

ST.MARY'S UNIVERSITY COLLEGE

Faculty of Business

Department of Management

An Assessment of Job

Satisfaction in Black Lion Hospital

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CHAPTER ONE

1. INTRODUCTION

1.1 BACK GROUND OF THE STUDY

Black Lion Hospital is the government organization, which was established in 58 E.C. by Addis Ababa Ministry of health. It is the largest Hospital in all of Ethiopia more over it is the last referral Hospital in our country. This hospital sees approximately 370,000 – 4000,000 patients a year but the exact number is not known. It has 800 beds. With 130 specialists, 50 non-teaching doctors. This is the largest Hospital for University of Addis Medical School. In Ethiopia the emergency department sees around 80,000 patients a year and they just started a new trauma unit in the recent months.

The Black Lion Hospital shall have the following objectives

- To medicate patients as an emergency, follow up patients like diabetics, Blood Pressure, and HIV and the like.
- Bed service for severe patients who needs like sugary.
- To serve us a referral Hospital from outside the country.
- To give as a pharmacy service to the patient which is order by the physicians.
- Black Lion Hospital serves us educational institution which is controlled by Addis Ababa University

Job Satisfaction is the employees have acquired equal chance of promotion, satisfied salary and benefit package and effective line of authority. Satisfied employee is a competitive and productive as well as he or she utilize the Black Lion resource effectively and efficiently.

The performance of employees in the Black Lion Hospital is affected by different factors such as.

- The employee assigned overloaded work environment
- Lack of efficient knowledge about the assigned job.
- The individuals who can not meet their most expectations with regard to their jobs
- Miss management of job assignment regarding the flow of jobs
- The discrepancy b/n the old age of the employee and the work assigned
- Lack of cooperation among employees.

Therefore, my research is focus on the impact of job satisfaction in the black lion Hospital.

1.2. STATEMENT OF THE PROBLEM

Change in the world is accelerating because markets became more globalized. This trend paved the way for more extreme competitive, not only in the international market but also in the domestic market. This tremendous competition pressure is causing companies to emphasize more on their human side as part of the tool for their productivity and competitiveness.

By increasing the motivational level of the workers, most companies in the developed world have tried to increase their profitability as well as market share. But, case studies in Ethiopia are miles back in responding to the changing environment. As result of this problem, most Black Lion workers have heralded their job dissatisfaction in the form of frequent absenteeism, turn over and limiting their effort and contribution to decrease the productivity of the organizations.

However, many private companies have emerged in the country with an increasing competitive advantage, which challenges the profitability and survival of the public owned companies. Hence, it becomes a crucial question for most public owned companies on how to improve the level of their employees' job satisfaction in order

to increase their competitiveness and market share. Thus this study is interested to search out answers for the following questions.

1.3. RESEACH QUESTIONS

- What is the level of employees' job satisfaction in the selected organizations (non- managers)?
- What are the main causes for the employees' job satisfaction or dissatisfaction in the organization?

1.4. OBJECTIVE OF THE STUDY

1.4.1. GENERAL OBJECTIVE

The main objective of the research is to assess the level of employees' job satisfaction of the Black Lion hospitals in Medical Department.

1.4.2. SPECIFIC OBJECTIVES

The study is targeted to achieve the following specific objectives:

- To conduct employees' survey about the level of job satisfaction in both
- To find out the main causes for the employees' job satisfaction and dissatisfaction.
- To come out with conclusions and recommendation on the basis of the results of the survey analysis.

1.5. SIGNIFICANCE OF THE STUDY

The survey is conducted on public service giving organizations. The study enables the organizations to gauge their employees' job satisfaction levels and May help to formulate more effective strategy that enhances their employees' Motivational techniques, quality of supervision, and promotion scheme and there by increases their competitiveness.

Furthermore, similar companies who wish to be competitive by satisfying their employees also benefited from this paper. It will be beneficial for any reader who want to know what job satisfaction is, and will be a base line for further studies

1.6. SCOPE /DELIMITATION/ OF THE STUDY

The employees' level of job satisfaction in the service giving organizations has not been studied adequately in Ethiopia. Thus, this research paper will try to provide some theoretical background about the job satisfaction and assess practically the degree of employees' job satisfaction for private and public hospitals. The study will be confined to Black Lion Hospital. Black Line Hospital has different department, from these department this paper will target the medical department of the hospital.

1.7. RESEARCH DISIGN

The study will employ descriptive survey research method so as to describe facts affecting job satisfaction a case study of Black Lion Hospital. During the study data collection instrument & data analysis procedures will be applied.

1.7.1. POPULATION AND SAMPLING TECHNIQUES

A total of 58 employees will participate in this study. Random sampling method will apply to the medical department of the Hospital because this sampling method is very easy and time consuming. The questionnaire will distribute to 50 employees at a non-managerial position, of which 30 of them are nurses and the rest are doctors.

1.7.2. TYPES OF DATA COLLECTED

In this research, the researcher are primarily and secondary data. The primarily data is obtained from using questionnaire and interview technique two types of questioner, lose and open ended, were designed to measure the employee, job satisfaction

Secondary data has been obtained from desk review, annual report, bulletins and news letter.

1.7.4. METHOD OF DATA COLLECTION

The study utilizes interview and questionnaires to collect the necessary data for the study. Questionnaires will be used for the main reason that it is a full-proof tool for obtaining varieties of opinions from a large number of population within a short span of time.

1.8. LIMITATION OF THE STUDY

The researcher expected to face some difficulties in obtaining previous studies and references, which are important on the topic of the study. Moreover, the researcher expects to countenance a problem of having enough time as compared to the large volume of work to be accomplished.

1.9. ORGANIZATION OF THE STUDY

The research paper will be organized into four parts. The composition and organization of each part is presented below.

Chapter One serves as an introduction for the whole document, which includes background of the study, Statement of the problem, Objective of the Study, research design and Methodology, scope /delimitation/ of the study, Significance of the study, Limitation of the Study, organization of the study and time budget.

In the second chapter the different views of Authors in the study area are presented as literature review, here important concepts of purchasing are defined. The third chapter of the paper will cover data collection, presentation and summary. The last chapter of the paper discusses conclusion and recommendation.

CHAPTER TWO

2. Review of Related Literature

2.1. Job Satisfaction: A conceptual approach

Job satisfaction is the total of the sentiments related with the job conducted. If the worker perceives that his or her values are realized within the job, he or she improves a positive attitude towards his or her job and acquires job satisfaction. It is also defined as an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved. Furthermore, job satisfaction is defined as the extent to which employees like their work, and attitude based on employee perceptions (negative or positive) of their job or work environment. Most efforts to explain job satisfaction have been dominated by the person-environment fit paradigm. Simply stated, the more a person's work environment fulfills his or her needs, values, or personal characteristics, the greater the degree of job satisfaction. In light of these definitions, job satisfaction can be defined as the sum of all negative and positive aspects related to the individual's salary, or her physical and emotional working conditions, the authority he or she has, the automatic usage of their authority, the level of success he or she has maintained and the rewards given due to this success, the social state maintained in relation with his or her job, and relationship with his or her colleagues and administrators. Individual elements do not result in the job satisfaction. Job satisfaction can only be mentioned if all these elements exist in a place in harmony.

Web and check out S.A.L. #11-How satisfied am I with my Job?) Independent studies, conducted among U.S. workers over the past 30 years, generally indicate that workers are satisfied with their job. While the percentage is pretty wide from

the high 40s to the high 70s more have reported that they're satisfied than not. In spite of these generally positive results, recent trends aren't encouraging. Since the 1990s, there's been a marked decline in job satisfaction. A Conference Boards study in 1995 found that 58.6 percent of Americans were satisfied with their jobs by 2003. That percentage was down to just 49 percent. Not surprisingly, job satisfaction tends to increase as income increases. Individuals earning less than \$15,000.00 are the least satisfied of all income groups while those earning more than \$50,000.00 are the most satisfied, although satisfaction levels actually have fallen for all income categories since 1995.

What effect does job satisfaction have on employee behavior that is, on productivity, absenteeism, and turnover? (Go to the Web and check out Q & A 14.5.)

2.2. Satisfaction and Productivity

For a good part of the twentieth century, managers believe that happy workers were productive workers. As result of the Hawthorne studies (discussed in Chapter 2) managers generalized that if their employees were satisfied with their jobs that satisfaction would translate to working hard. But that belief is generally false. At the individual level, research suggests the reverse to be more accurate that productivity is likely to lead to satisfaction. However, if we look at the organization level, there's more support for the original satisfaction-productivity relationship. When Satisfaction and productivity information is gathered for the organization as a whole, rather than at the individual level we find that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. (Stephan P.345)

2.3. Satisfaction and Absenteeism:

Although research shows that satisfied employees have lower levels of absenteeism than do dissatisfied employees, the correlation isn't strong. While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship. For instance organizations that provide liberal sick leave benefits are encouraging all their employees including those who are highly satisfied-to take "sick" days. Assuming that your job has some verity in it, you can find work satisfying and yet still take off a "sick" day to enjoy a three day weekend or tan yourself a warm summery day if those days come free with no penalties. (Stephan P.345)

2.4. Satisfaction and Turnover

Research on the relationship between satisfaction and turnover is much stronger. Satisfied employees have lower levels of the turnover while dissatisfied employees have higher level of turnover. Yet things such as labor market conditions, expectations about alternative job opportunities and length of employment with the organization also affect the decision to leave. Research also suggests that an important moderator of the satisfaction turnover relationship is the employee's level of performance. For superior Performers the level of satisfaction is less important in predicting turnover. Why? The organization typically does everything is can to keep high performers they get pay praise, recognition, increased promotion opportunities, and so forth. (Stephan P.345)

2.5. Cognitive Dissonance theory

Can we assume from this consistency principle that an individual's behavior can always be predicted if we know his or here attitude on a subject? The answer, unfortunately, is more complex than merely "yes" or "no" The reason is cognitive dissonance. (Stephan P.346)

2.6. WORKING DEFINATION

As we know from our earlier definition, Job satisfaction refers to a person general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude toward the job while a person who is dissatisfied with the job has a negative attitude

Although job satisfaction has been defined in many different ways, the most commonly accepted definition views it as depending on two employee perceptions (beliefs). One perception is the employee's assessment of what the job and work environment is currently providing. This will be called what is perception. The second perception is what the employee wants the job to provide or believes the job should provide. This will be called what should be perception.

One's satisfaction is determined by the correspondence or agreement between these two perceptions. If an employee believes what is equals what should be, satisfaction will result. Dissatisfaction is predicted if the employee believes what should be exceeds what is.

Job satisfaction is really a significant indicator for employees' productivity. Employees can be satisfied with some elements of the job while simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behaviors. An employee might complain to the supervisor when dissatisfied with low pay but not with co-workers dissatisfaction. Overall job satisfaction is a combination of the person's feelings to words the different factors of job satisfaction. (STEVEN,1994:207p)

2.7. A MODEL OF JOB SATISFACTION

What determines the level of job satisfaction? The model in figure 1 that combines discrepancy theory and equity theory provides the best explanation. Discrepancy

theory states that the level of job satisfaction is determined by the discrepancy between what people expect to receive what they experience. Job satisfaction or dissatisfaction results from a comparison of the amount the employee expects to receive and the perceived amount received. Job dissatisfaction occurs when the received condition is noticeably less than the expected condition. Job satisfaction improves as the person's expectations are met or exceeded-up to a point. Equity states that equity occurs when the person and comparison others have similar outcome/input ratios. This is relevant to job satisfaction, because the amount we expect to receive is partly determined by our comparison with other people.

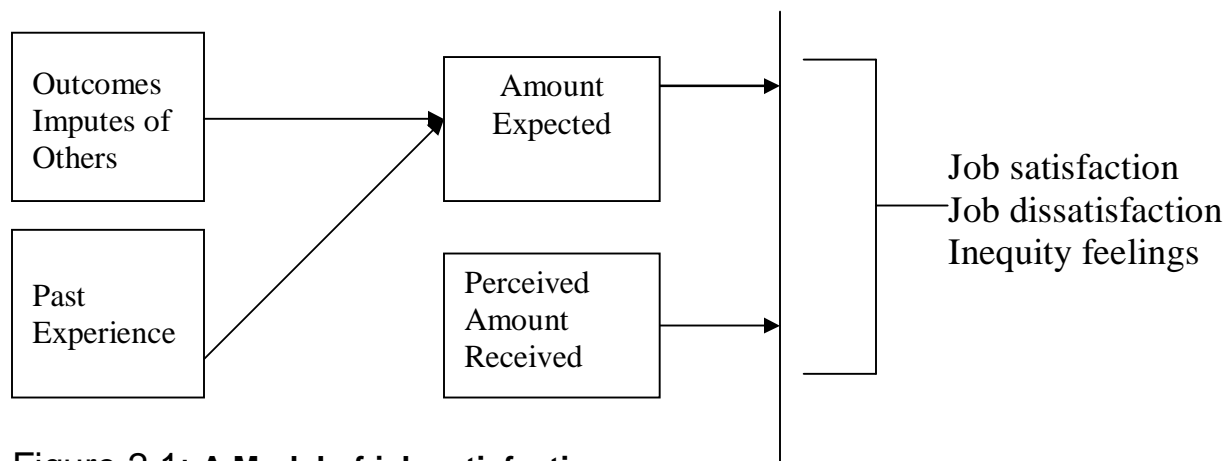


Figure 2.1: A Model of job satisfaction

(Source : Mchshane S.L. and Glinow M.A, ORGANIZATIONAL BEHAVIOR, PAGE:206.

Equity theory also explains why job satisfaction does not always continue to increase as the received condition exceeds expectations. As per receive much.

Better outcomes than expect, they typically develop feelings of guilty and a belief that organizational practices are unfair to others. At first employees adjust their expectations upward when they are over rewarded. However, if the over reward is so large that is connote be justified, then feelings of inquire persist and dissatisfaction with organizational practices may result

In summary, discrepancy and equity theories predict that as reality meets and exceeds expectations, job satisfaction will increase. However, job satisfaction begins to decrease when the perceived job situation is so much better than expected that the over reward creates a feeling of guilt or unfairness

2.3. JOB SATISFACTION AND ITS DETERMINANTS

2.3.1. JOB SATISFACTION AND AMOUNT OF WORK

Contrary to what some people believe, employees who have too little work are actually less satisfied with their jobs than those who are burdened with too much WORK. The most satisfied employees are those who have just right amount of work and the least satisfied employees are those who have much too little work. What this means is that while many employees will be enjoying a well-deserved rest during the holidays, most want to put in a full workday when they get back to work.

2.3.2. JOB SATISFACTION AND WORK GROUP ESPRIT DE CORPS

Work group esprit de corps is also a relatively new variable linked to job satisfaction. Some times categorized under the general heading of work group characteristics, work group esprit de corps refers specifically to the extent to which members take pride in their work group. It has also been discussed as a vital component of an organization's psychological climate, which in turn is thought to influence employee job satisfaction. Finally, the notion that interpersonal relations among workers may lead to certain group dynamics, which in turn affect organizational productivity and job satisfaction, can be traced to the human relations approach and its focus on the "human factor" in the work place. It is anticipated that work group (or departmental) esprit de corps will be a significant determinant of employee job satisfaction.

In general, employees want co-operate in getting the job done, they want co-workers who are competent and reliable.

2.3.3. JOB SATISFACTION AND ORGANIZATIONAL REWARD SYSTEM

Many conceptualization of job satisfaction as a function of the match between the rewards offered by the work environment and the individual's pattern of needs for those rewards".

Employees are more satisfied when they are rewarded fairly for the work they do, considering the effort they have put forth, the work they have done well and the demand for their jobs. People have different needs and beliefs that will lead them to satisfaction of those needs. With this managers can control worker's behavior through intrinsic and extrinsic rewards.

Intrinsic rewards are those feelings of satisfaction that people obtain directly from their activities. People at work, for example, may satisfy their needs for achievement, for competence, and for self-actualization through solving problems that are built in to their jobs.

Extrinsic rewards include tangible items, such as pay promotion, fringe benefits, and status symbol which organizations may grant employees. It is not difficult to see how money can be instrumental in satisfying lower level physiological and safety needs.

Both intrinsic and extrinsic rewards can be used to motivate performance. Reward systems have also been shown to influence an employee's decision to come to work or to remain with the organization.

Job satisfaction would induce the employee to say and includes factors such as recognition, opportunities for growth, achievement and other factors associated with the aspects of motivation of the individual.

JOB SATISFACTION AND SUPERVISION

Supervision is one of the most important factors in job satisfaction. The nature of supervision in the work place is defined by the relationship between the individual employee and the immediate supervisor. Numerous studies have shown that the relationships between supervisors and subordinates contribute to higher level of job satisfaction. Employee oriented or considerate supervisors who take personal interest in their subordinates and display friendship, mutual trust, respect and warmth, have been found to have subordinates who are relatively more satisfied with their jobs. Employees who enjoyed a supportive.

Relationship with their immediate supervisors experienced higher levels of job satisfaction than those who did not. This satisfaction with leadership behavior of the supervisor results in relatively low turn over rates, grievances and absenteeism.

Actions that should be taken to enhance employee satisfaction with their supervisors are:

Supervisors should encourage teamwork and participation.

Make sure that your managers are well trained. Leadership combines attitude and behavior, it can be learned.

People respond to managers that they can trust and who inspire them to achieve meaningful goals.

In addition to the above important behaviors, supervisors should have competence. This means, they need technical and managerial skills in addition to human- relations skills.

2.3.5 Job design, job characteristics and job satisfaction

Job design refers to organizing tasks, duties, and responsibilities into a productive unit of work. It involves the content of jobs and the effect of jobs on employees. Job designs to take advantage of important job characteristics are more likely to be positively received by employees. Such characteristics help distinguish between “good” and “bad” jobs.

Many of the approaches to enhancing productivity quality reflect efforts to expand some of the job characteristics. Today, more attention is being paid to job design for the reasons that job design can influence performance; affect both physical and mental health in addition to affecting job satisfaction, performance, health, and many other factors, many organizations are changing or have already changed the design of some jobs.

For managers of human resource, there are a number of lessons to be learned from Herzberg’s research, and they can be put in to practice in order to increase the motivation factors in the jobs of their employees. Most of these are related to ways in which an individual’s job could be enriched. In Herzberg’s view, job enrichment should be aimed at bringing the job up to the level of challenge commensurate with an employee’s skill level; if the individual’s skill level is higher than the job requires, either there has been a mismatch in the selection process or that person will move upwards fairly quickly (or out of the organization altogether if there are no promotion opportunities).

Job characteristics refer to the content and nature of job tasks themselves. The five core job characteristics are defined as follows:

Skill variety. The degree to which a job requires a variety of different activities, requiring a number of different skills and talents; the more skills required, the more meaningful the job is likely to be.

Task identity. The degree to which a job can be seen as a “whole” and identifiable piece of work, done from beginning to end with a visible outcome; jobs covering only a small part of a larger task are seen as less meaningful.

Task Significance. The degree to which a job impacts significantly on the lives of other people, inside or outside the organization.

If all three characteristics are present in any job, the person performing that job is likely to experience meaningfulness; this can also be the case even if one or two of the characteristics are reduced.

Autonomy. The degree to which a job provides freedom and discretion to the individual in scheduling the work and determining how it should be carried out appears to have an influence on the extent to which the person carrying out the job experiences a sense of responsibility.

Feedback from the job. The provision of direct and accurate feedback on performance provides knowledge of results.

2.3.6 WORKING CONDITIONS AND EMPLOYEE SATISFACTION

Organizational obstacles or constraints such as inadequate tools and equipment, insufficient training, cramped workspaces, unsafe work environments, and uneven workload distributions among co-workers may be important predictor variables of employee attitudes, motivation, and performance.

Most studies in this area have focused primarily on the adverse effect of constraints on organizational performance, but a few have examined the influence of organizational constraints on employee job satisfaction. Thus, the perceived absence of organizational obstacles in the work environment will have

CHAPTER THREE

3. DATA ANALYSIS AND INTERPRETATION

In order to obtain information of the study the questionnaires were distributed for collecting data for 44 employees of Black Lion Hospital. The respondents are randomly selected from three departments. Out of the Total 50 questioners 35 were correctly filled and returned.

In this section general background information about respondents will be presented including age, sex, marital status, educational background, and years of service in the hospital.

The purpose of presenting these data is to check whether there is any relation between employee job satisfaction and these personal characteristics. On top of this, analysis of findings related to employee's job satisfaction is also de the following table there fore, presents the general characteristics of respondents.

3.1. Respondents Background

Item	No. of respondents	Percentage
1. Age		
- Bellow -23	7	17.5
- 23 – 30	21	52.5
- 31 -40	8	20
- 41 – 50	4	10
- Above -51	-	-
Total	40	100
2. Sex		
- Male	16	40
- Female	24	60
Total	40	100
3. Marital Status		
- Divorce	2	5
- Unmarried	19	47.5
- Married	19	47.5
- Widowed	-	-
Total	40	100
4. Educational Background		
- Grade 1-8	9	22.5
- “ 9-10	6	15
- “ 11-12	8	20
- Certificate	9	22
- Diploma	8	20
- Degree	-	-
- Masters and above	-	-
Total	40	100
5. Years of service in the organization		
- Below 1 Year	10	25
- “ 1-3 Years	12	30
- “ 4-7 Years	12	30
- Above 7 Years	6	15
Total	40	100

Source: (Questionnaires collected)

According to table 3.1. item 1, out of the total respondents 7(17.5%) were below 23 years old 21 (52.5%) were between 23 and 30 years old, 8(20%) were between 31 and 40 years old, and the remaining 4(10%) were between 41 and 50 years old.

The above information indicates that more than half of the organization's employees all within the age interval of 23 and 30 years.

Item 2 in Table 3.1. present the sex distribution of respondents, and out of total respondents 16(40%) are male and 24(60%) are female. This indicates that Black Lion Hospital have more female than male employees.

Item 3 in Table 3.1. presents the material status of employees who work in this organization. Accordingly, 2(5%) of respondent were divorced, 19(47.5%) were unmarried/single; and 19(47.5%) respondents were married.

In Item 4 Table 3.1, on the other hand, presents educational background or respondents. The data indicates that 9(22.5%) respondents are between Grades 1 and 8, 6(15%) are between Grade 9-10, 8(20%) respondents are between Grade 11-12, and 9(22.5%) had certificates. The remaining respondents (i.e. 8(20%)) are Diploma holders. According to the above information, the majority of the organization's employees (57.5%) had attained Grade 12 education or below. Therefore, the last item in Table 3.1. indicates the work experience of respondents in the organization. Thus, 10(25%) respondents had below 1 year work experience, 13(30%) respondents had

between 1 and 3 years experience, another 12(30%) of the respondents had between 4 and 7 years experience, and the rest of the respondent 6(15%) had above 7 years work experience. According to this information, the majority of employees (75%) had more than 1 year work experience in this organization.

3.2. Analysis of findings related to employee job satisfaction

Table 3.2.1. Level of Employee's Satisfaction

	Question	No.of respondent	Percentage
1.	-To what extent are you satisfied with your job?		
	- Very unsatisfied	12	30
	- Unsatisfied	22	55
	- Undecided	-	-
	- Satisfied	6	15
	- Very satisfied	-	-
Total		40	100

Source: (Questionnaires Collected)

As it can be observed from the above table 3.2.1, the majority of the respondents 22(55%) said they were unsatisfied with their job, and 12(30%) claimed that they were very unsatisfied with their job. The remaining respondents 6(15%) reported that they are satisfied with their job. The above information indicates that the majority of respondents (85%) expressed dissatisfaction with their jobs.

Table 3.2. 2. Factors that affect employee's Satisfaction

Item	Percentage
What do you think are the reasons for your Dissatisfaction with your job?	
-Salary scale is not attractive	28.75
-No close relationship between employees and management	23.75
- Fringe benefit and other incentive	20
-Company is Administration and policy	17.5
- Recognition	3.75
- No close relationship b/n employees	2.5
- Responsibility	2.5
- The work itself	1.25
- Achievement	-
Total	100

Source: (Questionnaires Collected)

Table 3.2.2. Shows that 29% of respondents are not satisfied with their salary scale 24% of the respondents reported that they aren't with the relationship between employees and management; 20% of the respondents felt that fringe benefit and other incentives are minimum; 18% of respondents were not satisfied with company policy and administration; 3% of the respondents stated that they are not satisfied with their recognition in the organization: 3% of the respondents claimed that there was no close relationship between employees and management; another 3% of reported that they are not satisfied with their responsibility; and the remaining 1% expressed dissatisfaction with the work itself. Overall, a significant proportion expressed their disappointment on different situation in the organization.

Table 3.2.3. Management Efforts to solve employee's satisfaction

Item	No.of respondent	Percentage
- To what extent do you think management tries to solve if there is dissatisfaction of employees with there job in this organization?	-	-
- To a great extent	2	5
- To some extent	10	25
- Undecided	10	25
- Not at all	18	48
Total	40	100

Source: (Questionnaires Collected)

The data in the above table 3.2.3. Shows the extent to which management tries to solve employee's job dissatisfaction. About 18(45%) of the respondents claimed that management had not solved all employees dissatisfaction with their job; 10(25%) of the respondents stated that management had solved employees job dissatisfaction to some extent; and 2(5%) of respondents reported that to a great extent management had tried to solve employees job dissatisfaction. On the other hand, 10(25%) of the respondents were undecided about the management effort to solve employees job dissatisfaction.

According to the above finding, the majority of respondents (70%) have negative perception about the management effort to solve job dissatisfaction among employees.

Table 3.2.4. Satisfaction with level of salary of the hospital

Item	No. of respondent	Percentage
- To what extent do you satisfied with your salary?		
- Very Unsatisfied	21	52.5
- Unsatisfied	17	42.5
- Undecided	2	5
- Very satisfied	-	-
Total	40	100

Source: (Questionnaires Collected)

The above table 3.2.4 indicate that, (21(53.5%) of the total respondents reported that they are unsatisfied with their salary; 17 (42.5%) stated that they are unsatisfied with it; and 2(5%) of the respondents claimed undecided as to whether they are satisfied or not with their salary. However the above finding clearly shows that the vast majority of respondents (about 96%) were unhappy with salary.

Table 3.2.5 Reason for being dissatisfied with the salary level

Item	No. Of respondents	Percentage
If you are "very unsatisfied" or 'unsatisfied' with your current salary, what are the reasons for your dissatisfaction?		
- Managerial problem	9	23.68
- Lack of budget	1	2.63
- Unbalanced payment between employees by the same job	18	47.37
- Less attention given to employees from employer	10	26.32
- Don't know	-	-
Total	38	100

Source: (Questionnaires Collected)

The data shown in table 3.2.5 indicate that the reasons why employees unsatisfied by their salary (22.51) claimed Managerial problem as a cause lack of budget said 3(7.5%), 18(45%) said unbalanced payment between employees on the same job, the remaining respondents said less attention given to employees from employer that is 10(25%). According to this finding, majority of the respondents are dissatisfied with the unbalanced in payment among employees who carry out same/similar jobs, qualification, and position.

Table 3.2.6 Salary Comparison Against Other Company

Item	No. Of respondents	Percentage
How do you evaluate the salary scale of the organization compared to other similar organization?		
- Very Low	21	52.50
- Low	13	32.50
- Medium	6	15
- Highly	-	-
- Very Highly	-	-
- Don't know	-	-
Total	40	100

Source: (Questionnaires Collected)

From table 3.2.6 it can be observed that the majority of respondents (i.e. 21(52.5%)) reported that the salary scale of the organizations is very low compared to other similar organization, and an additional 13(32.5%) of the total respondents also claimed that the scale is low in relation to other similarly organizations. On the other hand, the remaining respondents i.e. 6(15%) said that the salary scale is medium compared to other similar organizations. Overall, the above findings reveal the vast majority of respondents

(85%) feel that the salary scale of the organization is inferior and unattractive compared to other similar organizations.

Table 3.2.7 Employees Turnover

Item	No. Of respondents	Percentage
Is there any turnover in the organization		
- Yes	40	100
- No	-	-
Total	40	100

Source: (Questionnaires Collected)

Table 3.2.7 indicate the extent of employee turnover in this organization. All respondents i.e. (40(100%)) were in consensus and admitted the existence of high turnover in the organization. This may be related to high rate of dissatisfaction expressed in earlier sections by a significant proportion of respondents with different aspects of the organization ranging from relationship, management to salary scale.

Table 3.2.8 Reasons for Turnover

Item	No. Of respondents	Percentage
- Dissatisfaction with the salary	33	82.5
- Lack of employee satisfaction with their job	5	
- Lack of close attention by the management	2	12.5
- Don't know	-	5
Total	40	100

Source: (Questionnaires Collected)

The data in the above table 3.2.8 shows the reason for high turnover rate of employees. According to 33(82.5%) of respondents, high turnover in the organization is due to dissatisfaction with the salary. In addition 5(12.5%) respondents associated the high turnover with lack of close attention by the management. The rest of the respondents 2(5%) linked high turnover with lack of employees satisfaction with their job. As the above information indicates, in Black Lion there is high turnover of employees mostly because of dissatisfaction with the salary.

Table 3.2.9 Attention given by management to employees

Item	No. Of respondents	Percentage
How happy are you with the attention management gives to the employees?		
- Very unhappy	19	47.5
- Unhappy	17	42.50
- Happy	-	-
- Very happy	4	10
Total	40	100

Source: (Questionnaires Collected)

Table 3.2.9 present that, the majority i.e.19 (47.5%) of respondents reported that they are very unhappy with the attention management had given them; and similarly, 17(42.5%) respondents expressed that they are unhappy with the lack of management attention. In contrast, the remaining 4(10%) respondents claimed the fact that they are very happy with the attention they get from management. Overall, the above results show that vast proportions of employees (90%) of the employees are not satisfied by the level of attention management had given to them.

Table 3.2.10 Management Awareness about Employees' Satisfaction

Item	No. Of respondents	Percentage
To what extent do you think the management knows your level of satisfaction with job?		
- To great extent	2	5
- To some extent	10	25
- Undecided	13	32.50
- Not at all	15	37.50
Total	40	100

Source: (Questionnaires Collected)

The data in the above i.e. Table 3.2.10 indicates that the majority of respondents 15(37.5%) said the management do not at all knows the level of employee's satisfaction, 13(32.5%) of respondents undecided the management awareness of the level of employees satisfaction, 10(25%) said to some extent the management knows the issue the rest of respondents 2(5%) said to a great extent the management know the level of employees satisfaction. However the above information mainly indicates that the majority of respondents said that the management does not know at all the level of employee's satisfaction with their job.

Table 3.2.11 Level of employee's satisfaction with management

Item	No. Of respondents	Percentage
To what extent do you agree that employees are satisfied with top management?		
- Strongly disagree	25	62.5
- Disagree	2	5
- Undecided	11	27.5
- Agree	2	5
- Strongly	-	-
Total	40	100

Source: (Questionnaires Collected)

The data in the above Table i.e. 3.2.11 depicts the extent of employees' satisfaction with top management. The majority of respondents i.e. 25(62.5%) expressed strong disagreement to the view that employees are satisfied by management. Similarly, 2(5%) of the respondents disagreed that employees are satisfied with management. In contrast, only 2(5%) of the respondents reported that they agree that employees are satisfied with top management. The rest of the respondents 11(27.5%) reported that they are undecided whether they are satisfied or not with management. Generally, the above finding suggests that the overwhelming majority of employees (67.5%) are dissatisfied with top management.

Table 3.2.12 Relationship between employees and top management

Item	No. Of respondents	Percentage
How do you rate the relationship between employees and top management?		
- Very poor	12	30
- Poor	14	35
- Indifferent	5	12.5
- Good	9	22.5
- Very good	-	
Total	40	100

Source: (Questionnaires Collected)

The data in table 3.2.12 indicate the nature of relationship that exists between management and employees. The majority of respondent i.e. 14(35%) reported that the relationship between the two is generally poor. Similarly, 12(30%) of the respondents feel that the management-employee relationship in the organization is very poor. In contrast, 9(22.5%) respondents i.e. 5(12.5%) were undecided about the nature or relationship existing between management and employees. Overall, results suggest that the vast majority of employees (65%) were unhappy with the quality of management-employee relationship and consider it to be poor or worse.

Table 3.2.13 Supervisor is support at the working place

Item	No. Of respondents	Percentage
To what extent do you agree? "Supervisor support Employees" at working place		
- Strongly disagree	-	-
- Disagree	12	30
- Undecided	4	10
- Agree	8	20
- Strongly agree	16	40
Total	40	100

Source: (Questionnaires Collected)

The data in the above Table 3.2.13 shows that two-fifth of the respondents i.e. 16(40%) strongly agree that the supervisor support at the working place. Similarly, one-fifth of the respondents i.e. 8(20%) agree that employees get support from their supervisors. On the contrary, 12(30%) respondents disagree with the view that employees get support from their supervisors. The rest of the respondents i.e. 4(10%) were not decided whether or not employees

Get support from supervisors. All in all, the above results depict that the majority or respondent (60%) agree that

Supervisors provide employee with support at the work place, but still a significant proportion of employees disagree with this.

Table 3.2.14 Relationship between employees and supervisor

Item	No. Of respondents	Percentage
How do you rate the relationship between employees and top Supervisor?		
- Very poor	5	12.5
- Poor	9	22.5
- Indifferent	4	10
- Good	22	55
- Very good	-	-
Total	40	100

Source: (Questionnaires Collected)

Table 3.2.14 indicate the level of relationship between employees and supervisor. The data shows that 22(55%) said have good relation, 9(22.5%) said poor relation, 5(12.5%) of respondents said have very poor relation the remaining respondent 4(10%) said have indifferent relation. As the above information indicate that the majority of employees have good relationship with their supervisor.

Table 3.2.15 level of employees satisfaction with supervisor

Item	No. Of respondents	Percentage
To what extent do you agree that employees in the organizations are satisfied with the supervisors?		
- Strongly disagree	3	7.5
- Disagree	3	7.5
- Undecided	13	32.5
- Agree	16	40
- Strongly agree	5	2.5
Total	40	100

Source: (Questionnaires Collected)

Table 3.2.15 presents the level of employees' satisfaction with supervisors. The majority of respondent 16(40%) strongly agree with the view. On the contrary, a relatively small proportion (15%) of respondents reported that they disagree to a different extent to the view that employees are satisfied with supervisors (each reported by 3(7.5%) respondents). The rest of the respondents 13(32.5%) reported that they are not decided whether employees are satisfied with supervisors or not. Overall, the above results show that over half of the employees (52.5%) are satisfied with their supervisors.

Table 3.2.16 Relation ship among employees

Item	No. Of respondents	Percentage
How do you rate the relationship between employees?		
- Very poor	-	-
- Poor	3	7.5
- Indifferent	3	7.5
- Good	18	45
- Very good	16	40
Total	40	100

Source: (Questionnaires Collected)

As shown in table 3.2.16 the data presents that 18(45%) said have good relation, 16(40%) said very good, 3(7.17) said have indifferent relation and 3(7.5%) of respondents said poor relationship between employees. The above information indicates that the employees have good relation ship among them.

Table 3.2.17 Degree of Management’s efforts to motivate Employees

Item	No. Of respondents	Percentage
To what extent does the management motivate employees to be more productive?		
- To a great extent	-	-
- To some extent	4	10
- Undecided	3	7.5
- Not at all	33	82.5
Total	40	100

Source: (Questionnaires Collected)

The data in Table 3.2.17 shows the extent to which management motivates employees to be more productive. The vast majority of respondents i.e. 33(82.5%) claimed that management had not been able to motivate employees to be more productive. On the other hand, 4(10%) respondents claimed that management had succeeded in motivating employees to some extent to be more productive. The rest of the respondents (i.e. 3(7.5%) were undecided about the extent to which management was able to motive employees. Overall, the above results show that the overwhelming majority of employees do not feel motivated by management to be more productive.

Table 3.2.18 Working Condition

Item	No. Of respondents	Percentage
To what extent are you satisfied with the working condition of the organization?		
- Very unsatisfied	8	20
- Unsatisfied	19	47.50
- Undecided	8	20
- Satisfied	5	12.50
- Very satisfied	-	-
Total	40	100

Source: (Questionnaires Collected)

The above table 3.2.18 presents the working condition that prevails in the organization. According to 19(47.5%) of the respondents, they are not satisfied with the working condition. Similarly, 8(20%) of the respondents expressed that they are very unsatisfied with the work condition. In contrast, only 5(12.5%) of the respondents stated that they are satisfied with the work condition. The rest of the respondents i.e. 8(20%) were undecided whether the work condition is satisfactory or not. Hence, the above results show that about two-thirds of the employees (67.5%) are not satisfied with the work condition in the organization.

Table 3.2.19 Reason for being dissatisfied with working Condition

Item	No. of respondents	Percentage approximate
What are the reasons for your dissatisfaction with working condition?		
- Location of the plant	5	18.52
- Poor working environment	9	33.33
- Lack of facilities	11	40.74
- The spaces of working	2	7.41
Total	27	100

Source: (Questionnaires Collected)

Table 3.2.19 indicates the reason for employees' dissatisfaction with the working condition in the organization. The majority of the respondents i.e. 11(40.74%) claimed that they are dissatisfied with the work condition because of lack of facilities, 9(33.33%) said it is because of poor working environment, and 5(18.52%) respondents stated that their dissatisfaction is caused by the working space. Overall, due to a combination of factors mainly lack of working facilities, employees are unhappy with the work condition in the organization.

APPENDIX – B

Interview Question

- Do you think the Hospital motivates and satisfy it's current employees?
- What are the motivational schemes of organization?
- What looks like the r/ship b/n the management and the employees?
- Is the working Environment conducive?
- What the major problems are to wards the working environment?
- What factors do you think grace affecting employees satisfaction?
- What do you think the hospital shall take to minimize employee's dissatisfaction if any?

CHAPTER FOUR

4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1. SUMMARY

In this study which is focused on the assessment of job satisfaction in the state owned Black Lion Hospital it is tried to go through what are the causes for and outcomes of employees dissatisfaction. In doing so both primary and secondary sources of data are employed. Some 50 questionnaires are distributed to the employees of the hospital and based on that the study has arrived to the understand inference.

4.2. CONCLUSION

Literature strongly suggests that job satisfaction is an important contributing factor to an organization's success. Therefore, organizations should strive to satisfy the need of their employees' to be competitive and increase their productivity.

Thus this study was conducted to assess the degree of employee's job satisfaction in the Black Lion Hospital.

As many studies affirmed, this survey also proved that satisfaction with the work and co-workers' is significantly important for employees' satisfaction; this is also proved on Black Lion Hospital employees. Moreover, fair pay and adequate benefit packages and performance-based promotion are considered as having significant impact on the level of employees' job satisfaction by most employees of the Hospitals. In addition, Satisfaction with supervision, communication flow and organization's concern for employees has been discovered as determinant on employees' job satisfaction.

As the majority of employees of Black Lion Hospital agreed, fair and equitable training opportunity, safe working conditions and low level of job stress are also considered as very important factors for employees' job satisfaction.

Based on the data analysis the following conclusions were made

- Employees' of Black Lion Hospital show greater job satisfaction in most dimensions considered; satisfaction it is with the work, pay, benefit package, promotion opportunities, supervision, organizational concern, training and development opportunities, physical working conditions, organizational strategy and mission and level of job stress. In contrary, employees of the Hospital show high level of dissatisfaction with the above-mentioned dimensions.
- On the other hand, Black Lion Hospital Employees are satisfied in the areas like satisfaction with co-workers' performance and the communication flow while, respondents from Black Lion Hospital exhibited dissatisfaction in those dimensions.
- Black Lion Hospital employees show extremely higher level of job dissatisfaction, by taking the combined score of "Moderately disagree" strongly disagree" in areas like job promotion opportunities (68.8%), organization's concern for employees (53.1%), training and development opportunities (51%) and benefit packages (47%).
- In general, employees of B.L.H. are more satisfied with job comp aired to those of BLH, taking in to account the overall combined response score of satisfaction 60%.

RECOMMENDATIONS

Taking the results of the study, some suggestions should be forwarded so that organizations can examine ways in which they can build on their strengths in which higher degree of employees' job satisfaction are observed and work harder on their areas of weaknesses, where lower degree of satisfaction are observed. Hence, the following points are suggested to improve the problems observed.

- ❖ The results of the findings have shown us the existence of some problems in areas of and development opportunities. The employees feel that there is unfair and inequitable pay and ineffective on the job training. Therefore, to avoid this perception, the companies should design a better pay and training and development programs so that employee's level of job satisfaction could be enhanced.
- ❖ There should be some standard measurement for each employee's performance so that pay, job promotion and training opportunities can be distributed fairly for employees.
- ❖ Employees show higher dissatisfaction with their organization's benefit package provided. Benefits contribute to several strategic goals such as attraction of employees, employee's retention and elevate the image of the organizations. Thus, organizations should excel on coverage of fringe benefits at least the same with similar hospitals in the community.

- ❖ Employees want supervisors who are friendly and helpful, and obviously, respond to managers that they can trust. Hospitals should make sure that managers are well trained because; leadership combines attitude and behavior that can be learned.
- ❖ Employees took the existence of stress in the work setting as a major source of dissatisfaction. Hospital is recommended to avoid negative stress by distributing work evenly with in the work team.
- ❖ It is advisable to management to keep employees informed about changes that take place in the company well in advance instead of leaving them to know by chance.
- ❖ Companies should make the working environment more comfortable to employees so that workers are able to perform their jobs well.

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APPENDIX

Submission approval Sheet

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the Requirements of Bachelor of arts Degree in Management with my approval as an Advisor.

Name :- _____

Signature:- _____

Date of Submission:- _____

A Research Questionnaire for Black Lion Hospital Staff Members.

This research questionnaire is designed for the partial fulfillment of BA degree in management from St. Mary's University College. You are kindly requested to fill the questionnaire being frank and reasonable as possible and the researcher assures you that your answers are completely confidential.

N.B. You are not required to write your name

Please mark your answer by using (X) or (√) In the space provided.

1. Age 18-35 35-50 50

2. Sex Female Male

3. What is your educational back ground?

a. Below grade 12 b. Certificate

c. College Diploma d. First degree

e. Second Degree & above

4. For how long have you served this organization?

Less than one-year 6-10 Years

1-5 Years 11-15 Years

16 yrs & above

5. Is the working environment conducive to develop skills?

Agree Strongly agree Disagree

Neither agrees nor disagree Strongly Disagree

6. Is the working environment including the working site Convenient for work?

Yes No

7. Do you have a fair pay on your work?

Agree Strongly agree Disagree
Strongly disagree neither agree nor disagree

8. How do you evaluate the adequacy of benefits received (health, insurance, sick leave, etc)?

good very good bad
very bad somehow

9. Does the job promotion in this organization is fair & clear?

yes No

10. If your answer to No.9 is no, would mention some of the reasons.

11. How do you evaluate the fairness working hours of Hospital?

good very good bad
very bad somehow

12. Do you think that the evaluation of job performance by supervisors(s) is fair and objective.

yes No

13. Do the organization provide the opportunity to improve your professional knowledge and job skills.

yes

No

14. Do you have a job security in the organization?

yes

No

15. Do you feel that the employee received fair and equitable training opportunity from the organization?

Agree

Strongly agree

Disagree

Strongly disagree

neither agree nor disagree

16. What do you think are the drawbacks (weakness) of the Hospital, specifically on employee's job satisfaction?
Please use the space below for your answer.

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Appendix A

ST.MARY'S UNIVERSITY COLLEGE

Faculty of Business

Department of Management

Questionnaire to customers' to Job satisfaction in Black Lion Hospital

Dear Respondents,

This Questionnaire is prepared by a student at St. Mary's university College Faculty of Business on the field of Management for his senior essay partial fulfillments of a Bachelor of Management Degree. The questionnaire is prepared to measure the customers' satisfaction with Black Lion Hospital.

Black Lion Hospital is Service giving Organization, which is important, to help Care of the People Health.

General Instruction

- Respondents are not required to write your names.
- Put a "✓" sign in the boxes accompanied by various choices for mark your answers.
- Be brief and precise in providing a personal opinion on spaces provided.

Your answer to the questions will not be disclosed or used for purposes other than the stated objectives.

Thank you, in advance, for your co-operation.

Declaration

I undersigned declare that this senior essay is my original work prepared under the guidance of Ato Abera Legesse. All source of materials used for the manuscript have been duly acknowledged.

Name:- Aster W/Selassie

Signature:- _____

Place of Submission:- St. Mary's University College
Department of Management

Date of submission: June 22, 2010

This paper has been submitted for examination with my approval as the University college advisor.

Name:- _____

Signature:- _____

Date:- _____