationship between extrinsic rewards and employee motivation but organization not offering right amount of financial rewards to their employees is a significant factor which affect employee motivation.

The study outcome of Ajimal et al. (2015) that intrinsic and extrinsic rewards show significant influence on the employee's satisfaction and motivation level. Intrinsic and extrinsic rewards are essential for employee motivation and satisfaction, if employees are rewarded appropriately with salaries, bonuses and increment for their hard work then they will be motivated greatly towards achievement of their representative objectives and in the same way if employees are acknowledged properly against their efforts then they will be more satisfied and happier towards their official objectives.

The finding of the Quyyum, & Sukirno (2012) show that employees ranked high salary as the most important motivational factor and the next important factor to employees is seniority –based promotion. Particular characteristic of society are reflected in the fact that people generally obtain specific degree/skill once their life and do not have ambition to learn more do not have access to require to learn and develop themselves. The third most important factor to employees is work and family life, the reason for this desire is also described in their research.

Another research conducted by Berhan, A. (2007), examines the impact of intrinsic, extrinsic, and equity factors of work on employee's organizational commitment a case study in two selected private colleges in Addis Ababa. The finding shows that instructors in private colleges were satisfied with intrinsic factors of work such as opportunity for achievement, challenging work, responsibility. On the other hand, instructors are generally dissatisfied with extrinsic content of work such as salary, fringe benefits, incentives, job security, and post-employment security. Moreover, there is also structural inequity. Consequently, employees were not committed to their organization which implies the availability of high turnover and lower performance.

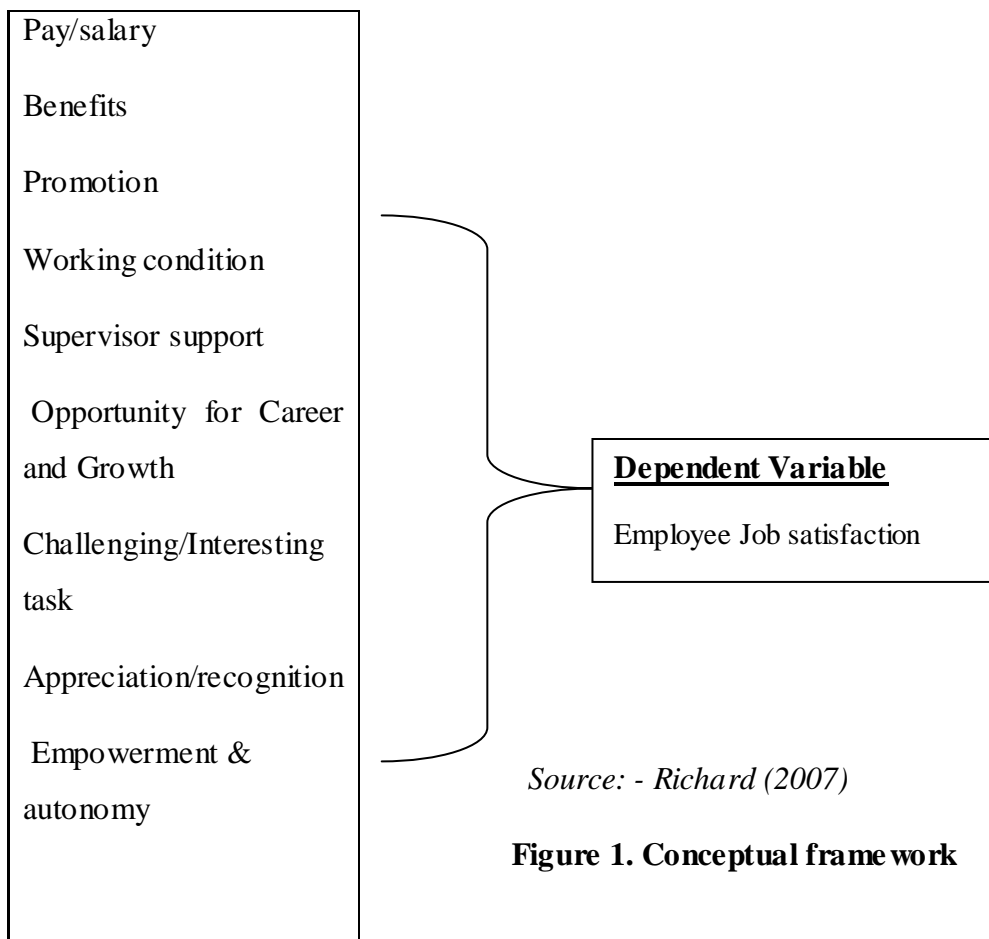
Madhuri, K. (2014) conducted a research on impacts of financial and non-financial rewards with respect to overall levels of employee motivation in private sector organizations. According to this research finding there is strong relationship between level of reward and motivation. The finding also reveals employee in private sector gave much importance to financial rewards than non-financial rewards.

As indicated the empirical studies on the above paragraph even though several studies took place on related topic of this study, however, there were no recent and related case studies carried on pharmaceutical organization. Therefore, this research gap is one of the major reasons that initiated the researcher to investigate further in the area.

2.7 Conceptual Framework

This study has assessed factors that affect job satisfaction of employees in pharmaceutical companies working in Addis Ababa. Since the study focus on assessing factor that affect employee job satisfaction pay/salary, benefit, promotion, supervision/leadership, working condition, opportunity for career growth, challenging and interesting task, appreciation and recognition, empowerment and autonomy are independent variables. Employees' job satisfaction is considered as dependent variable for this research. These independent and dependent variables are shown in the following conceptual framework.

Independent Variables



Source: - Richard (2007)

Figure 1. Conceptual frame work

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design

The study use both descriptive and causal research design. Using the descriptive method the study was focused on the determination of the frequency in which an event occurs. In cause and effect method the study concerned with determining cause and effect relationships among the variables. Hence, this research was undertaken with descriptive and causal research design in order to give an adequate description of the variables and reveal the extent to which the employee job satisfaction affected by the determinant variables.

3.2 Research Approach

The study adopted mixed (qualitative and quantitative) research approaches. This is because the study primarily focused on the data collected through questioners to give pictures of the data by using SPSS. Accordingly, the collected data presented in to two parts. In the first part of the study described the relationship between the dependent and independent variables using mean, standard deviation, frequency and percentage. And in the second part, the study triangulate the interdependence between the dependent and independent variables using cause effect research design such as, testing variables based on Pearson correlation and by using multiple regression methods.

3.3 Sources of Data

The study has used both primary and secondary source of data. The primary sources of data used are from employee respondents. On the other hand, the secondary source of data was collected from related literatures such as, reports, researches, articles and journals.

3.4 Method of Data Collection

To collect the primary data, the study used questionnaire and interview as instrument of data collection. Questioners were organized in to two major parts, the first part deals about personal characteristics of respondents and the second part deals with the factors affecting employee job satisfaction. Finally, the questionnaire was distributed to the selected sample respondents. Besides, interviewee also used to gather data from respondents.

3.5 Population of the study

The general populations of this study were employees working in multinational pharmaceutical companies in Addis Ababa region. There are about 11 multinational pharmaceuticals in Addis Ababa these are Bayer, MSD, Merckserono, AstraZeneca, Sanofi Aventis, Pifzer pharmaceuticals, Roche, GSK (Glaxo smith klein), Abot, Novarts and Novo nordisk. Generally, the organizations serve for 3300 employees in their different department and positional level such as, human resources, management and sales.

3.6 Determination of Sample size and Sampling techniques

The study has used non – probability sampling technique. From the given non – probability sampling frame particularly purposive sampling technique were applied for the employees in the organizations. This is because the researcher wants to select employees who work on pharmaceuticals sales department due to most of the employees are working in this department and there is a high rate of employee turnover. Based on these the study has included those professional employees from each of the multinational companies listed above.

3.6.1 Sample Size of the Study

It would be impractical and unmanageable to include all population in the study, but it will be easy to come up with representative samples and generate the findings of the study. Accordingly, the sample size that was included in the lists are the five well known pharmaceuticals companies. This is because the selected five pharmaceutical organizations have large number of employee and they are well known in the region, while the rest are very small pharmaceuticals sector. Accordingly, the study has included Astra Zeneca, Sanofi Aventis, GSK (Glaxo smith klein), Novarts and Bayer.

The second stage of sampling was to determine employees of the selected organizations. The total staffs involved in these five organizations are 1125. Therefore, the sample size that was selected out of 1125 total employee of the organization based up on the sampling technique of Yamane formula. Based on the method formula, the calculation of sample size is presented as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size

N= Number of population

e = sample error 0.01

$$\begin{aligned} n &= \frac{1125}{1 + N(0.01)} \\ &= \frac{1125}{1 + 11.25} \\ &= \frac{1125}{12.25} = 90 \end{aligned}$$

Sample proportion allocation among the five pharmaceutical organizations is based on their total number of employees. In order to have appropriate representative, the total sample size (90) was divided to the total number of employees in the organization.

Table 1: Distribution of sample size

Organizations	Total Employee	Sample Employee
Astra Zeneca	355	26
Sanofi Aventis,	300	22
GSK (Glaxo smith klein),	289	20
Novarts	200	14
Bayer	106	8
Total	1125	90

Source: Each human pharmaceutical resource department (2017)

3.7 Method of Data Analysis

The data collected from different sources, both quantitative and qualitative, were processed and analyzed using mixed approach that are both descriptive and inferential data analysis method. Descriptive and inferential statistics has been employed for the data analysis process by using computer software called Statistical Package for social Science (SPSS) version 20.

The descriptive statistics includes frequencies, percentages, means and standard deviation and the inferential statistics addresses correlation analysis and multiple regression analysis. To show the relationship between the dependent and independent variables Pearson correlation was applied. In

addition, to determine the major determinant factors of job satisfaction the study has used multiple regressions analysis.

Reliability of the Instrument

Cronbach’s alpha is a tool for assessing reliability scale which normally ranges between 0 and 1. Internal consistency reliability is a measure of consistency between different items of the same construct. If a multiple-item construct measure is administered to respondents, the extent to which respondents rate those items in a similar manner is a reflection of internal consistency. Hence, a multiple–item measurement scale internal consistency method is used for the study. According to George and Mallery (2003) a Cronbach’s alpha coefficient greater than 0.9 implies excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable”.

Based on the principle in order to establish the degree of reliability, consistency, and accuracy of the instrument, a pilot study was conducted. The pilot study was to ensure the consistency and reliability of the test scores accordingly. The table below shows the value for each variable in the reliability statics.

Table 2: Reliability Statistics

Questionnaire Scale	Cronbach's Alpha	N of Items	N of respondents
Payment	0.911	25	90
Benefit	0.871	25	90
Promotion	0.874	25	90
Supervisor support	0.935	25	90
Working condition	0.712	25	90
Opportunity for career	0.921	25	90
Challenging task	0.811	25	90
Appreciation and Recognition	0.937	25	90
Empowerment and autonomy	0.781	25	90

From the reliability scale measurement of the above table, the reliability was 0.98 which shows the scale of reliability test is acceptable and show good internal consistency.

3.8 Ethics in the Research

During the course of administering the questionnaires, names and any identifying remarks were not used. The confidentiality of the respondents is kept and any data received for the study kept at the hands of the researcher and the advisor. The data's were analyzed based on the questionnaires and interview of respondents rather than using the researcher opinion and input. The researcher was stay truth full to responses of the respondents and free from any personal assessment. Results depicted were only from out puts of truth full inputs.

3.9 Validity Assurance

Validity is determining whether the findings are accurate from the standpoint of the researcher, the participant, or the readers of an account (John, W.C. 2009). This study's validity was assured through conducting interview with few of sample population to determine accuracy of finding drawn from questionnaire. Also opinion from the research advisor and experts ensure the content validity, whether the items measure the area of interest or the concept it intends to measure which will advance its validity.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter deals with the discussion and analysis of data collected from the pharmaceutical organization employees. As indicated in the methodology part of the study conducted basically using questionnaires filled by respondents. 90 questionnaires have been distributed to the respondents. However, the analysis was done based on 75 questionnaires the remaining 15 questionnaires were omitted due to lack of full information.

4.2 Background of respondents

Background of employee is necessary to associate, how work experience and educational status and age condition of respondents affect employee job satisfaction.

Table 3: Characteristic of respondents

Item	Category	Frequency	Percentage (%)
Sex	Male	50	66.7
	Female	25	33.3
	Total	75	100
Age	26 - 35 years	46	61.3
	36 - 45 years	22	29.3
	above and equal 46 years	7	9.3
	Total	75	100
Education	Diploma	1	1.3
	B/A or BSc	57	76
	MA/MSc	17	22.7
	Total	75	100
Work Experience	Less than 3 years	17	22.7
	3 - 5 years	44	58.7
	Above 10 years	14	18.7
	Total	75	100

Source questionnaire, 2017

Based on the above table from 75 total respondents 66.7% of them were male while the rest, 33.3% of them were female. With regard to gender, most of the respondents are male employees. Whereas, female employees are small in number in the studied pharmaceutical organizations.

With regards to the age status of the respondents, the distribution of frequency and percentage shows that, 61.3 % of respondents found between the age groups of 26 – 35, about 29.3% of them found between the age groups of 36- 45, the rest 9.3% were equal and above 46 years. According the age distribution of the respondent's majority of them found at young and youth age group.

With regards to educational level of the respondents the data show that, 76% and 22.7% of respondents respectively found between the education level of BA/BSc and MA/MSc level respectively, only 1.3% is a Diploma holder. According to the data, level of education in the organizations, most of the employees are BA/BSC holders; some are MSc/MA holders. From this data, most of employees are in good level of education.

Work experience of employees another data among them 22.7% of them were found less than three years of service, on the other hand 58.7% of respondent between the service years of 3 – 5 and, the rest 18.7% were above 10 years of work experience. As we can see from the percentages, most of the employees are experienced in their work and they have good attachment with the cultures of the pharmaceutical companies.

4.3 Respondents view on External Factors Affecting Job Satisfaction

External factors which motivate employees are key to job satisfaction so that it is important to assess this external factor. In order to measure employee job satisfaction this external factors should be addressed such as, payment system (salary, pay scale incentives, part time pay), benefit, promotion and work area facilities. Based on these, the study provides five scale likert questions to assess the external factors that affect employee satisfaction in the studied organizations. Accordingly, the study provides questions related to payment practice of the organizations, benefit, promotion, job security and supervisory leadership and working condition.

The weighted average score (WAS) was calculated by giving score as 5 for strongly agree (SA), 4 for agree (A), 3 for neutral, 2 for disagree (D) and 1 for strongly disagree (SD)

4.3.1 Employee level of satisfaction with payment system

The philosophy behind pay in a payment system of an organization does not only consider scale of salary, but also it include different types of related activities such as, clarity of payment system, payment benefits related to employee performance, and provide equitable pay for similar works. Based on this idea the data below in table 4.2 provides related measurement of questions.

Table 4: Employee level of satisfaction with payment system

No	Questions	SD	D	NW	A	SA
1	The pay system is clearly stated and communicated to me	10(13.3%)	27 (35.5%)	13 (17.1%)	20 (26.3%)	5(6.6%)
2	The basis of pay for performance is reasonable	11(14.7%)	32(47%)	3(4%)	18(24.3%)	11(14.7%)
3	My salary is satisfactory in relation to the job I do	24(32%)	27 (36%)	3 (4%)	14(18.8%)	7(9.3%)
4	I earn same salary with others doing the same job in other organization	2(2.7%)	6(8.1%)	9(11.2%)	38(54%)	18(24.3%)
5	Salary increments are decided in a fair manner	20(26.7%)	39(52%)	4(5.3%)	11(14.7%)	1(1.3%)
6	Pay scale of the organization treats each employee equitable	12(16%)	31(41.3%)	6(8%)	19(23.5%)	6(8%)
7	Performance related incentives improve my work motivation	20(26.7%)	39(50.7%)	4(8%)	11(10.7%)	1(2.7%)

With regard to the pay system of the organizations, the respondents were asked a question about the clarity of the pay system for each employee. Accordingly, 13.3%, and 35.5%, respondents replied strongly disagree and disagree; while about 17.1% respondents stay neutral and the rest 26.3% and 6.6% respectively replied agree and strongly agree. From the respondents view one can understand still large number of respondents didn't show positive response on the clarity of the payment system. These response shows clarity of the payment system by itself can affect employee job satisfaction.

Similarly, the respondents have forwarded their idea on the reasonability of the pay base of the organization, 14.7% and 47% respondents did not agree on the reasonability of pay base, while 24.3% and 14.7% respondents contrarily indicate their agreement on the idea, but the rest 4% of them replied nothing. Performance related pay or pay for performance is a specific pay system that took place based on the employee performance. With regard to this idea interview of employee indicated that some of employee in somehow paid by scaling up their payment based on their performance. However, each of the studied pharmaceutical organizations didn't have clear and stated procedure how the organization implement performance based pay.

The respondents were asked their satisfaction with the salary they gate as compared to their job. In this regard, majority of the respondents accounted for 32% and 36% replied their disagreement. This indicate that over half of the respondents are not satisfied with the salary they have been paid.

However, 18.8% and 9.3% of the respondents replied they have an agreement with their salary. This indicates that they are satisfied with what they are earning as compared to their job.

In relation to proportionality of their salary with their job, employees were asked if they got the same salary for the same job. 54% and 24.3% expressed their agreement in different level. 10.8% of the respondents have expressed their disagreement. The rest 11.2% remain neutral. This shows that, there is equal payment among the organizations for same kind of jobs.

The study has also assessed respondents view on the organizations commitment to scale up their salary in fair manner. Accordingly, 26.7% and 52% respondents showed their disagreement in different level. While a total of 16% of the respondents expressed their agreement. The rest 5.3% remain neutral. Perception of fairness is often based on social comparison, economic comparison, and other sectors payment system. Employee often makes equity judgments based on comparisons with others who may be co – workers, or based on other scenarios such as organizational status. Therefore, this indicate that, still majority of employee are not satisfied and motivated by their respective organization fairness of salary scale up.

A question was forwarded to respondents with regard to pay scale treatment of the organization among employees. 57.3% of the respondents expressed their disagreement. While, 31.5 % of respondents reflected their agreement. As can be seen from respondents view, there is no equal pay for equal work position in the pharmaceutical organization. According to some interviewed respondents, pay variation of the sector cause employee to change organizations frequently, based on this there are pharmaceutical organizations in which their pay system is good while there are also pharmaceutical organizations their pay system are not attractive as a result of this most employees are not satisfied. From this we can deduce that, pharmaceutical organization regarding to their payment system do not have similar base so that employees working in different organization in the same position and same level of education do not receive equal payment, by this most of employee were dissatisfied as implied by respondents.

Finally, the study tried to assess the practice of pharmaceutical organization related to performance based incentives for employees. In this regard 77.4 % of respondents reflected their level of disagreement. This shows that, these organizations do not provide enough performance based incentives. However according to Richards (2006) an organizations can provide several types of performance based rewards and increase employee motivation and level of satisfaction such as,

provide opportunities education, reward of money incentives, and other that encourage employee performance.

4.3.2 The Practice of Organizational Benefit and Employee Job Satisfaction

Employee benefits are various, in an organization such as, house allowance, transport allowance, health insurance, social security, loan facilities, etc. those facilities can increase employee economic security in turn increase satisfied employees. Based on these, the respondents were provided with related question that can measure benefit of the organization and employee job satisfaction level.

Table 5: Organizational Benefit and Employee Job Satisfaction

No	Questions	SD	D	NW	A	SA
1	There is equal treatment of each staff in the benefit policy of the organization	10(13.3%)	20 (26.7%)	6 (8%)	30 (40.3%)	9(12%)
2	The medical and insurance scheme are attractive	12(16%)	28(37.3%)	5(6.7%)	20(26.7%)	10(13.3%)
3	I never faced problems of leave arrangements	10(13.3%)	19 (25.3%)	16 (21.3%)	15(20%)	5(6.73%)
4	The organization provide loan for several facility	10 (13.3%)	36 (48%)	6(8%)	5(6.7%)	18(24.1%)

Source questioner, 2017

The above table depicts respondents view on their organizations benefit policy. Based on this, a question was forwarded to respondents that the employees are equally benefited based on the organization strategy in this regards majority of the respondents accounted for 40.3% and 12% respectively indicated agree and strongly agree response, on the other hand 40% of the respondents reflected their disagreement. Based on this, the employees stated that, some of the pharmaceutical organization have rules and regulation with related to benefits provided for employee and they equally distribute the benefits, however, some of the pharmaceutical organization even didn't have rules and regulation how employees receive incentives

Similarly, another question were provided to assess respondents view on the organizations medical insurance, 16% and 37.3% of the respondents expressed their level of disagreement. On the other hand 26.7% and 13.3% of the respondents reflected their agreement. But the rest 6.7% remain neutral.

The researcher also questioned the employees if they have faced any challenges in requesting leave arrangement. 13.3% and 25.3% have said they didn't face any challenges. While, 26.73% of the respondents contrarily said they have face challenges when they want to arrange leave. This implies that employees are unable to use their annual leave when they want to use it.

Finally, respondents forwarded their idea on loan service facility from the organization. Based on this, 61.3% replied they didn't have this loan service. While, 30.8% of the respondents reflected their agreement with the question. 8% expressed their neutrality. From this we can deduce that, the studied pharmaceutical organizations didn't provide loan facilities such as, for housing, and other necessary facilities.

4.3.3 Promotion and employee Job Satisfaction

Promotion is one of external types of rewarding system of an organization. Promotion tends to effect the long term satisfaction of employees. This can be done by elevating the employee to a higher stage and increasing accountability. The responsibility is due to employee effort, behavior and period of serve in a specific organization. Therefore, organizations must be fair and reasonable in promoting their employees. With related to this idea, the study tried to assess employee opinion related to their respective organizational promotional practice. The table below indicates respondents view in each of the related questions of promotion.

Table 6: Promotion and Employee Job Satisfaction

No	Questions	SD	D	NW	A	SA
1	There exists an opportunity for promotion in the organization	9(12%)	21 (28%)	6 (8%)	29 (37.7%)	10(13.3%)
2	The criteria for promotions are acceptable	16(21.3%)	30 (40%)	6 (8%)	20(26.7%)	3(4%)
3	Staffs are promoted in a fair & honest way	17(22.7%)	37 (49.3%)	4(5.3%)	14(18.7%)	3(4%)
4	Everyone has equal chance to be promoted	19(25.3%)	33(44%)	6(8%)	13(17.3%)	4(5.3%)

Source, questioner 2017

From the above table, the respondents were provided with question regarding to promotional opportunities in their organization. Accordingly, a total of 51 %of the respondents expressed their agreement in this regard. However, 40% of the respondents didn't agree on this idea. This implies that an employee who work in an organization that encourage promotion of employee is relatively satisfied than an employee work in an organization that doesn't encourage promotion of employee.

With regard to the criteria that the organization practices for promotion, respondents have expressed their ideas. The result shows that, 61.3% of the respondents reflected their disagreement. On the other hand, 34.7% of the respondents gave their positive idea in this regard. Therefore, we can deduce that over half of the respondents are not satisfied with promotional criteria that the organizations are practicing.

When we are considering fair practice of the organization promotional reward, 72% of the respondent reflected that there is no fair practice of promotional reward from the organization. This implies that, employees are not satisfied with the fairness of organizational promotion. Similarly, 69.3% of respondents expressed their idea that they do not have equal chance in the organizational promotion reward.

4.3.4 Management -Employee relationship

Managers' relation with the employee is another factor that can satisfy employees in their job. It can be respecting employee, polite speech with employee, guiding and supporting employee,

democratic relationship and so forth that can encourage employee in their work place. Based on this idea, the researcher has provided related question to assess the relation between managements and employee of the studied pharmaceutical organizations. The table below shows respondents view related to the questions.

Table 7: Management - Employee relationship.

No	Questions	SD	D	NW	A	SA
1	My supervisor is polite and treat me in civilized ways	-	4 (5.3%)	6 (8%)	50 (66.6%)	15(20%)
2	My supervisor is satisfied with my work	4(5.3%)	8(10.7%)	2(2.7%)	46(61.3%)	15(20%)
3	My Supervisor is cooperative	2(2.7%)	9 (12%)	4 (5.3%)	39(52%)	21(28%)
4	I receive adequate guidance and support from my supervisor	10(13.3%)	25(33.3%)	7(9.3%)	23(30.7%)	10(13.3%)

Source questioner, 2017

From the above table, 86.6% of the respondents agreed on that their supervisor is polite and treat them in civilized way. Similarly, 81.3% of the respondents reflected that the supervisors in the studied organization are satisfied by their works. With regard to supervisory coordination’s about 80% of the respondents replied that their supervisors are cooperative in their day to day leadership practice. Finally, a question was forwarded to the respondents that if they receives advisory support and guidance from their supervisor. Accordingly 44% expressed their agreement. While 46.6% of the respondents reflected their level of disagreement. This result shows that supervisor support is one factor that can make satisfied employees and the organizations have good follow up of employees with this regard.

4.3.5 Working Condition and Employee Job Satisfaction

Employee job satisfaction affected by the time spent in the work, relationship with colleagues, availability of resources, and relationship with co – workers. Based on this, the researcher tried to assess working condition of employees by forwarding the following questions in the table below.

Table 8: Working Condition and Employee Job Satisfaction

No	Questions	SD	D	NW	A	SA
1	My working hours are reasonable	-	13 (17.3%)	2 (2.7%)	40 (53.3%)	20(26.7%)
2	The office layout is convenient to do my job	2(2.7%)	10(13.3%)	1(1.3%)	39(52%)	23(30.7%)
3	I'm free to be with my colleagues	6(8%)	16 (21.3%)	8 (10.7%)	35(46.7%)	10(13.3%)
4	All the necessary resources for work are available	7(9.3%)	13(17.3%)	2(2.7%)	43(57.3%)	10(13.3%)
5	I have good communication with my co-workers	2 (2.7%)	8 (10.7)	3 (4%)	40 (53.3%)	22 (29.3%)

Source questioner, 2017

A question was forwarded to the respondents if their working hours are reasonable. Based on the results, 90% of them replied their working hour is reasonable.

Similarly, 82.7% of the respondents reflected that the office lay out of the studied organizations were convenient. With regard to free to relate with their colleague, 60 % of the respondents indicate that they have degree of freedom to relate with their friends at their work place. Availability of resources in the work area, 26.6% replied that resources are not available well. While about 69.6 % indicate that resources are available, Finally, 92.6% of the respondents reflected that they have good communication with their co – workers which show employees are satisfied with working with other co-workers.

4.4 Intrinsic Rewards Affecting Employee Job Satisfaction

The intrinsic (internal) reward of employee comes from individual perspective or from management bodies of the organization. The motivation is generated through satisfaction or pleasure that one gets from completing his work or undergoing task. Factors that influence intrinsic job satisfaction include responsibility, freedom to act, scope to use and develop skills and abilities, interesting work and opportunities for advancement, appreciation and recognition, empowerment and autonomy. This portion of the research tried to assess the effect of the mentioned factors on job satisfaction and also their organizational impact.

4.4.1 Opportunity for Career and Growth

An organization should reward its employees by providing different opportunities such as, by sponsoring employee to advance their educational status, by providing training and by providing equal opportunity for the growth of their career. These factors have an impact on employee job satisfaction so that, questions were provided to employees of multinational pharmaceutical regarding to this factors.

Table 9: Employee Job Satisfaction and Career opportunity

No	Questions	SD	D	NW	A	SA
1	The type of the work I perform provides me with opportunity for personal growth and development	10 (13.3%)	29 (38.7%)	8(10.7%)	20 (26.7%)	8 (10.7%)
2	I am trained related to my work	18(24%)	30(40%)	3(4%)	18(24%)	6(8%)
3	There is equal opportunity for career and growth	9 (12%)	21 (28%)	5 (6.7%)	30(40%)	10(13.3%)

Source, questioner, 2017

From the above table, respondents were asked about if their job provide them for personal growth and development. 52% of them replied that the job they are working do not provide them with personal development. While 37 % showed their agreement that the job they are doing provide them with personal growth and development. Based on this we can deduce that employees of multinational pharmaceutical working in Addis Ababa are not satisfied with the work they perform; this is because, they did not achieve good personal growth and development based on their position.

With regarding to the question asked if employees are given job related training 64% of the respondents replied that their organization didn't give them job related training. Finally, considering equal opportunity related to career growth were assessed. 53.3 % of respondents reflected their level of agreement. From this we deduce that, there is an equal opportunity for carrier growth between the employees.

4.4.2 Challenging Task of Employee

Organizations provide their employees with different challenging tasks; this will add some additional experience for the employees. The fruits of this challenging task will help the employee

to be satisfied in his/her job. Therefore, organization should consider challenging task based on employee interest. Based on this, questions were forwarded to the respondents as shown in the table below

Table 10: Challenging tasks

No	Questions	SD	D	NW	A	SA
1	I am not interested in my work	6 (8%)	25 (33.3%)	4(5.3%)	30 (40%)	10(13.3%)
2	I perform challenging task	16(21.3%)	28(37.3%)	9(12%)	18(24%)	4(5.3%)
3	I enforced to accomplishes varieties of tasks	10(13.3%)	23 (30.7%)	3 (4%)	33(44%)	5(6.7%)
4	I enforced to accomplish my work extra time	9(12%)	29 (38.7%)	7 (9.3%)	25(33.3%)	5(6.7%)

Source questioner, 2017

From the above table we can see that, 53.3 % of the respondents showed their interest in their work. 41.3% reflected that they don't have an interest in their job. Another question that is forwarded to the respondents is that if they perform challenging tasks, 44 % respondents replied that they didn't perform challenging tasks. While, 29.3% of the respondents replied they have performed challenging tasks.

With regard to performing variety tasks respondents replied as follows, 50.7% expressed their level of agreement where as 44 % reflected their negative response. Finally, when respondents asked on enforcement of extra time to accomplish their tasks 50.7 % of the respondents disagreed which means they are not enforced to accomplish tasks using additional time. On the other hand, 40 % of them replied they are enforced to do their tasks using extra time.

4.4.3 Appreciation and Recognition

Recognition and appreciation of employee's performance at least in verbal way can increase job satisfaction of employee in an organization. Four questions were provided to respondents to assess effect of organizational appreciation and recognition practice in employee job satisfaction.

Table 11: Appreciation and Recognition

No	Questions	SD	D	NW	A	SA
1	I'm praised regularly for my good work	16 (21.3%)	31 (41.3%)	5(4%)	5(6.7%)	5 (6.7%)
2	I receive constructive criticisms about my work	7(9.3%)	19(25.5%)	6(8%)	33(44%)	10 (13%)
3	I get credit for what I do	14(18.7%)	33 (44%)	3 (4%)	19(25.3%)	6 (8%)
4	I am told that I am making progress	15(20%)	29 (38.7%)	5 (5.3%)	21(28%)	6 (8%)

Sources questioner, 2017

Based on the above table, the respondents were asked if employees are regularly praised by their work from their organization, the result indicated that 62.6% replied that they are not regularly praised for their good work. While 14.4 % reflected that they are praised for their good work.

Regarding to the criticism, 57 % of them replied that they receive constructive critiques. The researcher has also assessed that if their leaders give credit for their work. Respondents accounted for 62.7% stated that their leaders don't give them much credit for their work. On the other hand, 33.3 % reflected that their leaders give them much credit for their work.

4.4.4 Empowerment and Autonomy of Employee

An organization empowerment and employee degree of autonomy can make employee to be satisfied in their job. Empowerment and autonomy can be given for employee in several ways, such as participating employee in decision making; independent work accomplishment, allowance to plan their schedule freely and others can be mentioned. Based on this, the table below shows different questions was forwarded to assess employees' empowerment and their degree of autonomy in their job.

Table 12: Employee Empowerment and Autonomy

No	Questions	SD	D	NW	A	SA
1	I have part in decision making process	20 (26.7%)	31 (41.3%)	5(6.7%)	13 (13.3%)	6 (8%)
2	I have certain degree of autonomy in my work	7(9.3%)	20(26.7%)	6(8%)	37(49.3%)	5 (6.7%)
3	I'm allowed to decide on the methods to perform my work	18(24%)	31 (41.3%)	8 (10.7%)	14(18.7%)	4(5.3%)
4	I am independently of other when I perform my work	14(18.7%)	29 (38.7%)	5 (6.7%)	20(26.7%)	7(9.3%)

Source, questioner 2017

As indicated in the above table, 68% of respondents stated that they don't take part in the decision making of their organization. On the other hand, employees accounted for 21.3% replied that they take part in decision making.

Similarly, Employee degrees of autonomy were assessed and 36% replied that they do not have that much autonomy in their work. While, 56% of respondents reflected they have certain degree of autonomy in their working position.

Finally, the researcher has also assessed respondent's decision of work based on different types of methods. In this regard, 65.3% indicated that they are specified on their respective organizational criteria than optional methods used by them. This reflect that employees are not free to decide on their work.

4.5 Factors affecting level of employee satisfaction

Based on the above intrinsic and extrinsic organizational determinate factors of employee job satisfaction, the study has provided comprehensive questions to the employees to assess their level of satisfaction on their respective organization, such as, the study were generally tried to assess how intrinsic rewarding factors affect employee job satisfaction. Similarly, organizational extrinsic factors, and other related factors are indicated in the table below.

Table 13: Factors affecting Employee job Satisfaction

No	Questions	SD	D	NW	A	SA
1	The intrinsic rewarding system of the organization makes me competent.	20 (26.7%)	29 (38.7%)	4(5.3%)	18 (24%)	4 (5.3%)
2	The extrinsic rewarding system of the organization makes me competent.	25(33.3%)	35(46.7%)	2(2.7%)	10(13.3%)	3(4%)
3	My organization tried to use its maximum potential to satisfy employee	29(38.7%)	37 (49.3%)	1 (1.3%)	6(8%)	2(2.7%)
4	I feel satisfied by the organization effort to improve employee rewarding system.	13(17.3%)	20 (26.7%)	5 (6.7%)	30(4%)	7(9.3%)
5	Overall I am motivated both intrinsic and extrinsic rewarding system of my organization	24(32%)	31 (41.3%)	3 (4%)	13(17.3%)	4 (5.3%)

Source questioner, 2007

Based on the above table, the researcher has forwarded a question to the respondents to measure their level satisfaction by intrinsic benefit of the organization. 65.4% respondents indicated they are dissatisfied by the organization intrinsic benefit system. While, 29.3% respondents are satisfied by their respective organization intrinsic rewarding system.

Similarly question was asked to the respondents if they are satisfied or dissatisfied on the extrinsic benefit system of the organization. In this regard, 88% of the respondents replied that they are` dissatisfied. When the study compare level of respondents satisfaction within the pharmaceutical organization intrinsic and extrinsic factors more employee are dissatisfied by the organization extrinsic factors than the intrinsic factors.

The researcher has also provided the employees with a question that their organization tried to use its maximum potential to satisfy them. 88% are not satisfied by their organization activity.

Finally, the researcher has tried to measure the overall satisfaction level of employees in their respective companies. 73.3% of the respondents are not satisfied in their organization.

4.6 Correlation Analysis

To find out the relationship between the dependent variables (Employee level of satisfaction) and independent variables (payment, benefit, promotion, leadership, career opportunity, challenging task, recognition and empowerment) Pearson's correlation coefficient (r) was used. This measures

the strength and direction of a linear relationship between the variables. Values of Pearson's correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. A low correlation coefficient; 0.1 - 0.29 suggests that the relationship between two variables is weak or doesn't exist. If r is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables. The direction of the dependent variables change depends on the sign of the coefficient. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable. Hence in this study both the direction and the level of relationship between the dependent and independent variables conducted using the Pearson's correlation coefficient. The table below presents the result of the correlation analysis.

Table 14: Correlation coefficient analysis respondents

		Satisfaction
Payment	Pearson Correlation	.929 ^{**}
	Sig. (2-tailed)	.000
	N	75
Benefit	Pearson Correlation	.863 ^{**}
	Sig. (2-tailed)	.000
	N	75
Promotion	Pearson Correlation	.929 ^{**}
	Sig. (2-tailed)	.000
	N	75
Supervisor support	Pearson Correlation	.933 ^{**}
	Sig. (2-tailed)	.000
	N	75
Working condition	Pearson Correlation	.885 ^{**}
	Sig. (2-tailed)	.000
	N	75
Career opportunity	Pearson Correlation	.855 ^{**}
	Sig. (2-tailed)	.000
	N	75
Challenging task	Pearson Correlation	.856 ^{**}
	Sig. (2-tailed)	.000
	N	75
Recognition	Pearson Correlation	.868 ^{**}
	Sig. (2-tailed)	.000
	N	75
Empowerment	Pearson Correlation	.898 ^{**}
	Sig. (2-tailed)	.000
	N	75

** . Correlation is significant at the 0.01 level (2-tailed).

From the result we can see that all the independent variables are strongly correlated with employee satisfaction. Accordingly, supervisory support highly and positively correlated to employee job satisfaction ($r = 0.933$), followed by payment ($r = 0.929$), promotion ($r = 0.929$), empowerment ($r = 0.898$), working condition ($r = 0.885$), benefit ($r = 0.863$), challenging task, ($r = 0.856$), career opportunity ($r = 0.855$) and recognition ($r = 0.68$). As indicated all of the independent variables have strongly correlated with the dependent variables which implies that a change made in one of the

variables can change employee level of satisfaction. Thus from this result confirmed that there is a positive and significant relationship between dependent and independent variable. Hence any improvement in one of the dimensions will positively contribute in enhancing the employee job satisfaction level.

4.7 Multiple Regression Analysis

Linearity test

The best test for normally distributed errors is a normal probability plot or normal quartile plot of the residuals. If the distribution is normal, the points on such a plot should fall close to the diagonal reference line. A bow-shaped pattern of deviations from the diagonal indicates that the residuals have excessive skew (i.e., they are not symmetrically distributed, with too many large errors in one direction). An S-shaped pattern of deviations indicates that the residuals have excessive kurtosis-- i.e., there are either too many or too few large errors in both directions. Therefore, a plot should fall close to the diagonal reference line. Thus, it fulfills the assumption of multiple regressions.

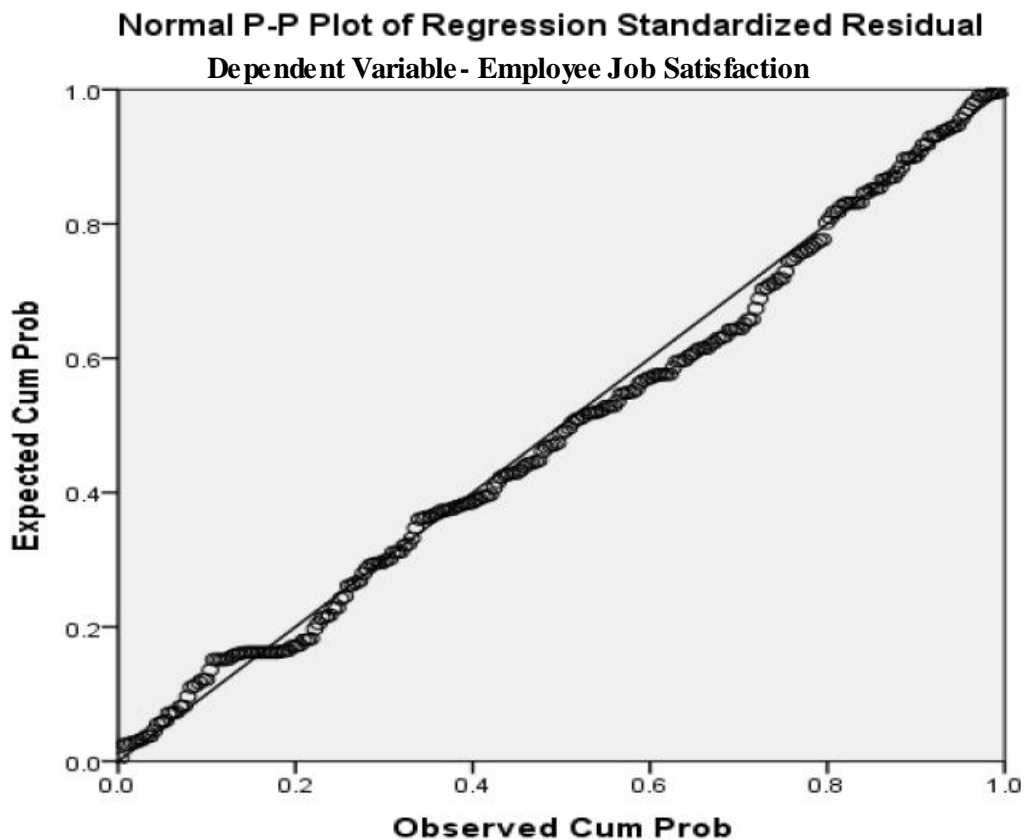


Figure -2 Linearity Test

Auto Correlation Test

This assumption can be tested with in the Durbin -Watson test, to examine serial correlations between errors. Specifically, it test whether adjacent residual are correlated. The test statistic can vary between 0 and 4 with a value of 2 which means that the residual are uncorrelated. A value greater than 2 indicates a negative correlation between adjacent residuals, whereas value below two indicates a positive correlation (field, 2009). The value of autocorrelations test of this study is 1.621 which is close to two. Therefore, there is no problem of autocorrelation.

Table 15: Autocorrelation Test (Durbin-Watson)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.968 ^a	.938	.929	.968 ^a	1.621
a. Predictors (constant): Empowerment, Working condition, Benefit, Payment, Supervisor support, Recognition, Career opportunity, Promotion, Challenging tasks. b. Dependent Variable: Employee Job Satisfaction					

Source: Own Survey,

Multi co linearity test

In multiple regression analysis, multi co linearity refers to the correlation among the independent variables. According to Kline (1998) multi co linearity is not a threat if the correlation value is less than 80%. Similarly, Cooper and Schindler (2003) argued that a multi co linearity problem exists when correlation scores are 0.8 or greater. When we observe the correlation matrix of predictor, there is no variable with a correlation coefficient of above 0.8.

The value of variance inflation factor (VIF) is still below 10 and the tolerance statics is above 0.1. Thus, all of the nine evidence shows that there is no problem of multi co linearity.

Table 16: Co- linearity Statistics Coefficient

Model		Co- linearity Statistics	
		Tolerance	VIF
1	Payment	3.865	7.117
2	Benefit	.818	7.387
3	Promotion	3.174	7.381
4	Supervisor support	2.260	8.527
5	Working condition	2.759	8.632
6	Recognition	0.040	8.912
7	Career opportunity	0.083	8.612
8	Challenging task	0.434	8.412
9	Empowerment	1.113	8.354

Dependent Variable: Employee Job Satisfaction

Multiple regression analysis was employed to examine factors affecting employee level of satisfaction. The result also helps us to understand which variables are more determinant for employee job satisfaction in the studied organizations. Accordingly, among the determinate factors, payment, promotion, benefit, leadership, empowerment and challenging tasks of work area are the most important factor affecting employee level of satisfaction. The findings further summarized in Table given below,

Table 17: Model Summary of multiple regression

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.938	.929	.33843

a. Predictors: (Constant), Empowerment, Working condition, Benefit, Payment, Supervisor support, Recognition, Career opportunity, Promotion, Challenging task

As it can be observed from the table, there is a positive and statistically significant relationship between the independent and dependent variable. In overall, the results revealed that all independent variables accounted for 93.8% of the variance in employee satisfaction ($R^2 = 0.938$). Thus, 93.8 % of the variation of employee satisfaction explained by the nine dimension questions and other unexplored variables may explain the variation in employee satisfactions accounted 6.2%.

Table 18: ANOVA

Model		Sum of Squares	Do	Mean Square	F	Sig.
1	Regression	112.502	9	12.500	109.140	.000 ^b
	Residual	7.445	65	.115		
	Total	119.947	74			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Empowerment, Working condition, Benefit, Payment, Supervisor support, Recognition, Career opportunity, Promotion, Challenging tasks.

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, this refers to that, the independent variables taken together have a significant relationship with the dependent variable under the study.

Table 19: Multiple Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.003	.153		.019	.985
1 Payment	.634	.164	.585	3.865	.000
Benefit	.130	.159	.129	.818	.417
Promotion	.566	.178	.554	3.174	.002
Supervisor support	.325	.144	.302	2.260	.027
Working condition	.398	.144	.343	2.759	.008
Career opportunity	.008	.199	.008	.040	.968
Challenging task	.017	.206	.017	.083	.934
Recognition	.073	.167	.075	.434	.666
Empowerment	.200	.180	.198	1.113	.270

Dependent variable Job Satisfaction

As we can see from the above table, multiple regressions of all the predictors are significant on the level of employee job satisfaction. Accordingly, the highest predictor of employee job satisfaction found at $p < 0.05$, while lowest predictors of employee job satisfaction found at $p > 0.05$, then the predictors are insignificant on employee level of job satisfaction.

Based on the above discussion, the results in the above table demonstrate that payment has the highest contribution to employee job satisfaction from the independents variables at (beta = 0.585) at $p < 0.000$. Other variables also affect employee job satisfaction positively and significantly. Promotion (beta = 0.554) $p < 0.002$, working condition (beta = 0.343), $p < 0.008$, supervisor support (beta = 0.302) $p < 0.027$, empowerment (beta= 0.98) $p < 0.270$, benefit (beta = 0.192) $p < 0.417$). On the other hand, career opportunity (beta = 0.008) $p > 0.968$, challenging task (beta = 0.017) $p > 0.934$, recognition (beta= 0.75) $p > 0.666$, have insignificant and positive contribution on employee job satisfaction.

4.8 Analysis of Qualitative Data's collected from interviews

Qualitative content analysis is a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns. (Hsieh & Shannon, 2005). In relation to the literatures, the researcher has interviewed the

respondents by using the listed questions to clarify their idea on the factors that affect job satisfaction.

- How do you see payment system of the organization and its effect on your job satisfaction?

Most of the respondents replied to this question that the payment system of their organization didn't make them to be satisfied in their job.

- How do you see benefit and compensation of the organization and what is its effect on your job satisfaction?

Regarding to this question, half of the respondents stated that benefit and compensation they get from their company make them to be satisfied in their job. Whereas, the remaining are not happy with the company benefit and compensation packages.

- How do you see opportunities of promotion fairness of employees?

When this question forwarded to the respondents, more than half of them replied that it is fair. The rest replied it is not fair.

- How do you see the relationship between management and employee?

The relationship between management and employees is not good some of the respondent, since it is biased. Whereas, some are satisfied with their relationship with the management.

- How do you see working environment of your organization in terms of facilities such as, internet accessibility, office lie out and so forth?

Most of the employees are agreed that the working condition of their organization is enough to do their job in effective way.

- Is there equal opportunity for career growth among employee?

When this question is forwarded to the employees, some expressed that they do not have equal opportunity for career growth in their organization.

- Does management appreciate and recognize employees work?

Most of the respondents stated that their managers are reluctant to appreciate and recognize their work.

- How do you see organizational empowerment and degree of autonomy in your job?

With related to this question, some of the respondents addressed that they are empowered and have an autonomy in their job. Whereas, the remaining replied that they are not empowered in their job.

4.9 Discussion of findings

Employee level of satisfaction with payment system - From the respondents view one can understand still large number of respondents didn't show positive response on the clarity of the payment system. These response shows clarity of the payment system by itself can affect employee job satisfaction. Perception of fairness is often based on social comparison, economic comparison, and other sectors payment system. Employee often makes equity judgments based on comparisons with others who may be co – workers, or based on other scenarios such as organizational status. The results demonstrate that payment has the highest contribution to employee job satisfaction from the independents variables at (beta = 0.585). According to the study in Dhaka, Bangladesh by M M Nurul Kabir (2011), a mean score of 3.02 showed that pay and promotion influences job satisfaction in pharmaceuticals companies. Therefore, this indicate that, still majority of employee are not satisfied and motivated by their respective organization fairness of salary scale up.

Organizational Benefit and Employee Job Satisfaction- Employees are equally benefited based on the organization strategy in this regard. Some of the pharmaceutical organizations have rules and regulation with related to benefits provided for employee and they equally distribute the benefits, however, some of the pharmaceutical organization even didn't have rules and regulation how employees receive incentives. From the result, benefit (beta = 0.192), the satisfaction level was moderate when compared with the results of other variables. The study by Sowmya and Panchanatham,(2011) shows employees response to “as per work requirement my pay is fair – 0.986”, “comparing the salary for similar jobs in other organizations i feel my pay is better – 0.982”“my pay is enough for providing necessary things in my life–0.967”.this results shows employees are satisfied with the benefit and compensation.

Promotion and employee Job Satisfaction - Promotion is one of external types of rewarding system of an organization. Promotion tends to effect the long term satisfaction of employees. This can be done by elevating the employee to a higher stage and increasing accountability. The result show that Promotion (beta = 0.554) $p < 0.002$ which reflect that a significant impact on employee job satisfaction. According to the study in Dhaka, Bangladesh by M M Nurul Kabir (2011), a mean score of 3.02 showed that pay and promotion influences job satisfaction in pharmaceuticals companies.

Management -Employee relationship - supervisor support is one factor that can make satisfied employees and the organizations have good follow up of employees with this regard. The result showed that, supervisor support (beta = 0.302) $p < 0.027$. The highest predictor of employee job satisfaction. According to the study in Dhaka, Bangladesh by M M Nurul Kabir (2011) the mean score of 2.81, which shows that relationship with immediate supervisor influences job satisfaction in pharmaceuticals companies.

Working Condition and Employee Job Satisfaction- Employee job satisfaction affected by the time spent in the work, relationship with colleagues, availability of resources, and relationship with co – workers. The result obtained is working condition (beta = 0.343), $p < 0.008$, which shows significant impact on employee job satisfaction. According to the study in Dhaka, Bangladesh by M M Nurul Kabir (2011) at the mean score of working condition is 3.10, which shows that working conditions influence job satisfaction in pharmaceuticals companies.

Opportunity for Career and Growth - An organization should reward its employees by providing different opportunities such as, by sponsoring employee to advance their educational status, by providing training and by providing equal opportunity for the growth of their career. The result shows that career opportunity (beta = 0.008) $p > 0.968$, which shows that it has positive relation with employees satisfaction, but not significant. in related study by Sowmya and Panchanatham,(2011) shows employees response, “my job has helped me to learn more skills – 0.922,“on the whole I feel I have good prospects or advancement in my job – 0.891”“I have been getting promotion as per my qualification and experience–0.950” this results shows that employees are satisfied with the availability of career advancement and growth.

Empowerment and Autonomy of Employee- Empowerment and autonomy can be given for employee in several ways, such as participating employee in decision making; independent work accomplishment, allowance to plan their schedule freely and others can be mentioned. The result shows that empowerment (beta= 0.98) $p < 0.270$, which shows that it has positive relation with employees satisfaction, but not significant. But it is relatively lower when compared with the result of other variables. In a study by Tanjeen (2013) shows although the results are positive it is found that there is a lowest level of satisfaction.

Generally, from the results employees are satisfied with all the factors that affect job satisfaction of employees. The factors that lead to highest satisfaction are payment system, promotion, supervisor

support and working condition. The lowest level of satisfaction was observed from freedom or autonomy on the job, benefit and compensation and opportunity for growth.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

4.9 Summary of finding

The objective of the study was to assess the factor affecting job satisfaction of medical representatives on pharmaceutical organization working in Addis Ababa. Accordingly, major finding of the study summarized as follow:

Payment of the organizations and its impact on job satisfaction were assessed. The result shows that respondent accounted for 52.6% stated that the pay system is clearly communicated to them. 61.7% respondents reflected that the basis of pay for performance is not reasonable in the organization. Regarding to salary 68% of respondents are not satisfied with their salary. 78.7% of respondents reflected that their salary is not increased or scale up in a fair manner. When we consider performance based incentive of the studied organization 77% of respondents expressed that the organizations do not provide enough performance based incentives.

Regarding to the benefits that are provided by the organizations, job satisfaction of employees were assessed using different questions. 55.3% of the respondents indicate that all employees are equally benefited based on the organization strategy. However, 53.3% of them reflected that benefits of medical care insurance are not available. Employees were asked if they have faced challenges in leave arrangement 77.4% have replied that they didn't face any challenge in leave arrangement. With related to loan services in their organization. 61.3% stated that they didn't receive any loan service from the pharmaceutical organization.

When considering promotion and employee job satisfaction the findings showed that, 51% respondents have got promotional opportunity from their respective organization. However, 61% of respondent are not satisfied by the criteria for promotion in the organization and 72% stated that the organization promotional opportunity was not fair.

With related to management and employee relationship, the researched has assessed employee job satisfaction level asking different types of related questions. Accordingly, 86.6% of respondents replied that supervisor are more polite and respect employee in a civilized ways at work place. Similarly, 81% showed that the supervisors in the studied organization help employees in their day today activities and supervisors were also satisfied by employee works.

Working condition of employee is another factor that affects employee job satisfaction. 80% of employees indicated that their working hours is reasonable. 82.7% of the employees reflected that, office lay out of the studied organizations were convenient. About 60% of the employee indicated that they have certain degree of freedom to communicate with their friends at their work place. However, 70.6% stated negatively that there was no availability of resources like working aids in their organization.

The other findings with regard to personal growth and development, 52% of the employees were not provided with personal growth development. While, 37.4% indicated their organization give them personal growth opportunities. Based on this, we can deduced employee of the studied pharmaceutical organization are not satisfied with the work they perform since, they have not achieved their personal growth and development based on their position.

With related to the career growth and opportunity 64% indicate that, employee were given job related training. Similarly, 53.3% reflected that, there is equal opportunity related to carrier growth.

When we are considering challenge tasks of employees in their organization, 53% of the employees indicated that they were interested in their work area. Similarly, 64% replied that they are not exposed for challenging task and the rest 36% were exposed for some challenge tasks on the organization. Respondents accounted for 50% reflected that they were exposed for multi task in the organizations and 40% stated that their organization enforce them to work in additional time.

Regarding with recognizing and appreciation of employee's performance. Respondents accounted for 62% reflected their disagreement with praising of them, regarding to the criticism from their organization. 67% of the respondents got constructive critiques from their respective organization and 62.7% of the respondents stated that their supervisors give credit for their work.

Empowerment and degree of autonomy of employee, 68% of the employees do not take part in the decision making of their respective organization. While, 56% responded that they have certain degree of autonomy power in their working position.

5.2 Conclusion of the study

Based on the findings observed in chapter four the following conclusion are made on the assessment of factors affecting employee job satisfaction of medical representatives working in multinational Pharmaceutical companies in Addis Ababa. The results suggest that the factors had satisfactorily

explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses.

- According to the correlation result payment, benefit, promotion, supervisor support and working condition positively and significantly affect employee job satisfaction. On the other hand, employee empowerment and freedom and careers opportunity of the organizations correlated positively but not significant with employee job satisfaction.
- The factor of work conditions is also proven to have significant influence over the pharmaceuticals companies. The physical design of the place does have certain impacts on job satisfaction. The results from this study also reveal that there is a significant and positive relationship between the dependent and independent factors such as, promoting employee, providing benefits. However, they were not exercised in the studied pharmaceutical companies and their effects on employee job satisfaction were negative.
- Employees' freedom and autonomy coworkers' relation also is another factor with positive relationship with job satisfaction of employees, but they are not significant as the other factors in which pharmaceutical organization should give emphasis.
- In pharmaceuticals companies, the employees hope they all receive equal treatment with respect to pay or promotion. If pharmaceuticals companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working.

5.3 Recommendation of the study

Numerous respondents indicated that the benefit policies of pharmaceutical company need some improvement. With the completion of this research the following suggestions can be made to the organization. These suggestions portray the personal opinions of the author and should not be considered as factual. The suggestions have not been tested in real situations, and should be regarded merely as good advice.

- The case organizations should identify the most important job satisfaction factors, as perceived and preferred by employees, and design appropriate strategies to meet employee job satisfaction.
- It is further suggested that organizations include employees in the process of organizational development. Employees should have opportunities to provide feedback on the company unfavorable situation that affect job satisfaction.

- It is advisable to improving the payment system. This is because as indicated in the finding part of the study, payment system of the organization was highly affected employee level of satisfaction.
- The pharmaceutical organizations could benefit from revisiting their promotion practices. Employees regarded promotions as one side of job satisfaction. But, a large number of them felt that not everyone has an equal opportunity to be promoted, and they consider promotions not to be fair and honest.
- The study recommends that the company to improve the system that could create employees career advancement and growth opportunities. Qualified employees should have the confidence and trust in the organization that they could grow as professional in this organization. Otherwise, the organization will have a problem in retaining qualified employees. The company should give opportunities for qualified employees to grow and train the non-qualified to get there. This will create employees attachment and feeling of belongingness to the organization.
- As discussed in chapter two, a good benefit approach seems to be the most efficient way to maximize job satisfaction in modern times. Implementing an effective strategy concerning employee job satisfaction results satisfied and productive employees, which create desired business results for the multinational pharmaceuticals working in Addis Ababa.

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APPENDICES

Appendix: Questionnaire

St. Mary's University
School of Graduate Studies

MBA Program

Questionnaire

Factors Affecting Job Satisfaction among Medical Representatives Working in Multinational
Pharmaceutical Companies in Addis Ababa

Dear Respondents,

This questionnaire is intended to gather primary data on the above mentioned title. The purpose of the study is to fulfill a partial requirement for a Master in MBA at St Mary University. Your genuine responses for the questions are very important for the success of completing this study.

All information collected through the questionnaire will be used only for the purpose of the study and will be kept confidential. And thus, I would like to thank you in advance for your kindly cooperation.

Sincerely yours,

Murad Saleh

Part One: Biographical Information (please use the right (√) mark to show your choice)

1. Gender Male Female

2. Age 25 or below 26 – 35 years 36 – 45 years ≥ 46 years

3. Educational Background Diploma B/A or BSc MA/MSc

If other Specify -----

4. How long have you served in the Organization

Less than 3 year 3 – 5 years 6 years – 10 years above 10 years

Part Two. Extrinsic reward variables: payment, fringe benefits, promotion, recognition, work environment, subordinate-superior(s) relation, job security and training are some of the determinate factors that affect employee jobs satisfaction. Therefore, indicate your motivated level of agreement or disagreement by *putting tick (√) mark with the corresponding score value*

S.N.	Statement	Score Values				
		Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree (5)
	Payment					
1	The pay system is clearly stated and communicated to me					
2	The Basis of pay for performance is reasonable					
3	My salary is satisfactory in relation to the job I do					
4	I earn same salary with others doing the same job in other organization					
5	Salary increments are decided in a fair manner					
6	Pay scale of the organization treats each employees equitable					
7	Performance related incentives improve my work motivation					
	Benefit					

8	There is equal treatment of each staff in the benefit policy of the organization					
9	The medical and insurance scheme are attractive					
10	I never faced problems of leave arrangements					
11	The organization provide loan for several facility					
	Promotion					
12	There is an opportunity for promotion in the organization					
13	Promotion is an important factor in my work motivation					
14	The criteria for promotions are acceptable					
15	Staffs are promoted in a fair & honest way					
16	Everyone has equal chance to be promoted					
	Supervisor/Leadership					
17	My supervisor is polite and treat me in a civilized manner					
18	My supervisor is satisfied with my work					
19	My supervisor is cooperative					
20	I receive adequate guidance and support from my supervisor					
	Working Conditions					
21	My working hours are reasonable					
22	The office layout is convenient to do my job					
23	I'm free to be with my colleagues					
24	All the necessary resources for work are available					
25	I have good communication with my co-workers					

Part Three: Regarding to Intrinsic factors of satisfaction: opportunity for career and growth, challenge and interesting task, Appreciation and Recognition, an Empowerment and Autonomy Therefore, indicate your motivated level of agreement or disagreement *by putting tick (✓) mark with the corresponding score value*

S.N.	Statement	Score Values				
		Strongly Disagree(1)	Disagree(2)	Neutral	Agree	Strongly Agree
	Opportunity for career and growth					
26	The type of the work I perform provides me with opportunity for personal growth and development					
27	There is a training schedule related to my work					
28	There is equal opportunity for career growth					
	Challenging tasks					
29	I am interested in my work					
30	I perform challenging work and it makes me happy					
31	My work consists of varieties of tasks					
32	I am happy of the work I am working					
	Appreciation and Recognition					
33	I'm praised appropriately for my good work					
34	I receive constructive criticisms about my work					
35	I get credit for what I do					
36	I am told that I am making progress					
	Empowerment and Autonomy					
37	I have part in decision making process					
38	I have certain degree of autonomy in my work					
39	I'm allowed to decide on the methods to perform my work					
40	I am independently of other when I perform my work					

Part Four: Views Employee level of Satisfaction

1	The intrinsic rewarding system of the organization makes me competent					
2.	The extrinsic rewarding system of the my organization make me competent					
3.	My organization tried to use its maximum potential to satisfy employee					
4.	I feel satisfied by the organization effort to improve employee rewarding system.					

5.	Overall I am motivated both intrinsic and extrinsic motivational and rewarding system of my organization					
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