ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

MASTER OF BUSINESS ADMINISTRATION PROGRAM

ASSESMENT OF FACTORS THAT AFFECT JOB SATISFACTION: IN THE CASE OF UNILEVER ETHIOIA

BY

BISRAT BIRHANE

May 2019

ADDIS ABABA, ETHIOPIA

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APROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies	Signature and date
Advisor	Signature and date
External Examiners	Signature and date
Internal Examiners	Signature and date

DECLARATION

I, the undersigned, declare that, this is my original work, prepared under the guidance of Dr. Aderaw (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____ _____

Name Signature

St. Mary's University College, Addis Ababa

May 2019

TABLE OF CONTENTS

Acknowledgements.....iv

Acronyms and Abbreviations v

List of tables.....vi

List of figures.....vii

Abstract.....viii

CHAPTER ONE: INTRODUCTION

1.1.Background of the Study.....1

1.2.Statement of the problem.....2

1.3 Research Questions.....4

1.4 Objectives of the study.....4

1.4.1 General Objective.....4

1.4.2 Specific Objectives.....5

1.5.Significance of the Study.....5

1.6.Scope of the Study.....5

1.8 Limitation of the study.....5

1.9 Organization of the Paper.....6

CHAPTER TWO: REVIEW OF RELATED LITRATURE

2.1 Definition and Concepts of Job Satisfaction.....7

2.2 Theories of Satisfaction 9

2.2.1 Content Theories 10

2.2.1.2 Maslow's Hierarchy of Human Needs theory.....10

2.2.1.3 Herzberg's Two Factor Theory.....15

McGregor of Theory X and Theory Y ……17___

2.2.1.4 Alderfer's ERG Theory ……20

2.2.2 Process Theories ……...22

2.2.2.1 Equity Theory ……...22

2.2.2.2 Goal Setting Theory ……...23

2.2.2.3 Expectancy Theory ……24

2.2.2.4 The Range of Affect Theory ……26

2.2.2.5 Dispositional Theory ……26

2.3 Determinants of Job Satisfaction ……..28

2.4 Empirical Studies ……..32

2.5 Conceptual Framework ……35

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design.....36

3.2 Target population and sampling techniques.....36

3.2.1 Population……....36

3.2.2 Sampling technique ……37

3.3 Sources of data and tools of data collection.....38

3.3.1 Source of data ……..38

3.3.2 Data Collection Instruments……38

3.3.2.1 Background Information……38

3.3.3.2 Questioner……...38

3.4 Method of Data Analysis 38

3.5 Model Specification.....39

3.6 Validity and Reliability 39

3.6.1. Validity.....39

3.6.2 Reliability.....39

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Demographic Characteristics.....40

4.2 Data Analysis 42

4.3 Job satisfaction for the factors 43

4.4 Extrinsic Factors that influence employees job satisfaction 43

4.4.1 Pay and promotion.....44

4.4.2 Working Environment 45

4.4.3 Team cooperation and communication 47

4.4.4 Nature of the job 48

4.4.5 Supervision or Leadership 50

4.4.6 Job Security 51

4.5 Intrinsic Factors that influence employee job satisfaction 52

4.5.1. Training and Development 52

4.5.2. Recognition 53

4.5.3 Responsibility 54

4.5.4 Job Feedback 55

4.5.5 Task Significance 56

4.6 Summary of overall satisfaction of Unilever Ethiopia Employees 57

4.7 Results of factors affecting job satisfaction 58

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the major findings.....63

5.2 Conclusions.....64

5.3 Recommendations.....65

References.....I

Appendix 1……IV

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ACRONYMS AND ABBREVATIONS

FMCG	Fast Moving Consumer Good
EIZ	Eastern Industrial Zone
JSS	Job Satisfaction Survey

LIST OF FIGURES

Figure 1- Christen, lyre and soberman model of job satisfaction Hierarchy of Human Need

Figure 2- Lawler's and porter's model of job satisfaction

Figure 3- Locke and Latham model of job satisfaction

Figure 4.1- Gender of respondents

Figure 4.2- Age of Respondents

Figure 4.3- Years of service

Figure 4.4- Education level

LIST OF TABLES

Table 3. 1.- Population distribution in Unilever Manufacturing.

Table 4.1. Pay and Promotion effect frequency

Table 4.2 Working environment effect frequency

Table 4.3 Frequency of team cooperation and communication of employees

Table 4.4 Frequency of nature of the job

Table 4.5 Frequency of respondent's response on supervision

Table 4.6 Frequency of job security

Table 4.7 Frequency of employee's response to Training and Development

Table 4.8 Frequency of Recognition

Table 4.9 Frequency of Responsibility

Table 4.10 Frequency of job feedback

Table 4.11 Frequency of Task Significance

Table 4.12 Frequency of Satisfaction level in General

Table 4.13 Summery of overall Satisfaction of Unilever Ethiopia Employees

Table 4.14 The Effect of Pay and promotion on Overall job satisfaction

Table 4.15 The Effect of Working environment on Overall job satisfaction

Table 4.16 The Effect of Team cooperation and communication on Overall job satisfaction

Table 4.17 The Effect of Nature of the job on Overall job satisfaction

Table 4.18 The Effect of Supervision on Overall job satisfaction

Table 4.19 The Effect of Training and Development on Overall job satisfaction

Table 4.20 The Effect of Recognition on Overall job satisfaction

Table 4.21 The Effect of Responsibility on Overall job satisfaction

Table 4.22 The Effect of Job Feedback on Overall job satisfaction

Table 4.23 The Effect of Task Significance on Overall job satisfaction

Table 4.24 The Effect of Job Significance on Overall job satisfaction

ABISTRACT

The manufacturing industry the one of the early started but which is becoming one of the major industries this day for our country's economic development. The main objective of this study is to assess the factors which are responsible for influencing employee job satisfaction in selected manufacturing company Unilever Ethiopia in Eastern Industrial zone Dukum. The study concerns the application of Herzberg's two-Factor Theory as well as different similar articles to determine the influence of intrinsic and extrinsic job satisfaction factors. This paper, therefore, aims to identify the main factors which have significance influence on employee's job satisfaction among Extrinsic (Pay & promotion, Working Environment, Nature of the job, Team Cooperation and Job Security) and Intrinsic factors (Task Significance, Job feedback, Responsibility, Recognition, Training & Development). To achieve the objective, information was gathered using Spector Standardize Questionnaire. 98 participants were randomly selected. 84 Participants responded to questioner which includes demographic and 11 Subscale and 1 general job satisfaction questions. The data was analyzed using the statistical package for the Social Science (SPSS) tools such as Frequency, Percentage, Unstructured and structured coefficient as well as significance. Result is presented in the form of Graph and tables. The finding shows that out of the 11 factors assessed, 6 factors have positive effect (have direct relationship) on job satisfaction. Pay and promotion, working environment and job security from extrinsic and respect and Training and development from intrinsic. On the other hand, the result shows that Working Environment and Job security have significant effect on job satisfaction. From the finding the researcher conclude that employees were very satisfied with working condition and Training and Development given to them by the company compared to other factors. On the other hand, they were not happy with salary (pay) and promotion criteria set and followed by the company. Finally, Recommendations were given by the researcher on ways to enhance Unilever Ethiopia employee job satisfaction.

CHAPTER ONE

INTRODUCTION

This chapter presents introductory part of the study. It discusses about the background of the study, statement of the problem, research question, and objective of the study, significance of the study and organization of the paper.

1.1 Background of the study

Job satisfaction is one of the most frequently studied variables in organization behavior (Kalpana, 2013). Job Satisfaction can be defined as to whether an employee likes their job (Lo and Ramayah, 2011). According to Kalpana (2013), job satisfaction and motivation are taken as the central and essential part of work life, also major factors that influence individual's performance as well. Meaning that job satisfaction and motivation are the major factors that improve employee's performance. (Armstrong, 2006) and Qassim, Cheems and Syed (2012), positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work indicate job dissatisfaction.

Productivity of employees affect their level of productivity while organizations productivity depends on its employee's satisfaction. Productivity and efficiency of employees depends on several factors. (Shahu and Gole, 2018) analyze the major effects of job satisfaction on workplace and performance in their research. In contrary, job dissatisfaction contributes to negative behavior at the workplace (Dupre & Day 2007). Their finding shows that organizations should take job satisfaction as important plan, to improve performance at workplace.

Ethiopian government is inviting and facilitating the ground for global FMCG companies to open branch in the country. As a result, now a day's many Multinational companies are opening their branch in Ethiopia. Multinationals follow globally applied rules and regulations. There are many FMCG companies now a days not only an office but also opening factory and working on import export their products as well. FMCG companies have global managers which operate based on global standards, and strategy which drives from global strategy.

The history of unilever Ethiopia goes back to the establishment of Eastern industrial zone in Ethiopia. The first Eastern Industrial Zone in Ethiopia was initially planned in 2007 and launched in 2009. Located in Dukem, Oromia state, around 30 kilometers south-east of the capital, Addis Ababa. Out of many companies Unilever is one of which currently operate in this zone, which focuses on fast moving customer goods (FMCG).

Unilever is a British-Dutch consumer goods company co-headquartered in London, United Kingdom and Rotterdam, Netherlands. It's a company engaged in producing food and beverage products, cleaning agents and personal care products. Unilever is one of the oldest multinational companies were its products are available in around 190 countries. Unilever maintains more than 300 production facilities around the world and operates in more than 100 countries.

Unilever Ethiopia was founded in the year 2014. It's engaged in the production fast moving consumer goods which have 4 category food, home care, skin cleansing & personal care products. Factory is allocated in Dukem Eastern industrial zone & is currently producing the detergent brands of OMO power & Sunlight powder & skin care soap brands of Lifebuoy & Geisha & the food brand Knorr. It allocates & sales its products to more than 30 regions in the country.

The company is growing in terms of sales, total number of products produced as well as number of employees working in the company. Total number of directly hired employees become 130 and distributors are currently 37 which were only 10, 3 years ago (Unilever Human resource and sales report). from the above data we can see that the company is considered one of the fast growing FMCG company. In addition, through those 37 distributors spread across the country its reaching more than 25,000 outlets. The fast growth and expansion, in addition to creating more and more job opportunities, it is this population of employees and growing speed that this study on job satisfaction determinants in the company is based.

It is vital to consider that the multinational company that had been taken into consideration is the one in which very little research had been conducted in our country and major details and findings are not available about this industry. As shown in Unilever Ethiopia sales report within the past 4 years the business grows from 3 million Eur to now 45 million-euro annual sales

(Unilever Ethiopia Annual sales report 2018). Also, the number of employees and distributers are growing tremendously. Unilever hired more than 800 people around the country directly and indirectly.

The factors influencing Job satisfaction of the employees of the company however is not clearly understood. As a result, many factors can affect employees' job satisfaction level. salary, working condition, opportunity for advancement, job security, workload or stress level, relationship with employees, relationship with management, organizational policies, leadership behavior, supervision, financial reward, benefits, task significance, the job itself and a like. should be their center of attention to keep up the growth and prosperity. Such factors operate differently in different organization. In Unilever Ethiopia it's important to understand those by including different divisions in the company.

Therefore, this study is carried out to identify the factors that affect employees job satisfaction level in unilever Ethiopia employees that will contribute to help the company understand on what to focus to improve job satisfaction policies.

1.2 Statement of the problem

Many Studies have been done on job satisfaction, since job satisfaction is one of the problems faced by business firms of today's world. As per (Dressler, 2004) employees experience a degree of satisfaction or dissatisfaction in their job. Although the root cause of employee satisfaction or dissatisfaction have become increasingly apparent that its either extrinsic (External cause) like pay, working condition, recognition, relationship with coworkers, supervision benefits and a like or internal reason (intrinsic) as promotion, training and development, job significance and a like. Whatever the reason is since job satisfaction is considered not only a strong predictor of overall individual well-being, a critical success reason for an organization as well (Diaz-Serrano and Cabral 2005). Since it affects productivity, work effort as well as absenteeism and staff turnover case of job satisfaction has become concerns among scholars. (Diaz-serrano and cabral 2005). As a result, as it is becoming a frequently studied subject.

I have been working in this company for 2 and half years. In my experience I have observed that the company is working hard on employees' job satisfaction. The company use different ways to

increase motivation and satisfaction level of employees. Most of the activities done are Recognition, interesting and well-organized working environment meaning office arrangements, which are based on Global unilever procedures. As per my observation most employee's expectation and went is totally different from what the organization offers, in my observation employees went the company to focus more on salary and promotion instead of recognition and attractive need of the environment. Most employees spend their lunch and teatime complaining and searching for another job.

As per the researcher knowledge from own observation and preliminary discussions with some employees, employees went, expectation and satisfaction in Ethiopia is different from what the organization is offering for them. As per my observation and discussion with employees most employee's preference is salary increment, festival bonus like during the big Ethiopian holidays like Eastern, X-mass and New year should be given. Also, few employees believe that the best employee of the week or month should be chosen and rewarded in there weekly meeting. Being a different country in terms of culture, language, lifestyle, politics and a like. The company should understand employees' interest and factors that affect satisfaction and motivation instead of using global company structure. However, no research has been conducted to study specifically in Unilever Ethiopia employees to understand the different factors that affect job satisfaction. Therefore, this study attempts to identify and give empirical explanation on which factors affect employee satisfaction.

1.3 Research Questions

1. What are the extrinsic factors that affect job satisfaction in Unilever Ethiopia?

2. What are the intrinsic factors that affect job satisfaction in the company?

1.4 Objectives of the study

1.4.1. General Objective

The general objective of the research is to assess the factors that affect job satisfaction in Unilever Ethiopia.

1.4.2. Specific Objective

The research will focus on the following specific objectives;

1. To identify extrinsic factors that affect job satisfaction among employees of Unilever Ethiopia.
2. To identify intrinsic factors that affect job satisfaction among employees of Unilever Ethiopia.

1.5 Significance of the study

This research assessed factors that affect job satisfaction in Unilever Ethiopia. The outcomes of this study would provide recommendation to the management to create a better working condition to employees and to keep them stay satisfied. In addition, the paper can be helpful for further studies in the same company which might include employees of Unilever all over the country and furthermore can be a reference for research on similar areas.

1.6 Scope

The study conducted was including all level of employees except for temporary once. For the sake of quality and specialization as well as to cope with the available time and resource constraints, this study focuses on assessment of factors affecting job satisfaction in Unilever Ethiopia.

1.7 Limitation

The limitations of the study are;

1. The study was limited to selected Global FMCG company, the results obtained may not be generalized to other governmental as well as privet Company's.
2. The study is limited to a sample of 135 respondents and one manufacturing company.
3. In the study only Permanent unilever Employees were considered, the once hired through third party are not included. The result may vary if their response was also considered.
4. Finally, the survey conducted in this study can be biased and prejudiced of the respondents. Hence 100% accuracy can't be assured.

1.8 Organization of the Paper

The research has five chapters. The first chapter is introduction. The second chapter deals with literature review which critical reviews previous related work. The third chapter discusses about research design and methodology which will be used to undertake the research. It includes the design of the study, the sample size, source and tool of data collection, instrument development, and procedure of data collection and method of data analysis. Chapter four will discusses the findings of the study with data analysis, presentation and interpretation. Finally, the fifth chapter offers the summary of the major findings, conclusions and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1. Introduction

This chapter will serve as the foundation for the development of the study. It will discuss the relevant literature relating to the definition of job satisfaction, factors that affect employee job satisfaction, which are based on Herzberg divided in tow two,1. Extrinsic Factors and 2. Intrinsic factors that influence the level of job satisfaction in a global company, as well as the theories of job satisfaction will be discussed.

2.2. Definition and concepts of job satisfaction

As Brikend AZIRI. 2011 tried to explain that different authors have different approaches towards job satisfaction definition. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation

.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards? Job satisfaction is closely linked to that individual's behavior in the workplace (Davis et al.,1985).

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 (Stott, 2004). The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

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. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George etal., 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, for example, be associated with a personal feeling of

achievement, either quantitative or kualitative (Mullins, 2005).

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction, the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect.

In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.3. Theories of job satisfaction

Different scholars have defined job satisfaction differently based on their workable condition. This section shows the main theories developed and show the development in job satisfaction over the past decades.

A strong overlap on each other is shown on job satisfaction while trying to explain motivation. According to Beck (1983) theories on job satisfaction involve motivational, emotional and

informational components, as do other attitude theories.

A survey of literature about the theories of job-satisfaction suggests that theories are commonly grouped either according to the „nature of theories‟ or their „chronological appearance.‟ Dr S. Shajahan & Linu Shajahan (2004,P.,90-99) have noted that there are: „Content-theories': (Maslow's needs hierarchy, Herzberg‟s two factor theory, Douglas McGregor theory X and theory Y, Alderfer's ERG theory, and McClelland's need for achievement theory) And „Process-theories': (Goal Setting theory, Expectancy theory, Equity theory, The Range of Affect Theory, Dispositional, Job characteristics model, Discrepancy, Behavioral, modification, Cognitive and other relevant theories).

2.3.1. Content Theories

According to Luthans (92005) identifying the needs, drives and incentives and prioritizing by the individual to get satisfaction is the focus of content theories. Researchers have been categorizing lists of biological, psychological, social and higher-level needs of human beings. The outcome of almost all shows that thy divide those needs in to primary, secondary and high-level employee requirements which need to be fulfilled when the worker is needed to motivate and satisfied. Below are the well-known content theories that are widely used by the management.

2.3.1.1. Maslow's Hierarchy of Human Needs theory

Maslow first introduced his concept of a hierarchy of needs in his 1943 paper "A Theory of Human Motivation" and his subsequent book Motivation and Personality. This hierarchy suggests that people are motivated to fulfill basic needs before moving on to other, more advanced needs.

While some of the existing schools of thought at the time (such as psychoanalysis and behaviorism) tended to focus on problematic behaviors, Maslow was much more interested in learning about what makes people happy and the things that they do to achieve that aim.

As a humanist, Maslow believed that people have an inborn desire to be self-actualized, that is, to be all they can be. In order to achieve these ultimate goals, however, a number of more basic needs must be met such as the need for food, safety, love, and self-esteem. There are five different levels of Maslow's hierarchy of needs. Let's take a closer look at Maslow's needs starting at the lowest level, which are known as physiological needs.

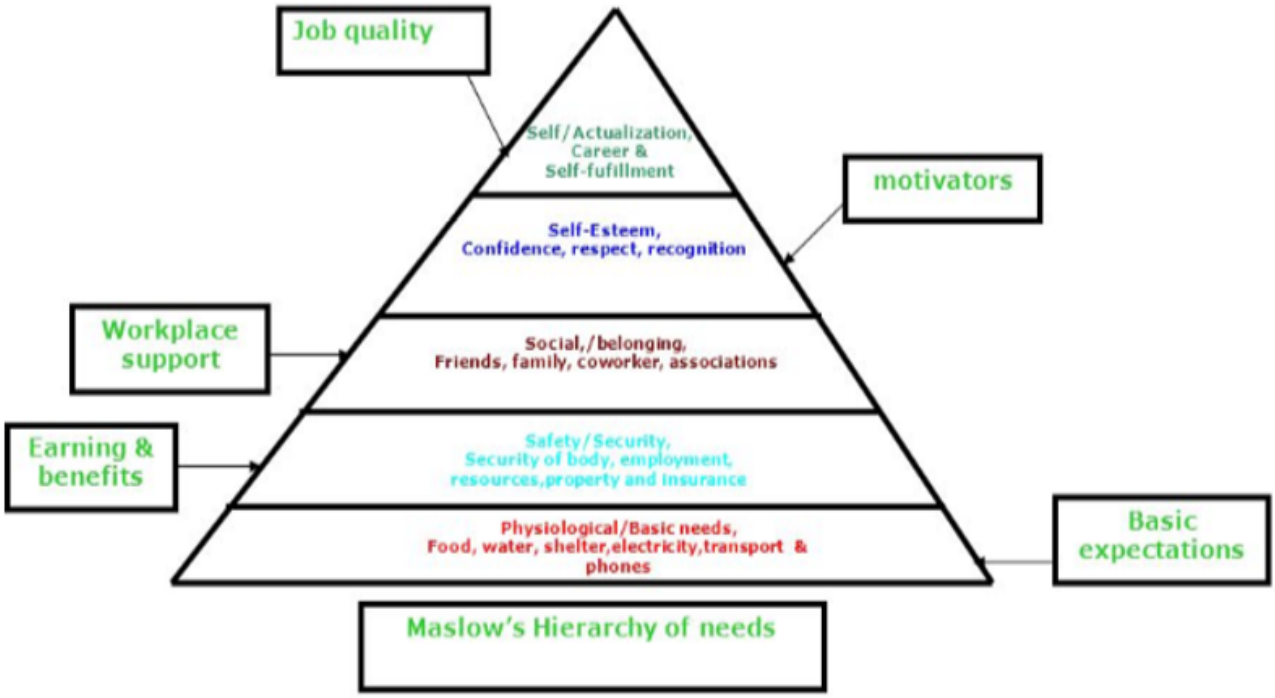


Figure 2.1: Maslow theory of need

Maslow's hierarchy is most often displayed as a pyramid. The lowest levels of the pyramid are made up of the most basic needs, while the most complex needs are at the top of the pyramid.

Needs at the bottom of the pyramid are basic physical requirements including the need for food, water, sleep, and warmth. Once these lower-level needs have been met, people can move on to the next level of needs, which are for safety and security.

As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship, and intimacy become important. Further up the pyramid, the need for personal esteem and feelings of accomplishment take priority.

Like Carl Rogers, Maslow emphasized the importance of self-actualization, which is a process of growing and developing as a person in order to achieve individual potential

Physiological Needs

The basic physiological needs are probably fairly apparent—these include the things that are vital to our survival. Some examples of the physiological needs include:

- Food
- Water
- Breathing
- Homeostasis

In addition to the basic requirements of nutrition, air and temperature regulation, the physiological needs also include such things as shelter and clothing. Maslow also included sexual reproduction in this level of the hierarchy of needs since it is essential to the survival and propagation of the species.

Security and Safety Needs

As we move up to the second level of Maslow's hierarchy of needs, the requirements start to become a bit more complex. At this level, the needs for security and safety become primary. People want control and order in their lives, so this need for safety and security contributes largely to behaviors at this level.

Some of the basic security and safety needs include:

- Financial security

- Health and wellness
- Safety against accidents and injury

Finding a job, obtaining health insurance and health care, contributing money to a savings account, and moving into a safer neighborhood are all examples of actions motivated by the security and safety needs.

Together, the safety and physiological levels of the hierarchy make up what is often referred to as the basic needs.

Social Needs

The social needs in Maslow's hierarchy include such things as love, acceptance, and belonging. At this level, the need for emotional relationships drives human behavior. Some of the things that satisfy this need include:

- Friendships
- Romantic attachments
- Family
- Social groups
- Community groups
- Churches and religious organizations

In order to avoid problems such as loneliness, depression, and anxiety, it is important for people to feel loved and accepted by other people. Personal relationships with friends, family, and lovers play an important role, as does involvement in other groups that might include religious groups, sports teams, book clubs, and other group activities.

Esteem Needs

At the fourth level in Maslow's hierarchy is the need for appreciation and respect. When the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more

prominent role in motivating behavior. At this point, it becomes increasingly important to gain the respect and appreciation of others. People have a need to accomplish things and then have their efforts recognized.

In addition to the need for feelings of accomplishment and prestige, the esteem needs include such things as self-esteem and personal worth. People need to sense that they are valued and by others and feel that they are contributing to the world. Participation in professional activities, academic accomplishments, athletic or team participation, and personal hobbies can all play a role in fulfilling the esteem needs. People who can satisfy the esteem needs by achieving good self-esteem and the recognition of others tend to feel confident in their abilities. Those who lack self-esteem and the respect of others can develop feelings of inferiority. Together, the esteem and social levels make up what is known as the psychological needs of the hierarchy.

Self-Actualization Needs

At the very peak of Maslow's hierarchy are the self-actualization needs. "What a man can be, he must be," Maslow explained, referring to the need people have to achieve their full potential as human beings.

According to Maslow's definition of self-actualization:

"It may be loosely described as the full use and exploitation of talents, capabilities, potentialities, etc. Such people seem to be fulfilling themselves and to be doing the best that they are capable of doing... They are people who have developed or are developing to the full stature of which they capable."

Self-actualizing people are self-aware, concerned with personal growth, less concerned with the opinions of others, and interested fulfilling their potential.

Criticisms of Maslow's Hierarchy of Needs

Maslow's theory has become wildly popular both in and out of psychology. The fields of education and business have been particularly influenced by the theory. While popular, Maslow's concept has not been without criticism.

Chief among these:

Needs Do Not Necessarily Follow a Hierarchy

While some research showed some support for Maslow's theories, most research has not been able to substantiate the idea of a need's hierarchy. Wahba and Bridwell reported that there was little evidence for Maslow's ranking of these needs and even less evidence that these needs are in a hierarchical order.

Other criticisms of Maslow's theory note that his definition of self-actualization is difficult to test scientifically. His research on self-actualization was also based on a very limited sample of individuals, including people he knew as well as biographies of famous individuals that Maslow believed to be self-actualized.

2.2.1.2 Herzberg's Two Factor Theory

The Two Factor Theory by Herzberg is a theory about motivation of employees. The Two Factor Theory assumes on the one hand, that employees can be dissatisfied with their jobs. This often has something to do with so-called hygiene factors, such as salary and work conditions. On the other hand, employees' satisfaction has to do with so-called motivation factors. These factors have to do with development opportunities, responsibility and appreciation.

Hygiene factors dissatisfy is about salary, secondary working conditions, the relationship with colleagues, physical workplace and the relationship between supervisor and employee. In his theory, Herzberg claims these factors function on the same plane. In other words, satisfaction and dissatisfaction aren't opposites. Taking away an employee's dissatisfaction – for example by offering a higher salary – doesn't necessarily mean the employee will then be satisfied. The employee is just no longer dissatisfied.

Figure 2.2: Hertzberg two factor theory

1: High hygiene and high motivation

This is the ideal situation. Employees are very motivated and barely have any complaints.

2: High hygiene and low motivation

Employees have few complaints, but they're not really motivated, they see their work simply as a paycheck.

3: Low hygiene and high motivation

Employees are motivated, their job is challenging, but they have complaints about salary or work conditions.

4: Low hygiene and low motivation

This is the worst possible situation; employees are not motivated and have a lot of complaints. As per Hertzberg's believe take away the dissatisfaction can be done by doing the following.

it's important to figure out all the important factors first. What are the complaints about, what's going on, how do the employees interact with each other? Generally Speaking, the following aspects are important:

- Work on the bureaucracy within the organization
- Make sure there's supportive and effective supervision
- Create a work environment where all employees are respected
- Pay an honest salary
- Make sure all employees do worthwhile work to build up the status of their functions
- Give job guarantees

When the dissatisfaction is taken away, the organization can focus on motivating its employees effectively.

And as while he explains how to Create conditions for satisfaction. For motivation within the organization, think about:

- Creating conditions for good performance
- Appreciating your employees' contributions
- Tailoring the work to your employees' talents and abilities
- Giving each team as much responsibility as possible
- Offering opportunities for growth within the organization
- Offering training and development opportunities

Organizations are prone to take Kick in The Ass measures in the short term, because they don't affect the organizational structure that much. A higher salary, better work conditions etc. Measures for motivation require bigger investments and changes to the organizational culture.

2.3.1.2. McGregor of Theory X and Theory Y

Theory X and Theory Y are theories of human work motivation and management. They were created by Douglas McGregor while he was working at the MIT Sloan School of Management in the 1950s, and developed further in the 1960s. McGregor's work was rooted in motivation theory alongside the works of Abraham Maslow, who created the hierarchy of needs. The two theories proposed by McGregor describe contrasting models of workforce motivation applied by managers in human resource management, organizational behavior, organizational communication and organizational development. Theory X explains the importance of heightened supervision, external rewards, and penalties, while Theory Y highlights the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision. Management use of Theory X and Theory Y can affect employee motivation and productivity in different ways, and managers may choose to implement strategies from both theories into their practices (De Cenzo & Robbins, 1994).

Theory X and Theory Y describe two views of people at work and may be used to describe two opposing management styles. (See related model). Theory X: the traditional view of direction and control

Theory X is based on the assumptions that:

1. The average human being has an inherent dislike of work and will avoid it if possible.

2. Because of this human dislike of work, most people must be coerced, controlled, directed, and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

A Theory X management style therefore requires close, firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors. A manager working under these assumptions will employ autocratic controls which can lead to mistrust and resentment from those they manage. McGregor acknowledges that the `carrot and stick' approach can have a place, but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager's All rights reserved. No part of this publication may be reproduced in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher. objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation.

Theory Y: the integration of individual and organizational goals

Theory Y is based on the assumptions that:

1. The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction, or a source of punishment.

2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.

3. Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards, e.g. the satisfaction of ego and self-actualization needs, can be direct products of effort directed towards organizational objectives.

4. The average human being learns, under proper conditions, not only to accept but to seek responsibility. Avoidance of responsibility, lack of ambition, and emphasis on security are generally consequences of experience, not inherent human characteristics.

5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in

the solution of organizational problems is widely, not narrowly, distributed in the population.

6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized. Theory Y assumptions can lead to more cooperative relationships between managers and workers. A Theory Y management style seeks to establish a working environment in which the personal needs and objectives of individuals can relate to, and harmonies with, the objectives of the organization.

In the Human Side of Enterprise McGregor recognized that Theory Y was not a panacea for all ills. By highlighting Theory Y, he hoped instead to persuade managers to abandon the limiting assumptions of Theory

X and consider using the techniques suggested by Theory Y.

Theory into practice

Abraham Maslow viewed McGregor as a mentor. He was a strong supporter of Theories X and Y, and he put Theory Y (that people want to work, achieve and take responsibility) into practice in a Californian electronics sector. However, he found that an organization driven solely by Theory Y could not succeed, as some sense of direction and structure was required. Instead, Maslow advocated an improved version of Theory Y which involved an element of structured security and direction taken from Theory X. Maslow's negative experience with implementing Theory Y must be balanced against that of McGregor himself at a Procter & Gamble plant in Georgia, where he introduced Theory Y through the concept of self-directed teams.

This plant was found to be a third more profitable than any other Procter and Gamble plant; it was kept a trade secret until the mid-1990s. Before he died, McGregor began to develop a further theory which addressed the criticisms made of theories X and Y - that they were mutually incompatible. Ideas he proposed as part of this theory included lifetime employment, concern for employees (both inside and outside the working environment), and decision by consensus and commitment to quality. He tentatively called it Theory Z. Before it could be widely published, McGregor died and the ideas faded.

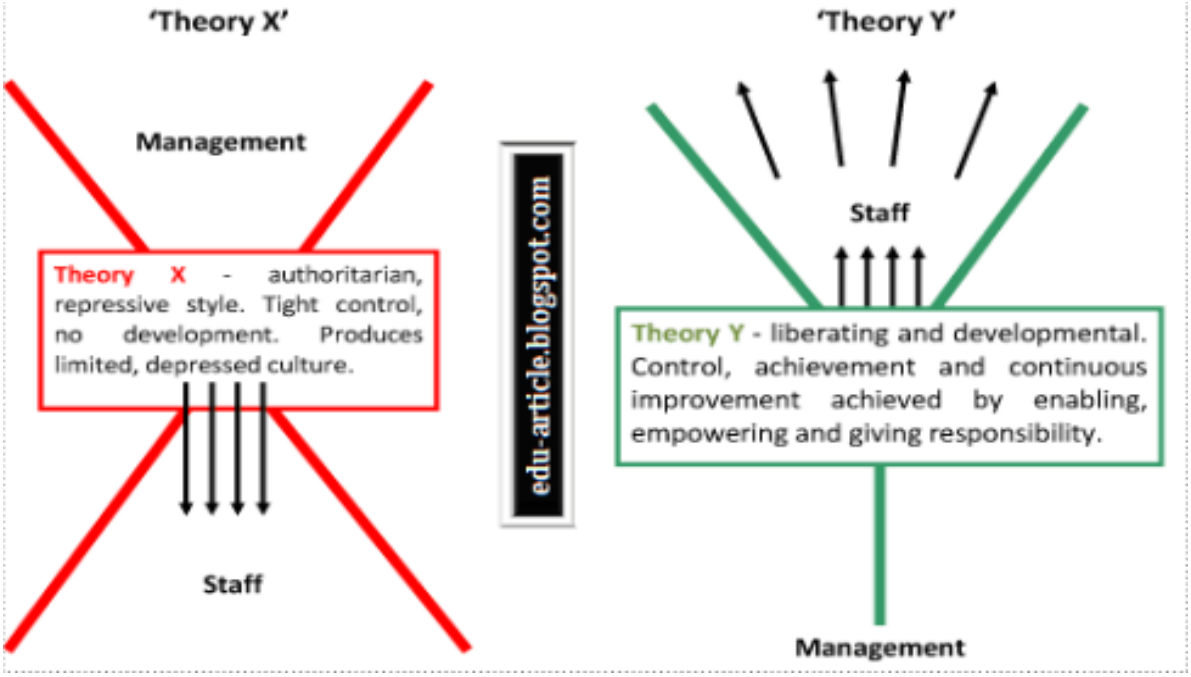


Figure 2.3 Abrham Maslow's Theory X & Theory Y

2.2.1.4 Alderfer's ERG Theory

Definition: Alderfer's (1969) ERG Theory is the extension of Maslow's Needs Hierarchy, wherein the Maslow's five needs are categorized into three categories, Viz. Existence Needs, Relatedness Needs, and Growth Needs.

An American psychologist Clayton Paul Alderfer had proposed this theory and believed that each need carries some value and hence can be classified as lower-order needs and higher-order needs. He also found some level of overlapping in the physiological, security and social needs along with an invisible line of demarcation between the social, esteem and self-actualization needs. This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs

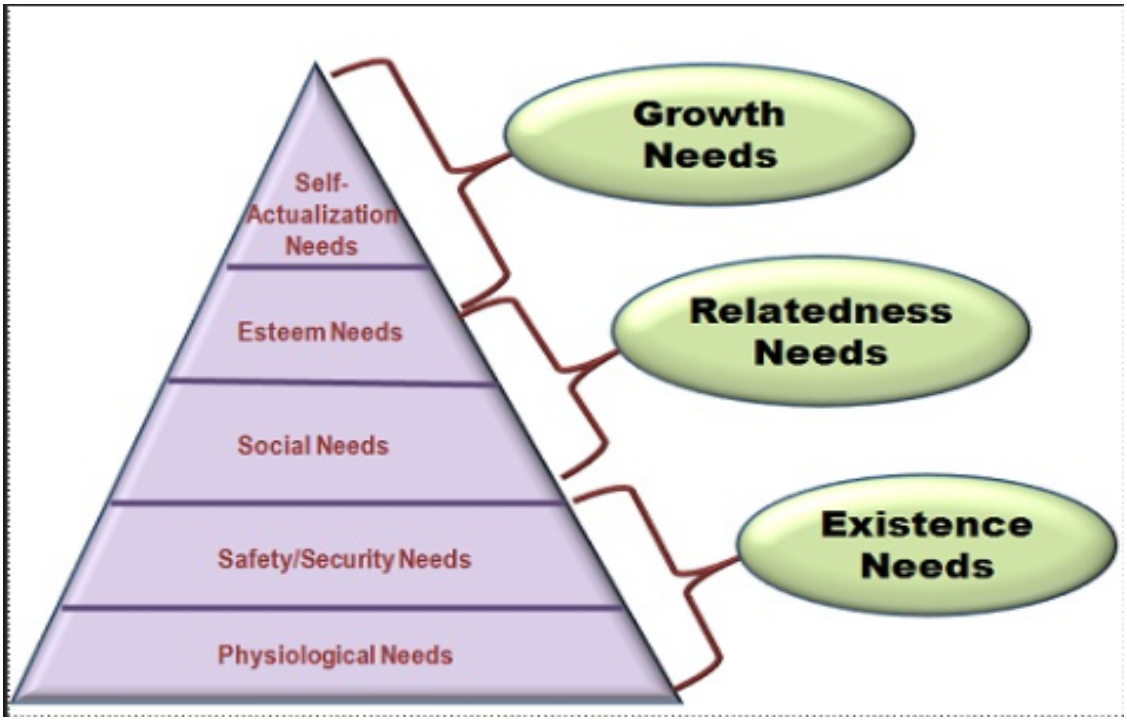


Figure 2.4: Alderfer's ERG Theory

Existence Needs: The existence needs comprise of all those needs that relate to the physiological and safety aspects of human beings and are a prerequisite for the survival. Thus, both the physiological and safety needs of Maslow are grouped into one category because of their same nature and a similar impact on the behavior of an individual.

Relatedness Needs: The relatedness needs refer to the social needs, that an individual seeks to establish relationships with those for whom he cares. These needs cover the Maslow's social needs and a part of esteem needs, derived from the relationship with other people (Rampersaud, 2003).

Growth Needs: The growth needs cover Maslow's self-actualization needs as well as a part of esteem needs which are internal to the individual, such as a feeling of being unique, personnel growth, etc. Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment (burnet & simmering, 2016).

2.3.2. Process Theories

Process theories are more concerned with „how the motivation takes place? " Similarly, the concept of „expectancy" from „cognitive theory" plays dominant role in the process theories of job-satisfaction (Luthans, 2005 p.246). Thus, these theories strive to explain how the needs and goals are fulfilled and accepted cognitively (Perry et al., 2006). Several process-based theories have been suggested. Some of such theories have been used by researchers as hypotheses, tested and found them thought-provoking. The well-known theoretical models for process motivation are:

2.3.2.1. Equity Theory

Equity theory is a commonly used tactic in creating a more harmonic work setting and increasing employee motivation through equalizing levels of workplace input and outputs. According to Carrell and Dittrich, "individuals review the inputs and outcomes of themselves and others, and in situations of inequity, experience greater cognitive dissonance than individuals in equitable situations" (1978). This theory draws upon utilizing the understanding of someone's input and output in the workplace to. According to Ryan, no single theory of human motivation offers an all-encompassing and comprehensive view of the complexity of human behavior (Ryan, 2015). Thus, this theory involves solely in individuals that fit the overall description of the theory.

When someone's input and output levels are balanced, an employee maintains a strong and motivated work life. Yet, when these two attributes are imbalanced, it can cause ripples in one's motivation. Equity theory can be implemented to explain an employee's lack of or excess motivation, especially in the public sector. Motivation is extremely crucial in any type of public sector job. "Motivation has the potential to make a difference regarding outcomes both on the individual and the organizational level" (Neumann, Ritz, & Vandenabeele, 2016). As the public sector is less prioritized due to material enrichment the private sector offers, the public sector needs to maintain a healthy relationship between motivation and fairness.

Equity theory was developed in the 1960s by Stacy Adams. Adams was a behavioral scientist that defined the theory as "inequity exists for person whenever he perceives that the ratio of his outcomes to inputs and the ratio of other outcomes to other inputs are unequal" (Al-Madi & Al-Zawahreh). This theory revolves around how people view equity in terms of fairness. Even

though there might be an unbalance in the workplace, one might not notice, making their view on equity as fair and maintaining their motivation. Yet, once an imbalance arises, motivation can waver as their view of fairness switches. Fairness and the allocation of rewards are strongly tied with a successful motivated employee (Neumann, Ritz, & Vandenabeele, 2016).

2.2.2.2 Goal setting Theory

Goal setting theory (Locke & Latham, 1984, 199Oa) is based on the simplest of introspective observations, namely, that conscious human behavior is purposeful. It is regulated by the individual's goals. Goal directedness, however, characterizes the actions of all living organisms including those of plants. Thus, the principle of goal-directed action is not restricted to conscious action. Binswanger (1990) has shown that goal-directed action is defined by three attributes: (1) self-generation: the source of energy is integral to the organism; (2) value-significance: the actions not only make possible but are necessary for an organism's survival; and (3) goal-causation: the resulting action is caused by a goal. In the case of vegetative action, goal-directed behavior in the present is caused by past instances of successful goal-directed action. For example, a person's heart beats today because it beat successfully (i.e., facilitated survival) yesterday.

The lowest level of goal-directed action is physiologically controlled (e.g., plants). The next level, present in the lower animals, entails conscious self-regulation through sensory-perceptual mechanisms including Address correspondence and reprint requests to Gary P. Latham, Faculty of Management, University of Toronto, 246 Bloor St., W., Toronto, Ontario, Canada MSS lV4. pleasure and pain. Human beings possess a higher form of consciousness, the capacity to reason. They have the power to conceptualize goals and set long range purposes (Locke, 1969). Purposeful action in human beings is volitional (Binswanger, 1991). Thus, people must choose to discover what is beneficial to their welfare, they must set goals to achieve it, they must choose the means for attaining these goals, and then they must choose to act on the basis of these judgments. The domain of goal setting theory lies within the domain of purpose fully directed action.

The theory focuses on the question of why some people perform better on work tasks than others. If they are equal in ability and knowledge, then the cause must be motivational. Goal setting theory approaches the issue of motivation from a first-level perspective; its emphasis is on an immediate level of explanation of individual differences It task performance (Ryan, 1970). The theory states that the simplest and most direct motivational explanation of why some people perform better than others is because they have different performance goals. Goal setting theory, in sharp contrast to control theory, was developed inductively in that it was based on the accumulated research findings of literally hundreds of studies which were conducted over the past 25 years (Locke, in press). The initial research focused on the hypothesis that goals, given the person has the requisite ability, motivate action. Once this hypothesis was supported, research proceeded in several different directions.

The generalizability of the initial findings was investigated by determining whether goal setting worked with different tasks and in different settings. In addition, there were attempts at lateral integration. This involved connecting goal setting with related concepts at the same level of abstraction, such as feedback, participation, incentives, self-efficacy, and satisfaction. Similarly, there were attempts at vertical integration. This involved tying goal setting to broad concepts such as values and personality. The theory also underwent elaborations through attempts to specify the mechanisms by which goal setting affects performance. And finally, attempts were made to identify moderators or boundary conditions for goal setting.

2.2.2.3 Expectancy Theory

Expectancy can be defined as a belief, which concerns a particular action following by a particular outcome (Lunenburg, 2011). Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good) salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on

these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence).

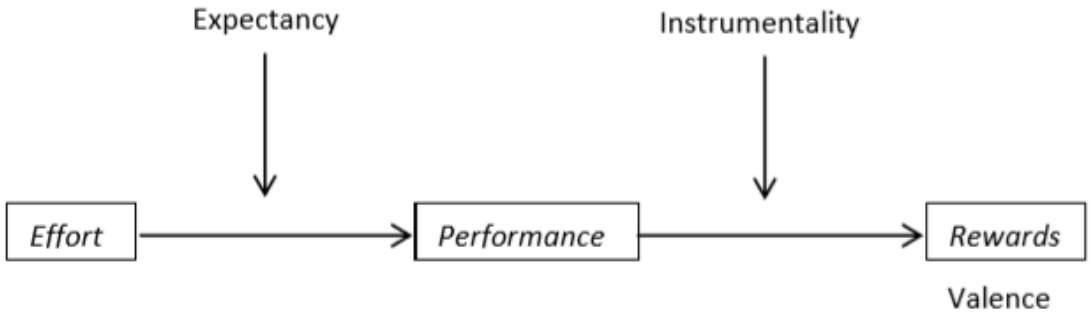


Figure 2.4 Basic Expectancy model

Expectancy theory has some important implications for motivating employees. The model provides guidelines for enhancing employee motivation by altering the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences. Several practical implications of expectancy theory are described next (Greenberg, 2011; Hellriegel & Slocum, 2011; McShane & Von Glinow, 2011; Nadler & Lawler, 1983.

Vroom's expectancy theory differs from the content theories of Maslow, Alderfer, Herzberg, and McClelland in that Vroom's expectancy theory does not provide specific suggestions on what motivates organization members. Instead, Vroom's theory provides a process of cognitive variables that reflects individual differences in work motivation. In this model, employees do not act simply because of strong internal drives, unmet needs, or the application of rewards. Instead, they are rational people whose beliefs, perceptions, and probability estimates influence their behavior. From a management standpoint, the expectancy theory has some important implications for motivating employees. It identifies several important things that can be done to motivate employees by altering the person's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences. (Fred C.Lunenburg, 2011)

2.2.2.4 The Range of Affect Theory

Edwin A. Locke's Range of Affect theory (1976) is the most popular theory of job satisfaction. This theory determines job satisfaction through a difference which exist between what an employee wants from a job and what the employee is getting from the job. A miniature difference sets out job satisfaction as being high and a huge difference would mean the employee is less satisfied with the job. Furthermore, this theory also affirms that employees give priority to one facet of the job. This prioritization is different for every individual employee. For example, one employee may value good working conditions more than anything at work, for another employee challenging work might be more important compared to working conditions. The absence of the facet will lead to job dissatisfaction of the employee. Hence, to guarantee job satisfaction, we have to identify the most important facet of the job that an employee wants and ensure this facet is met suitably (Ray and Ranjan 2011)

2.2.2.5 Dispositional Theory

According to Ray and Ranjan (2011, p.8) the dispositional theory 'is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction regardless of one's job'. According to Brown and lent (2012, chapter 8) 'the dispositional approach maintains that job satisfaction is due to general tendencies to experience positive or negative effect'. He further explains that some employees have dispositions that make them feel positive in their lives and as a result they feel positive about their jobs as well. Various researches shown that there is a relationship between disposition and job satisfaction (Redmond 2012).

2.3 Determinants of Job Satisfaction

Employee satisfaction and could be influenced by many variables either positively or negatively. Some of the key variables are divided into intrinsic and extrinsic factors often discussed in the literatures are briefly reviewed below.

Operational Procedure It refers to variables that describe characteristics of jobs being performed by employees. A job characteristic is an attribute that creates conditions for high work motivation, satisfaction, and performance (Hackman and Oldham, 1980). According to Hackman and Oldham (1980) model the core job characteristics are skill variety, task identity, task significance, autonomy, and feedback. Jobs that are high on the core job characteristics provide individuals with the room and incentive to bring more of themselves into their work or to be more engaged (Kahn, 1992). Positive relationship is presumed to exist between decent or better jobs and employee satisfaction and engagement.

Salary, Benefits and Recognition these are the most important variables for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and should be satisfied with it when comparing their pay packages with those of the outsiders who are working in the same industry. Employees are more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances (Saks, 2006). A feeling of satisfaction and higher level of engagement could be attained through fair and equitable rewards and recognition.

Relation with Supervisor A relationship with immediate supervisor is an important antecedent of employees‟ job satisfaction (Dupre and Day, 2007). The consideration a supervisor has for his/her subordinates‟ feelings, well-being, and contributions are important predictors of job satisfaction and engagement (Gagnon and Judd, 2004). In addition, the relation with one‟s immediate manager can have a dramatic impact on an individual‟s perceptions of the work environment. A supportive, and non-controlling, relationship should foster perceptions of safety and enhance employee creativity (William, 2015).

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee (Sageer et al, 2012).

Work conditions are defined as an employee's workplace, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (1996), promoted factors such

as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Relationship with coworkers when employees have rewarding interpersonal interaction with coworkers, treated with dignity, respect and value for their contribution, they are likely to be satisfied and engaged (William, 2015).

Communication According to SHRM research report Management's communication of the organization's goals and strategies has a significant impact on the organizational culture in general. As organizational plans and strategies may shift while footing is regained, it is important to effectively communicate any adjustments in business objectives and the organization's vision. It is also helpful to reiterate organizational goals even if they remain unchanged because consistent messages promote unity and employee morale. A transparent organization supports open communication lines, which can stimulate creativity and innovation through collaboration. Clear and open communication creates a healthy work environment and also results in good employees feeling.

Finally, the job satisfaction theories are too much many, the researcher tries to cover as much as possible with the regards of the researcher topic, nevertheless other theories may not include such as behavioral modification, The Range of Affect, Social References Group, Situational, The range of Affect Theory and others theories due to the shortages of time and resources.

2.4 Determinants of job satisfaction

Employee satisfaction and could be influenced by many variables either positively or negatively. Some of the key variables often discussed in the literatures are briefly reviewed below. As Weiss et al. (1967) defined that employee satisfaction is expressed by two sets of factors; a. group of factors belonging to internal essence; b. group of factors belonging to external influences.

2.4.1. Extrinsic Factors that influence job satisfaction

Extrinsic factors are like events which exist from employee's own efforts with relation to other factors are not directly involved in the job itself. The tow-factor theory which are "motivation"

and Hygiene, where introduced by Frederick Herzberg (1959). Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). Few of the job outcomes which are not part of job are Working Environment, pay, co-workers and event supervision. Friendship interactions and dealing with others are sources of extrinsic outcomes. (Golshan, Kaswuri & Aghashahi, 2011).

Employee job satisfaction could be influenced positively or negatively because of different factors, those factors can be divided in to two. Extrinsic and Intrinsic factors. Factors under each division discussed in the literatures are listed and discussed below.

Working Environment

It is known that Employees spend most of their time in their workplace. As a result, in measuring working comfort and employee satisfaction one important index is working environment. For Employees to do their job a company should provide all the necessary resources, which help them accomplish their tasks successfully. Which will then contribute to job satisfaction (kawada & Otsuka, 2011).

Pay

Heery and Noon (2001) defined pay by different components like bonuses, benefits, basic salary and over Time. Meaning Pay is an employee's receivable after fulfilling his assigned duty. Which includes all financial and non-financial rewards given by the organization. When employees get their compensation on time and according to their need, it is easy to manage work even on time of emergency. While describing Herzberg's Motivation-Hygiene Theory Robbins (2001) said that salary is a major one factors which bring Job satisfaction or eliminate job dissatisfaction. Also, it is said that people do work because they went and expect financial rewards, promotion and the like as described by Expectancy theory. When they get rewarded as expected their job satisfaction level will increase.

Nature of Job

Nature of job means type of things people do in the workplace specifically job description or scope of work. A business or an organization will increase level of productivity, job commitment, effectiveness and efficiency of employees if it provides good working conditions.

Team Cooperation

Harmonious working condition is one important condition which help to have smooth teamwork. Team cooperation encourages employee's commitment and employees to work together for the benefit of their company. Teamwork work is one thing that have a high change to increase productivity which return will have a significant impact on an organization.

Job Security

Job security is an assurance that employees have about the long lastingness (continuity) of his/her work life. Job security depends on agreement, labor legislation or contract of an employment. People want to know if their job is available for as long as they wish to hold it. when job security decreases, satisfaction and performance levels also take a hit.

Promotion Opportunities

Parvin and Kabir (2011), defined promotion as growing your position in an organization by working hard. If employees are not given promotion by their organization there is a very high chance of dissatisfaction as well as turnover rate (Yaseen, 2013) means employees become committed when they get promotion.

Leadership

Committed leadership that is willing to model desired changes and drives fear out of the organizations 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 able 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).

2.4.2. Intrinsic Factors that influence job satisfaction

Recognition

Recognition is rewarding employees by different status (Danish and Usman (2010). Intrinsic rewards such as feedback, growth, recognition and opportunities increase employee's performance and satisfaction. When organization recognizes employees work, employees become more committed and satisfied. Recognition can be given in unique way such as; showing empathy, increasing employee's responsibility and by providing opportunities (Yaseen 2013).

Meaningful work

Talking about intrinsic factors having a meaningful work is one of the very important once. It's the level to which employees find their work to have purpose and significance. It is something employees went to share with their surroundings, which makes them feel sense of achievement and accomplishment. We cannot view job satisfaction separate from meaningful work.

Training and Development

Training is an organizational activity aimed at imparting instructions help employees attain required level of knowledge or skill. Compared to untrained trained workers seem to be more satisfied according to (Abdullah & Djebavni, 2011). Employees become self-assured and have positive thought for their companies when they get training (Kabir, 2011). The overall reason for this training and development is to improve employee's skill and potential in an organization (Hunjra et al 2010).

Responsibility

When employees share power and become responsible their motivation and job satisfaction increase (Lai 2011). 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).

Task Significance

According to Lunenburg & Ornstein (2008) Task significance is the extent of employee's job impact on lives of others, inside or outside of the organization. Many people work to satisfy others in addition to earning a living.

Job Feedback

Employees develop a strong commitment and feeling of loyalty to their organization when they are provided with feedback. Getting feedback help employees to improve their knowledge about their tasks.

2.5 Empirical studies

This section reviews the relevant studies on job satisfaction carried out to find out the research gap. So that I can be easy to differentiate areas of more research have been done Reviewing the previous literature not only highlights the historical works in the area, but also helps to identify the niche in the area.

Bidyut Bijoya Neog & Dr. Mukulesh Barua (2014) study job factors influencing employee's job satisfaction in Automobile service workshops in Assam. The factors identified were compensation, Training and Development opportunities, career opportunities and promotion, Reward and recognition, work life balance, working environment, performance appraisal

supervisor support, leadership, role clarity and Leave policy. The result shows that Salary occupy the most important factor that influence employees job satisfaction compared with other major factors. Work – family balance occupies the second. Supervisor support occupy the 3rd important factor. Career opportunities occupy the 3rd most important factor.

Also, while looking at the correlation result, it's found that fair compensation and supervisor support has positive and strong correlation with job satisfaction at .01 significant levels. Similarly, strong correlation exists between working environment, job significance and job satisfaction.

Society for Human Resource Management association (SHRM) (2009) said that employee satisfaction at a certain time is expressed:

a. the most important factor group of employee satisfaction (job safety, welfare, salary/being paid salary, the opportunity to demonstrate competence);

b. satisfaction in terms of career development (promotion opportunities, opportunities of career development, chances to test a concrete work, development systems, acceptance of professional development of the organization, being paid salaries and paying back the tuition fees);

c. satisfaction in terms of work relationships with the leader (communication problem between staffs and superiors, decision-making and job independence, assessing staff performance, work relationship with intermediate managers;

d. satisfaction in terms of the working environment (flexible balance between life and work, very interesting work, social responsibility in the organization, accepting green working environment, organizational culture, work relationships with colleagues, contribution to the business goals of the organization, diversifying work).

Phan T.M.L (2011) study job satisfaction of employees in Commercial bank in Hue. The result pointed out that factors contributing to the increase in job satisfaction: 1. Essence and pressure of job, 2. Income and benefits; 3. Relation and treatment, 4. Bank development prospects and

leadership, 5. Working condition, 6. Opportunities for training and promotion.

An empirical study on job satisfaction was done by Ayisha Ahmed (May 2017), the result shows that employees are satisfied with overall job satisfaction. In addition, they are more satisfied with salary and workload, where as they are more dissatisfied with work autonomy and leadership care. Furthermore, overall job satisfaction is influenced by the elements of satisfaction identified in the survey except salary, which did not significantly influence overall job satisfaction, though the most ranked element in the survey.

Similarly, Weiss et al. (1967) defined that employee satisfaction is expressed by two sets of factors; a. group of factors belonging to internal essence; b. group of factors belonging to external influences.

On the other hand, in the field of education, Malik et al. (2010) examined the relationship between the components of job satisfaction and the degree of cohesion with the organization. The research shows that the factors include: 1. Job essence; 2. Quality of supervision; 3. Salaries affecting the employees job satisfaction and having the same relationship with the degree of cohesion with the employee's organization.

Another researcher Dag H.V (2016) also conducted that; salary; supervisor relationship, promotion, working environment (condition), colleague relationship are factors affecting the job satisfaction of employees in small and medium enterprises in Binh Dinh Province.

From the above review we can summarize that depending discussion and result of the research and article, the factors that affect job satisfaction are quite diverse. We can see from the perspective that factors that affect employees job satisfaction are many; as a result, based on fundamental theories and result of other authors studies the researcher propose the below model,

2.6 Conceptual Framework

Based on the above discussion, a researcher model is developed as shown below.

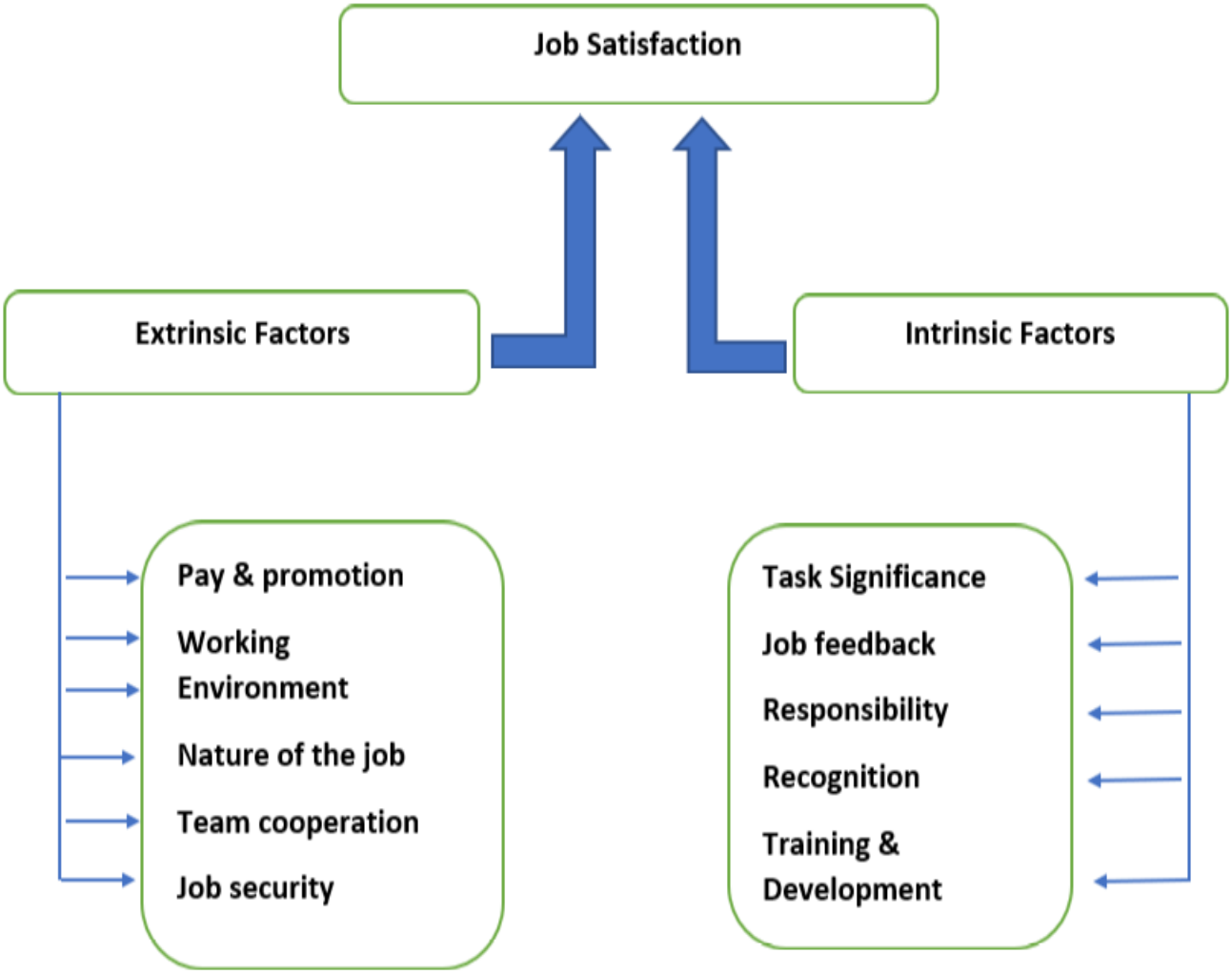


Figure 2.4 Conceptual Framework of Factors affecting job satisfaction

Source :- own survey

CHAPTER 3

RESEARCH DESIGN AND METHODOLOG

This research is conducted to identify satisfaction level of Unilever Ethiopia employees and to identify factors that affect job satisfaction in Unilever Ethiopia.

3.1 Research Design

Best and Kahn (2006) pointed out research is called a qualitative research, if it describes objects, events and persons scientifically without using Numerical data. Qualitative research is primarily exploratory research. It is used to gain an understanding of underlaying reasons, opinions and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. The researcher will use qualitative research type and will use individual interview, and observation from qualitative data collection method.

3.2 Target population and sampling techniques

3.2.1. Population

Population is the total group of people or entities from which information is required. This research will be conducted in FMCG company where the head office is set in Addis Ababa and factory is at Dukum. This company is selected because now a day's global companies are moving to Ethiopia and becoming popular and the researcher has known the company since 2016 and has sufficient information about the company. Following global rules and regulation their way of working is somehow different from local business and government owned organizations, much study is not done. The researcher believes undertaking detail study will help a lot to understand to understand the live experiences of employees in detail and thus will save time by generating representative data. The target population of this study will be employees of Unilever Ethiopia specifically at the head office and in the factory located at Eastern industrial zone, Dukem.

Table 3.1 Population distribution in Unilever manufacturing PLC

Name	Male	Female	Total No. of Employees
Factory Employees	18	40	58
Head office	35	37	72
Total	53	77	130

Source: - Unilever office Human resource

3.2.2. Sampling Technique

Total number of the employees in the company is 130. To draw appropriate sample from the population, the researcher will use Taro Yemane (1967) formula.

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

where

n: is the required sample size

N is the population size and e are the level of precision

Accordingly, the sample size is determined using 95% confidence level and 5% margin of error. Therefore, the sample size is 98 employees

$n = 130/1+130(0.05)^2$

$n = 98$

The researcher followed the method of proportional allocation under which the sizes of the samples from the different strata were kept proportional to the sizes of the strata. That is, if Pi represents the proportion of population included in stratum i, and n represents the total sample size, the number of elements selected from stratum i is n. Pi. Hence the sample from the three sub sectors were calculated as follows.

Number of samples (n) = 98 drawn from a population of size N= 130 which is divide in to two strata of size N1 = 58 and N2 = 72. Adopting proportional allocation, the sample for each stratum calculated as follows.

$n1 = n.\ P1 = 98(58/130) = 43.42 \approx 44$

$n2 = n.\ P2 = 98(72/130) = 54.27 \approx 54$

Therefore, 44 sample employees will be selected from the employees at the factory and 54 employees from head offices. Random sampling method will be employed to take representatives in each stratum.

3.3 Sources of data and tools of data collection

3.3.1 Source of data

In order to undertake the research, the researcher will use both primary and secondary data. The primary data will be collected through semi structured questioners from the sample employees. The secondary data however will be taken from Human resource department and other reports of the company.

3.3.2 Data collection instruments

3.3.2.1. Background Information

The data collection instruments will be observation, interviews and questionnaire. Therefore, questionnaire is designed both with open and close ended. As I indicated above both primary and secondary data collection techniques will be used. This study will used descriptive method to assess employee's satisfaction level. According to Heery and Micke (2013, p., 249), job satisfaction is normally measured well through survey of employee attitudes and several instruments have been developed and used repeatedly by researchers.

3.3.2.2. Questioner

3.3.3 Procedures of data collection

Data presentation is one of the core points in a research and will be handled as follows. Data can be mainly two types quantitative and qualitative. Quantitative data can be numbers and measured but qualitative data is cannot be numbered but translated into information. In this study the questionnaire will contain close-ended items and the 5 Likert scale type Disagree, Strongly Disagree, Disagree, Moderate, Agree, Strongly Agree. At the end, secondary documents will be analyzed in relation to the key issues of the research questions and were incorporated as part of the questionnaire reports.

3.4 Methods of Data Analysis

In data analysis, summery and rearrangement of data and other interrelated activities were performed. After the data was collected using questioner the researcher organized the data

based on the source of information. The researcher carried out data editing activity in to ensure logical competency and consistency of respondents. After editing the data analysis was done by using statistical package for social science (SPSS) virsion 20.0 application software. Next activity done after analysis was data presentation, the result was presented in the form of table, chart with frequency and percentage as well as correlation in between factors.

3.5 Model specification

The data collected for this study was analyzed using descriptive statistics comparing frequency and percentage and Regression analysis to provide simple summaries in form of tables.

As Ayisha Ahmed Azumah and Safura Mohammed and Rebecca Tetteh (2017) on their empirical study of job satisfaction of university staff of Sunyani technical university the researcher used simple regression method of analysis. And presented the result in form of table which formed the basis of the quantitative analysis of the data for the study.

3.6 Validity and Reliability

3.4.1 Validity

Validity refers to the accuracy of the data. The issue of validity is the most important concept that researchers are required to deal critically with. The questionnaire will be developed based on research objectives and research questions and designed using literatures. Questionnaires which are not correctly filled will be dropped to come up with the right conclusions.

3.4.2 Reliability

Reliability refers to the consistence, stability or dependability of the data. Therefore, to get the reliable data, the researcher will pre-test the questions and distribute afterwards.

CHAPTER 4

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This research has been conducted to assess factors that affect job satisfaction employees in Unilever Ethiopia. This chapter will present the results and interpretations of the primary data which is gathered through the questioner. Out of 98 questioners distributed 84 where filled by respondents. Which makes it 85%. The study assesses the different intrinsic and extrinsic factors that affect employee job satisfaction. The intrinsic factors assessed are Recognition, Meaningful work, Training and Development, Responsibility, Task significance and job feedback. Under extrinsic Working Environment, Pay and Promotion, Nature of the job, Team cooperation and job security. The first part of this chapter will present the demographic analysis.

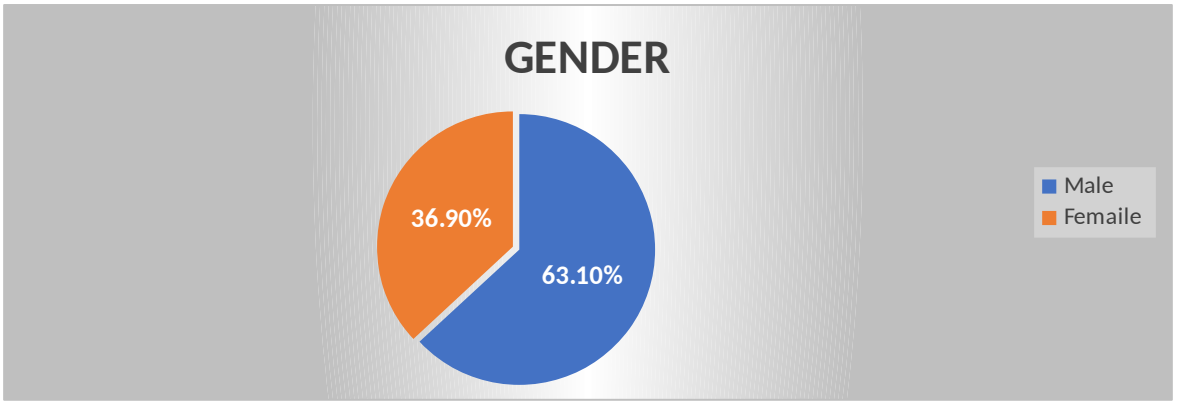
4.1 Demographic characteristics of the Respondents

This section will discuss the demographic characteristics of the respondents. Demographic characteristics included in the questioner are Gender, Age, Working experience and education level. Calculated frequency and percentage is presented in the graph below.

4.1.1 Gender of Respondents

This question sought to find out the gender distribution of respondents in Unilever Ethiopia. The results of the findings as presented below in the figure 4.1 shows that 63% of the respondents were male and 37% are female. Meaning that male respondents 26% higher than female.

Figure 4.1 Gender of Respondents

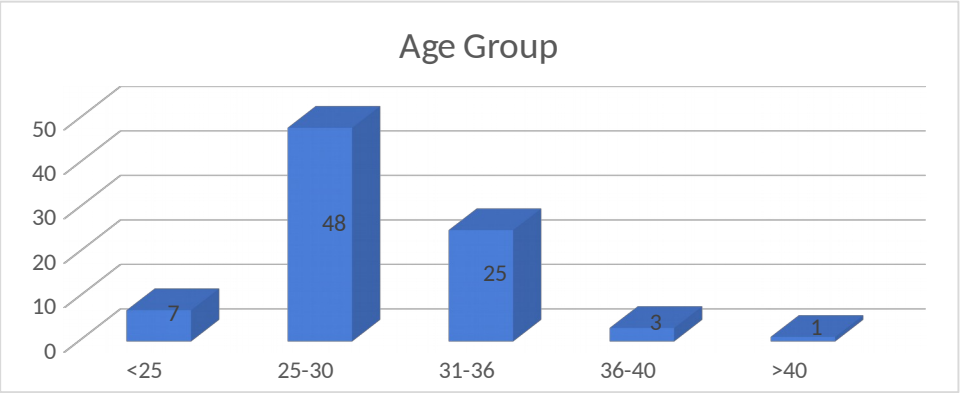


Source: - Own survey data, 2019

4.1.2 Age of Respondents

This Question was asked to find out the various age groups of the different respondents in the organization. The result of the finding is presented in the figure below.

Figure 4.2 Age of Respondents



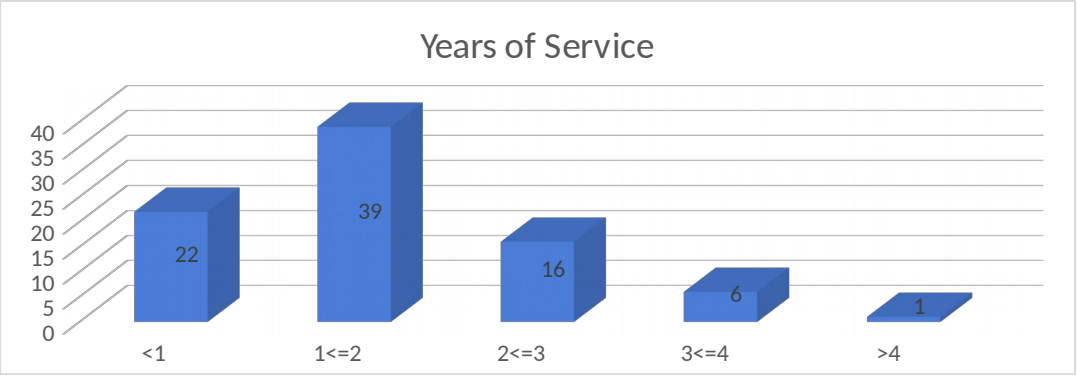
Source: - Own survey data, 2019

The result of age group as shown above shows that 8% of the respondents are under 25 years old, 57% of them are between 25 and 30, 30% of the total are between 31 and 36, 4 % between 36 and 40 while the remaining 1% is above 40 years old. The result in general shows that 87% of the respondents are between 25 and 36.

4.1.3 Years of Service

This question was included to find out how many years the different respondents have been working in this organization. The result is presented in figure 4.3

Figure 4.3 Years of Service



Source: - Own survey data, 2019

Since the company was opened 4 years ago, most employees except the expats who are currently here to share experience worked less than 4 years. The result shows that

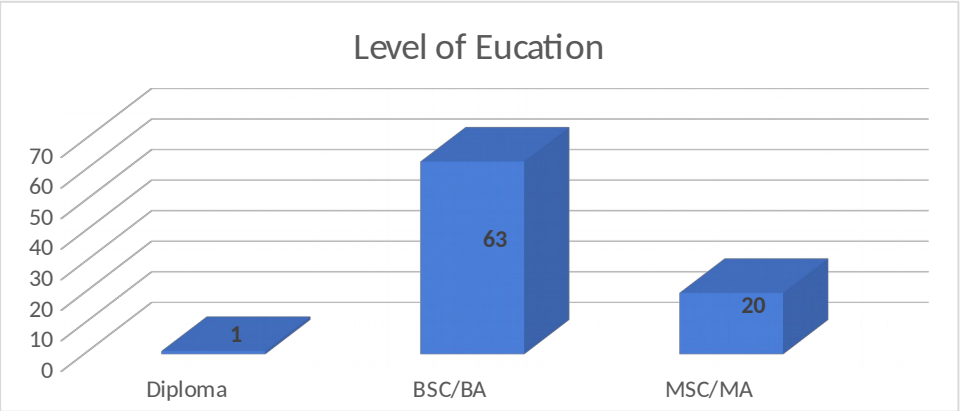
26% of the respondents worked for less than a year, 39% of them worked for less than 2 years, 19% of the total respondents served for 2 to 3 years, 7% or 6 respondents work for about 4 years while only 1 respondent (who was working with other country Unilever) serve the company for more than 4 Years. When seeing the result of Age and Years of service we can say that most employees are young and been working for less than 3 years in the company.

4.1.4 Level of Education

This question was included in the questioner to identify the level of education attained by the respondents in the organization.

The result obtained as shown in the graph below shows that 99% of the respondents had professional qualifications, 75% are undergraduates, 24% are graduates. Only 1 % have Diploma.

Figure 4.4 Education level



Source: - Own survey data, 2019

4.2 Data Analysis

The data analysis method used is descriptive statistics using SPSS software. 98 Questioner was distributed to respondents out of which 84 was completed and returned. As a result, the

analysis of the data is based on the result of those 84 respondents. The question in total have 42 questions, the questions were divided in to 12 based on the factors (pay and promotion, Working Environment, Team cooperation and communication, Nature of the job, Supervision (leadership), Training and Development, Recognition, Job feedback, Task significance, Job Security and overall Satisfaction level).

Out of the total question 40 where written in a positive manner, while only the remaining 2 were write in a negative direction. Items written in the negative direction were reversed scored. Each question in the factor scores are interpreted as follows: The feedback of the respondents was measured in 5-point Likert scale, 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Individual item job satisfaction scores are interpreted as follows; The first two 1 Strongly disagree and 2 disagree are summarized in to indicate dissatisfaction and the last tow which means 4 agree & 5 strongly agree indicate satisfied and the middle measure 3 neutral as it is. To see the influence each factor as well as to identify the significance Unstructured and structured coefficients also significance was used.

4.3 Job Satisfaction for the factors

To identify the job satisfaction level of employees a total of 11 factors were considered which are Pay and promotion, Working Environment, Team cooperation and communication, Nature of the job, Supervision or leadership, Training and Development, Recognition, Responsibility, Job feedback, Task significance and job security. To identify the correlation, see which factors affect job satiation Unstandardized and standardized coefficients were calculated. Unstandardized correlation was used to show from the 6 extrinsic and 5 intrinsic factors which have a direct influence on job satisfaction of the employees.

4.4 Extrinsic Factors that influence employees job satisfaction

Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). Few of the job outcomes which are not part of job are Working Environment, pay, co-workers and event supervision. Friendship interactions and dealing with others are sources of extrinsic outcomes. (Golshan, Kaswuri & Aghashahi, 2011).

4.4.1. Pay and promotion

Table 4.1 Pay and Promotion effect frequency

Factors	Response	Frequency	Percentage
I get a fair payment for the work I do	Strongly Disagree	5	6%
	Disagree	29	35%
	Neutral	17	20%
	Agree	31	37%
	Strongly Agree	2	2%
	Total	84	100%
I am satisfied with my annual increment	Strongly Disagree	4	5%
	Disagree	48	57%
	Neutral	21	25%
	Agree	11	13%
	Total	84	100%
Clear promotion criteria are set and followed by the management	Disagree	38	45%
	Neutral	20	24%
	Agree	19	23%
	Strongly Agree	7	8%
	Total	84	100%
I feel that I am adequately rewarded for my job	Strongly Disagree	10	12%
	Disagree	26	31%
	Neutral	21	25%
	Agree	8	10%
	Strongly Agree	2	2%
	Total	84	80%

Source: - Own survey data, 2019

This question was asked to find out whether the monetary pay as well as promotion influences employee job satisfaction.

As shown in the above table 4 questions were asked and the results obtained show that, for the first question which says “I get a fair payment for the work I do” 41% of respondents agree, 39% disagree and while 17 respond neutral. The number of respondents who agreed with this question are almost close to the percentage of the once who disagree. Which shows that in the company half employees are happy but almost similar number of employees are unhappy with the current payment amount. For the second one, which says “I am satisfied with my annual increment”. The result shows that more than half of the employees in percent 62% of the total disagree, 25 % of them said neutral while only 13% responded agree. Which shows respondents who disagree with the annual increment are 49% high than those who agree. Which shows that most employees are unhappy with the annual increment amount of

the company. The third question asked was regarding promotion, which says "Clear promotion criteria are set and followed by the management". The respondent's response shows that there is a higher percentage of disagreement. In number 45% of employees disagree, 31% of the total agree while 24% remained neutral. From the result we can say that close to half of the respondents disagree with the clarity of promotion criteria. The fourth and last question asked regarding Pay and promotion says, "I feel that I am adequately rewarded for my job", the result shows that 36% of the employees disagree while 12% agree and 25% responded neutral.

Bidyut Bijoya Neog & Dr. Mukulesh Barua (2014) study on job factors influencing employee's job satisfaction found salary occupy the most important factor that influence employees job satisfaction. Similarly, many studies as shown in the literature review show that salary is the first second or third factor in affecting satisfaction. (Malik et al.). This implies that employee's satisfaction can greatly be influenced by the system of pay and promotion criteria in the organization.

Overall result of the subscale reveals that employees of unilever are not satisfied with the payment they are getting as well as promotion criteria of the company. Which is affecting their job satisfaction level.

4.4.2. Working Environment

Table 4.2 Working environment effect frequency

Factors	Response	Frequency	Percentage
The rules and regulations are realistic	Strongly Disagree	0	0%
	Disagree	11	13%
	Neutral	22	26%
	Agree	47	56%
	Strongly Agree	4	5%
	Total	84	100%
Arrangement of the office is attractive	Strongly Disagree	0	0%
	Disagree	6	7%
	Neutral	11	13%
	Agree	40	48%
	Strongly Agree	27	32%
	Total	84	100%
Colure of the room is attractive	Strongly Disagree	0	0%
	Disagree	3	4%
	Neutral	5	6%
	Agree	46	55%

	Strongly Agree	30	36%
	Total	84	100%
Management believe that employees are the most important asset of the firm	Strongly Disagree	0	0%
	Disagree	13	15%
	Neutral	44	52%
	Agree	21	25%
	Strongly Agree	6	7%
	Total	84	100%
I can get all the necessary equipment's easily to perform my tasks	Strongly Disagree	3	4%
	Disagree	10	12%
	Neutral	11	13%
	Agree	51	61%
	Strongly Agree	5	6%
	Total	84	100%

Source: - Own survey data, 2019

As presented in table 4.2, 5 questions were asked regarding working environment. The first question says "The rules and regulations are realistic" 61% which means more than half of the respondents agree, 26% respond neutral while only 13 disagree with 0 strong disagreement. This shows that most employees believe that the rules and regulations of the company is realistic. Similarly, more than half of respondent's response was positive for the question asked regarding attractiveness of arrangement of the office, in percent 80% of the respondent's response was agreed for the question which says, "arrangement of the office is attractive", only 7% disagree while 13% of them remained neutral.

Respondents were also asked about if they like the colure combination of the office is attractive. The response was Positive. 90% agree, 4% disagree while the remaining 6% responded Neutral. Which shows that almost all employees are happy with the colure combination of the office. The forth question was regarding the attitude of the management team on employees. The question says "Management believe that employees are the most important asset of the firm. Half percent of the employees replied neutral the remaining 27% agree while 15% of the total disagree with the question. The 5th and last question asked was regarding accessibility of necessary equipment's. 67% of the respondents said that they can get all the necessary equipment's easily to perform their tasks. 16% disagree while 13% where neutral.

Researcher Dag H.V (2016) also conducted that working environment (condition) in addition to other factors affecting the job satisfaction of employees in small and medium enterprises in Binh Dinh Province. Similarly result of Phan T.M.L (2011) study shows Working

condition contributes to job satisfaction of employees in Commercial bank in Hue.

General, looking at the result of the response shows that employees of unilever are satisfied with the working environment. In line with this highest satisfaction was also seen in communication comparing to other variables. In this condition we can see that the company's hard work in paying attention to working environment is satisfying the employees as per the plan.

4.4.3. Team cooperation and communication of employees

Table 4.3 Frequency of Team cooperation and communication of Employees

Factor	Response	Frequency	Percentage
My department encourage teamwork	Strongly Disagree	0	0%
	Disagree	0	0%
	Neutral	16	19%
	Agree	55	65%
	Strongly Agree	13	15%
	Total	84	100%
I freely communicate with employees in the office/factory	Strongly Disagree	0	0%
	Disagree	0	0%
	Neutral	5	6%
	Agree	54	64%
	Strongly Agree	25	30%
	Total	84	100%
Communication between employees is good	Strongly Disagree	0	0%
	Disagree	3	4%
	Neutral	9	11%
	Agree	48	57%
	Strongly Agree	24	29%
	Total	84	100%
I like the people I work with	Strongly Disagree	0	0%
	Disagree	0	0%
	Neutral	3	4%
	Agree	45	54%
	Strongly Agree	36	43%
	Total	84	100%

Source: - Own survey data, 2019

From the above table participants were asked four team cooperation and communication related question. For the first factor which says, "My department encourages teamwork", 80% of the respondent's answer was positive, 19% of the total respond neutral. And no respondent disagrees with the question. Respondents were also asked if they communicate freely with the employees in the office and factory, majority (94%) Sayed yes Agree, 6%

chose neutral and no respondent disagrees with this question. similarly, the third question asked regarding communication was responded by employees positively. The question says is communication between employees in general good and 86% of employees said that's right, 11% said neutral while only the remaining 4% disagree. The last and forth factor was regarding the feeling of employees to each other, it says I like the people I work with. Like the above 3 responses 96% of the employees agree and only 4% where neutral while no one disagrees with the question.

Harmonious working condition is one important condition which help to have smooth teamwork. Creating a more pleasant working environment through relationships with co-workers can increase employee (SHRM) interaction among employees (Padilla-Velez, 1993).

In general, when we see respondent's response to question related to team cooperation and communication all the 4 Positive question asked where responded positively. With few neutral and almost zero disagreement. Based on the above result and literature most of the employees in the company are happy with the teamwork and communication in-between.

4.4.4. Nature of the job

Table 4.4 Frequency of nature of the job

Factor	Response	Frequency	Percentage
The tasks I do are not challenging	Strongly Disagree	21	25%
	Disagree	43	51%
	Neutral	19	23%
	Agree	1	1%
	Strongly Agree	0	0%
	Total	84	100%
My job is well designed	Strongly Disagree	0	0%
	Disagree	23	27%
	Neutral	36	43%
	Agree	25	30%
	Strongly Agree	0	0%
	Total	84	100%
Being routine, I don't feel board with my Work	Strongly Disagree	4	5%
	Disagree	16	19%
	Neutral	24	29%
	Agree	29	35%
	Strongly Agree	11	13%
	Total	84	100%
I am currently assigned to a job related to my	Strongly Disagree	10	12%
	Disagree	5	6%
	Neutral	8	10%
	Agree	44	52%

filled	Strongly Agree	17	20%
	Total	84	100%

Source: - Own survey data, 2019

Regarding Nature of the job the first question asked was if the task he/she dos is challenging. 76% of the respondents disagree while 23% of employees chose neutral and the remaining 1% agree. The second question says, "My job is well designed", for this question Majority of respondent (43%) said neutral, 30% of the total agree and the remaining 27% disagree. Similarly, respondents were asked if they don't feel board with, they work they do? and 48% of respondents agree, 29% remained neutral while the remaining 24% disagree. For the fourth and last question asked respondents response was positive. The question says, "I am currently assigned to a job related to my filled", 72% meaning majority percent of the respondents agree, 10% where neutral while only 6% disagree.

As discussed on the literature review 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).

When we see the result shows that employees are not satisfied with the nature of the job.

4.4.5. Supervision or Leadership

Table 4.5 Frequency of respondent's response on supervision

Factor	Response	Frequency	Percentage
Work assignments are distributed fairly	Strongly Disagree	3	4%
	Disagree	18	21%
	Neutral	36	43%
	Agree	25	30%
	Strongly Agree	2	2%
	Total	84	100%
My supervisor	Strongly Disagree	7	8%

encourages creativity, innovation and continuous improvement	Disagree	17	20%
	Neutral	46	55%
	Agree	14	17%
	Strongly Agree	0	0%
	Total	84	100%
My supervisor treats all employees equally	Strongly Disagree	0	0%
	Disagree	5	6%
	Neutral	23	27%
	Agree	42	50%
	Strongly Agree	14	17%
	Total	84	100%
I am clear with my job and directions given by my supervisor	Strongly Disagree	0	0%
	Disagree	8	10%
	Neutral	16	19%
	Agree	42	50%
	Strongly Agree	18	21%
	Total	84	100%
My supervisor is available when I need him/her	Strongly Disagree	0	0%
	Disagree	7	8%
	Neutral	6	7%
	Agree	43	51%
	Strongly Agree	28	33%
	Total	84	100%

Source: - Own survey data, 2019

This question sought to find out if employees job satisfaction if influenced by the leadership style of an organization.

Regarding Supervision 5 positive questions were asked. The first says work assignments are distributed fairly. 43% of respondents says neutral, 32% of the total agree while the remaining 25% disagree to the question. Respondents were also asked if their supervisor encourages creativity, innovation and continuous improvement. More than half of the respondent's response was neutral, 28% disagree and 17% agree. The third factor was if supervisor treats all employees equally, majority of respondent's response was positive, only 6% disagree while the remaining 27% response was neutral. The next question asked was if the directions given by supervisor to employees was clear. Similarly, more than half of the respondent's response was positive. 71% agree 19% where neutral and the remaining 10 disagree. The fifth and last question was if supervisor is available when employees are in need. Like the top two questions the response was very positive. 84% of the respondents agree 8% disagree and only 7% of the total where neutral.

(SHRM) (2009) said that employee satisfaction at a certain time is expressed satisfaction in

terms of work relationships with the leader (communication problem between staffs and superiors, decision-making and job independence, assessing staff performance, work relationship with intermediate managers.

The overall result of respondent's response shows that employees are satisfied with the supervision (leadership) of their direct managers.

4.4.6. Job security

Table 4.6 Frequency of Job Security

Factor	Response	Frequency	Percentage
I feel I have job security	Strongly Disagree	11	13%
	Disagree	17	20%
	Neutral	23	27%
	Agree	29	35%
	Strongly Agree	4	5%
	Total	84	100%
I plan to be working for the company a year from now	Strongly Disagree	1	1%
	Disagree	3	4%
	Neutral	24	29%
	Agree	37	44%
	Strongly Agree	19	23%
	Total	84	100%

Source: - Own survey data, 2019

As shown above, respondents were asked two questions regarding job security. The first says "I feel I have job security", respondents answer was 40% agree, 27% neutral and 33% disagree. For the second and last which says, "I plan to be working for the company a year from now". 67% where positive (agreed), 29% neutral and 5% chose to disagree.

Tietjen & Myers, (1998) Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status. The result in the above table show that employees are satisfied with their job security.

4.5 Intrinsic Factors that influence employees job satisfaction

4.5.1 Training and Development

Table 4.7 Frequency of employee's response to Training and Development

Factor	Response	Frequency	Percentage

I am encouraged to take the initiative in determining my own career path	Strongly Disagree	0	0%
	Disagree	3	4%
	Neutral	24	29%
	Agree	42	50%
	Strongly Agree	15	18%
	Total	84	100%
I have a clear path for career advancement	Strongly Disagree	0	0%
	Disagree	19	23%
	Neutral	30	36%
	Agree	29	35%
	Strongly Agree	6	7%
	Total	84	100%
My job creates an opportunity to develop to get new skill	Strongly Disagree	0	0%
	Disagree	11	13%
	Neutral	17	20%
	Agree	40	48%
	Strongly Agree	16	19%
	Total	84	100%
I am satisfied with my carrier development	Strongly Disagree	5	6%
	Disagree	8	10%
	Neutral	33	39%
	Agree	26	31%
	Strongly Agree	12	14%
	Total	84	100%
I have got continuous training for my career development	Strongly Disagree	8	10%
	Disagree	23	27%
	Neutral	29	35%
	Agree	23	27%
	Strongly Agree	1	1%
	Total	84	100%

Source: - Own survey data, 2019

As presented in table 4.6 employees where asked 5 positively directed questions on what they think about training and development of their company. The first question says are you encouraged to take the initiative in determining your own career path? And the response of respondents where positive. 68% of employees said yes, I am encouraged, 29% remained neutral while only 4% disagree. Similarly, the second question was related to career path. Which says "I have a clear path for carrier advancement. Majority of the respondent's response was positive. Although the difference between agree and disagree is not that high. 42% of the respondents agree, 36% of the respondents 23% disagree. The third and futuristic question regarding training and development says "My job creates an opportunity to develop to get new skill" similarly respondents' response was positive. 67% of employees agree, only 13% of the total disagree and 20% of respondent's response was neutral. The forth factor

asked was how satisfied employees are regarding their carrier development. Employees response for this question was positive. 45% of the employees said they are satisfied, 39% remained neutral while the remaining 10% disagree. The last question asked regarding the consistency of trainings in most of the employee's response was negative. In percent 37% of the total disagree, 35% remained neutral, and the rest 28% of the respondents agree.

According to (Kabir, 2011) Employees become self-assured and have positive thought for their companies when they get training. The overall reason for this training and development is to improve employee's skill and potential in an organization (Hunjra et al 2010).

According to the above result we can generalize that employees are happy with the training and development activity done by the company except for the consistence.

4.5.2 Recognition

Table 4.8 Frequency of Recognition

Factor	Response	Frequency	Percentage
I feel my work is recognized by my line manager/Supervisor	Strongly Disagree	0	0%
	Disagree	8	10%
	Neutral	26	31%
	Agree	37	44%
	Strongly Agree	13	15%
	Total	84	100%
I am satisfied with the recognition given to my achievements	Strongly Disagree	0	0%
	Disagree	16	19%
	Neutral	36	43%
	Agree	25	30%
	Strongly Agree	7	8%
	Total	84	100%
I am adequately recognized for good work	Strongly Disagree	0	0%
	Disagree	17	20%
	Neutral	33	42%
	Agree	23	27%
	Strongly Agree	9	11%
	Total	84	100%

Source: - Own survey data, 2019

As the above table depicts, the first factors assess the if employees think their work is recognized by their supervisors. Large number of respondents out of the total respond positively. 59% believe that their work is well recognized, 31% chose neutral and the rest 10% disagree. For the second similar question asked respondents response was a beat different from the first one. The question says "I am satisfied with the recognition given to my achievement" 43% decide to choose neutral, 38 % agree while 19% disagree. From the

result of the above two questions we can say that even though employees are recognized for their work. They believe the recognition given to their achievement is not enough. The last question asked regarding recognition says "I am adequately recognized for good work" 42% of the respondents decide to choose neutral, 38% agree with the question while 20% think that their good work is not adequately recognized.

As per (Danish and Usman) Intrinsic rewards such as feedback, growth, recognition and opportunities increase employee's performance and satisfaction.

Overall result shows that employees are not satisfied with the recognition given to their work.

4.5.3 Responsibility

Table 4.9 Frequency of Responsibility

Factor	Response	Frequency	Percentage
My Manager holds me accountable for the work that I do	Strongly Disagree	0	0%
	Disagree	0	0%
	Neutral	8	10%
	Agree	59	70%
	Strongly Agree	17	20%
	Total	84	100%
I Know what is expected of me in my job	Strongly Disagree	0	0%
	Disagree	1	1%
	Neutral	6	7%
	Agree	57	68%
	Strongly Agree	20	24%
	Total	84	100%

Source: - Own survey data, 2019

We can see from table 4.8 that respondents were asked 2 question on responsibility and the response was positive. The first question was "My manager holds me accountable for the work that I do" majority of respondent's response was agreed and strongly agree except for 10% who selected neutral. The second question says, "I know what is expected of me in my job". And the response was similarly positive. 94% of the respondents agree, 7% where neutral while the remining 1% disagree.

When employees share power and become responsible their motivation and job satisfaction increase (Lai 2011).

Based on the above result and literatures most of the respondents are satisfied with the relationship the responsibility given to them.

4.5.4 Job Feedback

As discussed on the literature review job feedback 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,

Table 4.10 Frequency of job feedback

Factor	Response	Frequency	Percentage
My supervisor values my feedback	Strongly Disagree	0	0%
	Disagree	5	6%
	Neutral	16	19%
	Agree	50	60%
	Strongly Agree	13	15%
	Total	84	100%
I always get a chance to express myself - regarding the task	Strongly Disagree	4	5%
	Disagree	11	13%
	Neutral	32	38%
	Agree	34	40%
	Strongly Agree	3	4%
	Total	84	100%

Source: - Own survey data, 2019

The result of the questioner shows that, for the first Positive question asked regarding job feedback 75% of respondents agree, the question says, "My supervisor values my feedback". 19% of the total chose neutral and 6% of them disagree. For the second one which says "I always get a chance to express myself – regarding the task" majority in percent 44% agree, 38% where neutral while 18% of the respondents disagree.

Vlosky & Aguilar, (2009) 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.

The overall result of the subscale reveals that employees of Unilever Ethiopia are well satisfied with the feedback they get at the workplace.

4.5.3 Task significance

Table 4.11 Frequency of Task Significance

Factor	Response	Frequency	Percentage
I believe my job makes a difference	Strongly Disagree	0	0%
	Disagree	5	6%
	Neutral	12	14%
	Agree	41	49%
	Strongly Agree	26	31%

	Total	84	100%
My job is relatively significant in the organization	Strongly Disagree	0	0%
	Disagree	5	6%
	Neutral	15	18%
	Agree	44	52%
	Strongly Agree	20	24%
	Total	84	100%
My job impacts the mission of my company	Strongly Disagree	1	1%
	Disagree	0	0%
	Neutral	10	12%
	Agree	53	63%
	Strongly Agree	20	24%
	Total	84	100%
My work gives me a feeling of personal accomplishment	Strongly Disagree	0	0%
	Disagree	5	6%
	Neutral	35	42%
	Agree	36	43%
	Strongly Agree	8	10%
	Total	84	100%

Source: - Own survey data, 2019

First respondents were asked if they believe their job makes a difference, their answer was very positive. 80% of them agree, 14% where neutral and only remaining 6 disagree. The second question says "My job is relatively significant in the organization and the response shows that most employees agree with the question. 76% agreed, 18% remained neutral while only 6% disagree. for the third question asked the response was similar, the question says, "My job impacts the mission of my company"? similarly the response was positive. 77% of them agree, 12 % select neutral and only 1% disagree. The fourth and last question says, "My work gives me a feeling of accomplishment". 53% agreed, 29% where neutral while 5% disagree.

The overall result shows majority of Unilever Ethiopia employees are satisfied with the significance of the task given to them.

4.5.4 Overall Satisfaction

Table 4.12 Frequency of Satisfaction level in General

Factor	Response	Frequency	Percentage
In general, I am satisfied with my job	Strongly Disagree	1	1%
	Disagree	21	25%
	Neutral	17	20%
	Agree	37	44%
	Strongly Agree	8	10%

	Total	84	100%

Source: - Own survey data, 2019

For the general question asked regarding satisfaction level which says "In general, I am satisfied with my job" respondents' response was on average positive. 54% of the respondents agree, 20% where neutral and 26% disagree. which shows that more than half of the respondents are satisfied with their job although there is still a high percentage of dissatisfaction as well as respondents with neutral answer.

4.6 Summary of Overall Satisfaction of Unilever Ethiopia Employees

Table 4.13 Summery of overall satisfaction

Intrinsic / Extrinsic	**Factors**	**Satisfaction level**
Extrinsic Factors	Pay and Promotion	Dissatisfied
Extrinsic Factors	Working Environment	Satisfied
Extrinsic Factors	Team cooperation & Communication	Satisfied
Extrinsic Factors	Nature of the Job	Dissatisfied
Extrinsic Factors	Supervision or Leadership	Satisfied
Extrinsic Factors	Job Security	Satisfied
Intrinsic Factors	Training and Development	Satisfied
Intrinsic Factors	Recognition	Dissatisfied
Intrinsic Factors	Responsibility	Satisfied
Intrinsic Factors	Job Feedback	Satisfied
Intrinsic Factors	Task significance	Satisfied
Intrinsic & Extrinsic	Overall Job Satisfaction	Satisfied

Source: - Own survey data, 2019

Looking at the summery the table shows that out 6 extrinsic factors analyzed respondents are satisfied with 4 and dissatisfied with two factors which are Pay and promotion as well as nature of the job. From 5 Intrinsic factors respondents are satisfied with 4 of them and dissatisfied with one which is recognition. In General, of out of 11 factors analyzed excluding overall satisfaction employees of unilever Ethiopia are satisfied with 8 elements while dissatisfied on 3.

An empirical study on job satisfaction which was done by Ayisha Ahmed (May 2017), found that employees are satisfied with overall job satisfaction. The overall job satisfaction result of unilever Ethiopia supports the result found by Ayisha Ahmed. While it shows difference

while looking at elements in separately. Literature shows that employees were more satisfied with salary and workload supports while looking at our finding it shows that employees are dissatisfied with salary as well as nature of the job.

4.7 Results of factors affecting Job satisfaction

The effect of elements on overall job satisfaction is examined using simple regression method of analysis. The results are reported in the Tables below.

Table 4.14 The Effect of Pay and promotion on Overall job satisfaction

Dependent Variable: Overall Job Satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P- Value
Constant	1.851	0.44	4.205	0
Pay and Promotion	0.529	0.15	3.519	0.001
R Square = 0.131: Adjusted R Square= 0.121				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table shows that the effect of pay and promotion on overall satisfaction level. The results indicate positive significant influence of Pay and promotion on overall job satisfaction. The result shows that 1% increase in Pay and promotion leads to above 52.9% increase in overall job satisfaction. The regression model shows that significance level of $P < 0.005$, which means this factor have high significance on Job satisfaction.

Table 4.15 The Effect of Working environment on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-Value
Constant	2.673	0.785	3.405	0.001
Working Environment	0.179	0.203	0.881	0.381
R Square = 0.009: Adjusted R Square= -0.003				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Team Cooperation and communication on overall job satisfaction. The result shows that 1% increase in working environment leads to above 17.9% increase in overall job satisfaction. The regression model shows that significance level of $P > 0.005$, which means team ….

Table 4.16 The Effect of Team cooperation and communication on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	B	Std. Error	T-Ratio	P-Value
(Constant)	2.683	1.082	2.479	0.015

Team Cooperation and Communication	0.159	0.253	0.627	0.533
R Square = 0.005: Average R Square = -0.007				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Team cooperation and communication on overall job satisfaction. The result shows that 1% increase in Training and Development leads to above 15.9% increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.17 The Effect of Nature of the job on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-Value
Constant	4.805	0.718	6.697	0
Nature of job	-0.424	0.208	-2.041	0.044
R Square =0.048: Adjusted R Square = 0.037				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Nature of the job on overall job satisfaction. The result shows -0.424 which means that 1% increase in Nature of the job doesn't have a positive increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on job satisfaction.

Table 4.18 The Effect of Supervision on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-value
Constant	3.508	0.584	6.003	0
Supervision	-0.041	0.156	-0.263	0.793
R Square= 0.001: Adjusted R Square= -0.011				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Supervision on overall job satisfaction. The result shows -0.041 which means that 1% increase in Supervision doesn't have a positive increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.19 The Effect of Training and Development on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-value

Constant	3.179	0.493	6.443	0
Training and Development	0.051	0.138	0.37	0.712
R Square= 0.002: Adjusted R Square = -0.011				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Training and Development on overall job satisfaction. The result shows that 1% increase in Training and Development leads to above 5.1% increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.20 The Effect of Recognition on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-value
Constant	3.801	0.436	8.721	0
Recognition	-0.133	0.126	-1.052	0.296
R Square= 0.013: Adjusted R square=0.001				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Recognition on overall job satisfaction. The result shows -0.133 which means that 1% increase in Recognition doesn't have a positive increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.21 The Effect of Responsibility on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	coefficient	Std. Error	T-Ratio	P-Value
Constant	3.303	1.048	3.152	0.002
Responsibility	0.013	0.247	0.052	0.959
R Square = 0: Adjusted R Square= -0.012				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Responsibility on overall job satisfaction. The result shows that 1% increase in Responsibility leads to above 1.3% increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.22 The Effect of Job Feedback on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	Coefficient	Std. Error	T-Ratio	P-Value
Constant	4.748	0.584	8.132	0
Job Feedback	-0.348	0.144	-2.423	0.018

R Square=0.067: Adjusted R Square= 0.055

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Job Feedback on overall job satisfaction. The result shows -0.348 which means that 1% increase Job Feedback doesn't have a positive increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

Table 4.23 The Effect of Task Significance on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	coefficient	Std. Error	T-Ratio	P-Value
Constant	4.875	0.58	8.411	0
Task Significance	-0.385	0.145	-2.663	0.009
R Square= 0.08: Adjusted R Square= 0.068				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Job Feedback on overall job satisfaction. The result shows -0.385 which means that 1% increase Job Feedback doesn't have a positive increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction

Table 4.24 The Effect of Job Significance on Overall job satisfaction

Dependent Variable: overall job satisfaction				
Variable	coefficient	Std. Error	T-Ratio	P-Value
Constant	2.549	0.505	5.045	0
Job Significance	0.228	0.139	1.637	0.105
R Square=0.032: Adjusted R Square= 0.02				

Source: Author's Computation, May 2019 Significance at 1%

The results in the above table show the effect of Job Significance on overall job satisfaction. The result shows that 1% increase in job significance leads to above 22.8% increase in overall job satisfaction. The regression model shows that significance level of P > 0.005, which means this factor doesn't have high significance on Job satisfaction.

The result pointed out that factors contributing to increase job satisfaction of unilever Ethiopia employees: 1. Pay and promotion with percentage of 52%, 2. Job security 22%, 3. Working environment 17%, 3. Team communication and cooperation 15.9%, 4. Training and development 5.1% and Responsibility 1.3%. while the remining while the remining 5 (Nature of the job, Supervision, Recognition, job Feedback and task significance show negative result.

Looking at the result of the analysis, the finding shows that Pay and promotion have high significance effect on job satisfaction. Which supports the finding of articles discussed on the literature review. Bidyut Bijoya Neog & Dr. Mukulesh Barua (2014) study job factors influencing employee's job satisfaction in Automobile service workshops in Assam. The result shows that Salary occupy the most important factor that influence employees job satisfaction compared with other major factors. As Society for Human Resource Management association (SHRM) (2009) found out that one of the most important factor group of employee satisfaction is salary. Similarly, Phan T.M.L (2011) study job satisfaction of employees in Commercial bank in Hue. The result pointed out that factors contributing to the increase in job satisfaction: 1. Essence and pressure of job, 2. Income and benefits.

Dag H.V (2016) also conducted that; salary; supervisor relationship, promotion, working environment (condition), colleague relationship are factors affecting the job satisfaction of employees in small and medium enterprises in Binh Dinh Province.

CHAPTER FIVE

5 Conclusion and Recommendation

This chapter provides conclusion based on the results and findings discussed on chapter 4, which was drawn based on the questioner. Also gives recommendations for further research and study.

5.1. Summary of the major findings

The main purpose of this research was to identify the overall satisfaction level of employees of unilever Ethiopia? Secondly to assess and identify intrinsic as well as extrinsic factors that influence the level of job satisfaction in Unilever Ethiopia.

The focus of the study was on employees of unilever Ethiopia across various functions and departments. Total number of employees in head office and factory was 130 out of which 98 were selected by using Taro Yemane (1967) formula. The data collection method used was questionnaire, which was developed by the researcher, specifically for this study.

Data was analyzed using statistical methods that is descriptive statistics. In the descriptive part of the analysis the result indicates that out of 84 respondents' male respondents were 63% while female was 37%. Looking to age majority of the respondents 57% of them range were from 25 – 35 years old. When we see educational level out of the total 99% are degree holders out of which 1/3 have a master's degree. Since the organization operated for only 4 years 67% of the respondents have been working for less than 2 years.

To understand factors that affect job satisfaction 11 variables were assessed, which were further divided in to intrinsic and extrinsic. 6 variables (Pay and promotion, working environment, job security, from extrinsic and Respect and Training and development) have positive effect on overall satisfaction level of unilever Ethiopia employees.

When looking at the overall satisfaction level of employees 54% of the employees are satisfied, while 20% chose to be neutral and 26% of the employees are dissatisfied.

On the other hand, looking at the result of factors that influence job satisfaction of unilever employees significantly. The finding shows that Pay and promotion have high significance effect

on job satisfaction. Which supports the finding of articles discussed on the literature review. Followed by Job security, working environment and team communication and cooperation.

5.2. Conclusion

From the analysis and finding conclusion and recommendation is drawn, and presented as follows:

- Out of the 11 factors assessed employees are satisfied with employees are satisfied with 8 (working environment, team cooperation, nature of the job and job significance from extrinsic and training and development, responsibility, job feedback and task significance form Intrinsic factors). Compared from those 8 factors the respondent's highest satisfaction was seen in working environment.

- From the result it's was found that employees are not satisfied with 1 factor out of 11 assessed which is pay and promotion. From the result the researcher identified that employees are not happy with the salary as well as due promotion rules since rules are not clearly set and not followed by the management of the company.

- Employees response for two factors where neutral which are recognition and supervision of the company.

- While looking the result on overall satisfaction level employees more than half (54%) of employees are satisfied.

- When looking at the factors which significantly influence job satisfaction of unilever Ethiopia employees, the one which came first and with higher significance is Pay and promotion.

5.3. Recommendation

Based on participants response and finding of the study the researcher has made the following recommendations;

- The finding shows that employees are not satisfied with salary (pay) and promotion of the company. Therefore, the concerned body in the company should work on

those to increase employees job satisfaction level.

- Employees response show that employees are in neutral regarding supervision, and recognition structure. Which the researcher recommends the company to work on to bring employees from neutral to satisfaction level.

- According to the result of the study first Pay and promotion, secondly Job security, third working environment, fourth team communication and cooperation, training and development finally responsibility continuatively have significant impact on employee's job satisfaction, therefore researcher believes the company should keep the good work on working environment and also focus critically on pay and promotion as well as the remining 4.

- Finely the researcher recommends the company to work hard on the 6 factors which are Pay and promotion, working environment, job security, from extrinsic and Respect and Training and development, to increase job satisfaction level of employees.

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Appendix 1

SPSS OUTPUTS

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Average[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.362[a]	.131	.121	.93936

a. Predictors: (Constant), Average

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.930	1	10.930	12.386	.001[b]
	Residual	72.356	82	.882		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.851	.440		4.205	.000	.975	2.726
	Average	.529	.150	.362	3.519	.001	.230	.829

a. Dependent Variable: VAR00002

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Average for ENJ[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097[a]	.009	-.003	1.00308

a. Predictors: (Constant), Average for ENJ

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.781	1	.781	.776	.381[b]
	Residual	82.505	82	1.006		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for ENJ

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.673	.785		3.405	.001	1.111	4.234
	Average for ENJ	.179	.203	.097	.881	.381	-.225	.584

a. Dependent Variable: VAR00002

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Average for ENJ[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.220[a]	.048	.037	.98315

a. Predictors: (Constant), Average for ENJ

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.026	1	4.026	4.165	.044[b]
	Residual	79.260	82	.967		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for ENJ

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.805	.718		6.697	.000	3.378	6.233
	Average for ENJ	-.424	.208	-.220	-2.041	.044	-.837	-.011

a. Dependent Variable: VAR00002

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Average for ESP[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.029[a]	.001	-.011	1.00739

a. Predictors: (Constant), Average for ESP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.070	1	.070	.069	.793[b]
	Residual	83.216	82	1.015		

Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for ESP

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.508	.584		6.003	.000	2.345	4.671
	Average for ESP	-.041	.156	-.029	-.263	.793	-.350	.269

a. Dependent Variable: VAR00002

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Average for ETD[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.041[a]	.002	-.011	1.00697

a. Predictors: (Constant), Average for ETD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.139	1	.139	.137	.712[b]
	Residual	83.147	82	1.014		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for ETD

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.179	.493		6.443	.000	2.197	4.161

Average for ETD	.051	.138	.041	.370	.712	-.224	.327

a. Dependent Variable: VAR00002

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Average for ERG[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115[a]	.013	.001	1.00108

a. Predictors: (Constant), Average for ERG
b.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.109	1	1.109	1.106	.296[b]
	Residual	82.177	82	1.002		
	Total	83.286	83			

a. Dependent Variable: VAR00002
c. Predictors: (Constant), Average for ERG

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.801	.436		8.721	.000	2.934	4.668
	Average for ERG	-.133	.126	-.115	-1.052	.296	-.384	.118

a. Dependent Variable: VAR00002

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Averfage for ERP[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.006[a]	.000	-.012	1.00779

a. Predictors: (Constant), Averfage for ERP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.003	1	.003	.003	.959[b]
	Residual	83.283	82	1.016		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Averfage for ERP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.303	1.048		3.152	.002	1.218	5.388
	Averfage for ERP	.013	.247	.006	.052	.959	-.478	.503

a. Dependent Variable: VAR00002

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method

1	Average for EJF[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.258[a]	.067	.055	.97356

a. Predictors: (Constant), Average for EJF

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.565	1	5.565	5.872	.018[b]
	Residual	77.720	82	.948		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for EJF

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.748	.584		8.132	.000	3.587	5.910
	Average for EJF	-.348	.144	-.258	-2.423	.018	-.633	-.062

a. Dependent Variable: VAR00002

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Average for ETS[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282[a]	.080	.068	.96687

a. Predictors: (Constant), Average for ETS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.629	1	6.629	7.091	.009[b]
	Residual	76.657	82	.935		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for ETS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.875	.580		8.411	.000	3.722	6.027
	Average for ETS	-.385	.145	-.282	-2.663	.009	-.673	-.097

a. Dependent Variable: VAR00002

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Average for EJS[b]	.	Enter

a. Dependent Variable: VAR00002
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.178[a]	.032	.020	.99174

a. Predictors: (Constant), Average for EJS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.635	1	2.635	2.679	.105[b]
	Residual	80.650	82	.984		
	Total	83.286	83			

a. Dependent Variable: VAR00002
b. Predictors: (Constant), Average for EJS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.549	.505		5.045	.000	1.544	3.554
	Average for EJS	.228	.139	.178	1.637	.105	-.049	.505

a. Dependent Variable: VAR00002

APPENDIX 2

ST. MARY'S UNIVERSITY
SCHOOL OF
GRADUATESTUDIES
MASTER OF BUSINESS ADMINISTRATION PROGRAM

Questionnaire to be filled by Unilever Manufacturing PLC employees.

Dear Respondents

You are selected randomly to participate in a research which is designed to assist the researcher to collect data on the topic: Assessment of factors that affect job satisfaction: In the case of unilever Ethiopia.in fulfillment of requirements for award of master's Degree in MBA in General Management. Kindly note your participation in this survey process is voluntary and strictly confidential. Please complete this questionnaire as openly and honestly as possible. The researcher is happy to answer if you have any question. Note the information gathered will be used only for academic purpose.

Part I General Information

You are selected randomly to participate in a research. Kindly note your participation in this survey process is voluntary and strictly confidential. Please complete this questionnaire as openly and honestly as possible. The researcher is happy to answer if you have any question.

1. Current Position / Title ……..
2. Gender (circle one): 1. Male ☐ 2. Female ( ) ☐
3. Age
   1. Under 25 ☐ 2 .25-30 ☐ 3. 30-35 ☐ 4. 35-40 ☐ 5. above 40 ☐

1 How long have you been working in Unilever? _____ years / _____ Month

2 Your highest level of education (circle one):

1. High school ☐ 2. Diploma ☐ 3. BSc/BA ☐ 4. MSc /MA ☐ 5. PhD ☐

Part II Survey

INSTRUCTIONS: Please indicate the extent to which you agree or disagree with each statement by encircling a correspondent number. Strongly Disagree **(1)**, Disagree **(2)**, **Neutral (3),** Agree **(4)** Strongly Agree **(5)**

No.	Factors that affect Job Satisfaction	Likert Scale Level				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I. Effect of Pay and promotion on employee's satisfaction						
1	I get a fair payment for the work I do					
2	I am satisfied with my annual increment.					
3	Clear promotion criteria are set and followed by the management					
4	I feel that I am adequately rewarded for my job					
II. Effect of Working Environment on employee's satisfaction						
1	The rules and regulations are realistic					
2	Arrangement of the office is attractive					

3	Colure of the room is attractive					
4	Management believe that employees are the most important asset of the firm					
5	I can get all the necessary equipment's easily to perform my tasks					
III. Effect of Team Cooperation and communication on employee's satisfaction						
1	My department encourage team work					
2	I freely communicate with employees in the office/ factory					
3	Communication between employs is good					
4	I like the people I work with					

IV. Effect of Nature of Job on employee's satisfaction						
1	The tasks I do are challenging					
2	My job is well designed					
3	Being routine, I feel board with my work					
4	I am currently assigned to a job related to my filed					
v. Effect of Supervision on employee's satisfaction						
1	Work assignments are distributed fairly					
2	My supervisor encourages creativity, innovation and continuous improvement					
3	My supervisor treats all employees equally					
4	I am clear with my job and directions given by my supervisor					
5	My supervisor is available when I need him/her?					
I. Effect of Training and Development on employee's satisfaction						
1	I am encouraged to take the initiative in determining my own career path					
2	I have a clear path for career advancement					
3	My job creates an opportunity to develop to get new skill					
4	I am satisfied with my carrier development					
5	I have got continuous training for my career development					
I. Effect of Recognition on employee's satisfaction						
1	I feel my work is recognized by my line manager/ supervisor					
2	I am satisfied with the recognition given to my achievements					
3	I am adequately recognized for my good work.					

I. Effect of Responsibility on employee's satisfaction						
1	My manager holds me accountable for the work that I do					
2	I know what is expected of me in my job					
I. Effect of Job Feedback on employee's satisfaction						
1	My supervisor values my feedback					
2	I always get a chance to express my self-regarding the task					
I. Effect of Task Significance on employee's satisfaction						
1	I believe my job makes a difference					
2	My job is relatively significant in the organization					
3	My job impacts the mission of my company					
4	My work gives me a feeling of personal accomplishment					
I. Effect of Job Security on employee's satisfaction						
1	I feel I have job security					
2	I plan to be working for the company a year from now					
1. Overall Satisfaction level						
2	In general, I am satisfied with my job					