



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

**ASSESSING FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES IN**  
**THE CASE OF SELECTED LOCAL NGO'S IN ADDIS ABABA**

**BY**  
**TAREKEGN CHERKOS CHATO**

**DECEMBER, 2016**  
**ADDIS ABABA, ETHIOPIA**

**ASSESSING FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES IN  
THE CASE OF SELECTED LOCAL NGO'S IN ADDIS ABABA**

**BY**

**TAREKEGN CHERKOS CHATO**

**A THESIS SUBMITTED TO ST.MARY UNIVERSITY, SCHOOL OF GRADUATE  
STUDIES, IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF DEGREE  
OF MASTER OF ARTS IN BUISNESS ADMINSTRATION**

**DECEMBER, 2016**

**ADDIS ABABA, ETHIOPIA**

**ASSEESING FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES IN  
THE CASE OF SELECTED LOCAL NGO'S IN ADDIS ABABA**

**BY**

**TAREKEGN CHERKOS CHATO**

**ID.No SGS7/0301/2006B**

**APPROVED BY BOARD OF EXAMINERS**

----- <b>Dean, Graduate studies</b>	----- <b>Signature</b>	----- <b>Date</b>
----- <b>Advisor</b>	----- <b>Signature</b>	----- <b>Date</b>
----- <b>External Examiner</b>	----- <b>Signature</b>	----- <b>Date</b>
----- <b>Internal Examiner</b>	----- <b>Signature</b>	----- <b>Date</b>

## DECLARATION

I, the undersigned, declare that this thesis is my original work prepared under the guidance of Dr. Abdurezak Mohamed. 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

St. Mary's University, Addis, Ababa

-----

Signature

December, 2016

## ENDORSEMENT

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

-----  
Advisor

St. Mary's University, Addis, Ababa

-----  
Signature

December, 2016

## **ACKNOWLEDGEMENT**

First and foremost, I would like to thank the Almighty God for giving me this wonderful opportunity to pursue a post-graduate program in Saint Mary's University and for providing me with good health during the entire period of my studies.

My sincere gratitude goes to my advisor Abdurzak Mohammed (Ph.D.) for his unreserved professional advice, guidance, and counseling by giving constructive comments and useful suggestions right from the development of the research proposal, initiation of the study and to its completion and I would like to thank all my instructors and institute of business department members.

I am also grateful to sincere thanks for Onesimus Children Development Association, WSG (Win Souls for God) Leaders and staff members for their participation to give necessary information, through questionnaire and unstructured interview, to finish the study successfully. I would like to extend my special regards to all my colleagues who provided me with moral support and encouragement. Special thanks to My Big Sister AyelechCherkos, Mr. Jonathan Bridges and his family, MS, Stephanie and her family, Mr. TesfaGetahun, Mr. NegaMeaza, for their financial, material as well as moral support starting from the initial to the completion of this research work.

Finally, I do not forget my family (father, mother, brothers, and sisters). For their moral and financial support and encouragement, and also their efforts to overcome various challenges which affect my work as well as my life.

## Table of Contents

	Page
Acknowledgement .....	i
Table of Contents .....	ii
List of Tables .....	v
Acronyms /Abbreviation.....	vi
Abstract .....	vii
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1Background of The Study .....	1
1.1.1Profile of the Organizations .....	3
1.1.1.1Onesimus Children Development Association (OCDA).....	3
1.1.1.2Win souls for God Evangelical Ministries (WSG ).....	3
1.2Statement of The Problem.....	4
1.2.1General Objective.....	5
1.2.2Specific Objective .....	5
1.5ResearchHypothesis .....	5
1.6Definition of Terms.....	6
1.7Significance of The Study.....	6
1.8Scope and Limitation of the Study.....	7
<b>CHAPTER TWO: REVIEW OF RELATED LITERATURE .....</b>	<b>8</b>
2.1Introduction.....	8
2.2Concept of Job Satisfaction.....	8
2.1.2. Theories of Job Satisfaction .....	9
2.1.2.1. Herzberg’s Two Factor Theory .....	10
2.1.2.2. Locke’s Value theory .....	10
2.2.2Effects of Reward on Satisfaction .....	11
2.2.3Effect of Organizational Structure on Job satisfaction.....	13
2.2.4Effects of Work Environment on job satisfaction .....	13

2.2.5Effects of Leadership on job satisfaction .....	14
2.2.6Effects of training on job satisfaction.....	15
2.2.7Effects of Organizational culture on job satisfaction .....	15
2.3Empirical literature .....	16
2.4Conceptual Framework.....	18
<b>CHAPTER THREE: THE RESEARCH METHODOLOGY.....</b>	<b>19</b>
3.1Introduction.....	19
3.2Research design.....	19
3.3Population and Sampling techniques .....	<b>19</b>
3.4Instruments of Data Collection .....	21
3.5Procedure of Data collection.....	21
3.2.5Methods of Data Analysis.....	22
3.2.6Validity and Reliability Checks .....	22
3.2.7Independent Variables .....	23
3.2.8Ethical Issues of Research .....	27
<b>CHAPTER FOUR: RESULT AND DISCUSSION .....</b>	<b>28</b>
4.1Introduction.....	28
4.2Characteristics of the study population.....	28
4.2.1Demographic characteristics of respondents .....	28
4.2.1.1Sex of respondents and their corresponding organization.....	28
4.2.1.2Age and Marital Status of Respondents .....	29
4.2.1.3Work Experience of Respondents .....	29
4.2.1.4Education status and Salary level of respondents .....	30
4.2.2Descriptive Analysis of Factors that Affect Job Satisfaction.....	31
4.2.2.1Reward.....	31
4.2.2.2Organizational structure .....	33
4.2.2.3Work Environment .....	35
4.2.2.4 Leadership .....	37

4.2.2.5 Training.....	38
4.2.2.6 Organizational Culture .....	40
4.2.3 Correlation and Regression Analysis .....	41
4.2.3.1 Reliability Test .....	42
4.2.3.2 Correlation Analysis.....	43
4.2.3.3 Results of Multiple Regression Analysis .....	46
4.2.3.4 Measure of goodness of fit .....	41
4.2.3.5 Estimated Coefficients of the Regression Result .....	48
4.3. Comparison of Job satisfaction between the employees of WSG and OCDA.....	50
<b>CHAPTER FIVE: SUMMERY, CONCLUSION AND RECOMMENDATION.....</b>	<b>51</b>
5.1Introduction .....	51
5.2Summary of the Major findings .....	51
5.3Conclusion .....	56
5.4Limitation of the Study .....	58
5.5Recommendation .....	58
5.6Implication for Further Study .....	61
References	
Appendix	

## List of Tables

Table 3.1 Organizations involved in the study with their respective Number of employees .....	21
Table 4.1 Description of sex and organization name of the sample .....	29
Table 4.2 Description of age and marital status of respondents .....	39
Table 4.3 Job role and experience of employees .....	30
Table 4.4 Education status and Salary level .....	31
Table 4.5 Description of Reward .....	31
Table 4.6 description of the response of organizational structure .....	33
Table 4.7 description of working environment .....	35
Table 4.8 description employee’s perception towards leadership .....	37
Table 4.9 description of employee attitude towards training .....	38
Table 4.10 description of employee feeling on organizational culture.....	40
Table 4.11 Summery of total percentage of different variables on employee’s satisfaction .....	41
Table 4.12 Reliability Statistics .....	42
Table 4.13 Item total statistics .....	42
Table 4.14 Chi-Square Tests for Reward and job satisfaction .....	43
Table 4.15 Chi-Square Tests for working environment and job satisfaction.....	44
Table 4.16 Chi-Square Tests for training and job satisfaction-.....	45
Table 4.17 Chi-Square Tests for organizational culture and job satisfaction.....	45
Table 4.18 Chi-Square Tests for organizational structure and job satisfaction.....	46
Table 4.19 Chi-Square Tests for job leadership and job satisfaction .....	46
Table 4.20 Model Summary.....	47
Table 4.21 ANOVAa/ goodness of fit.....	47
Table 4.22 Coefficients .....	49
Table 4.23 Group Statistics.....	50
Table 4.24 Independent Samples Test.....	50
Table 5.1 Summery of Hypothesis testing Results .....	55

## **Acronyms /Abbreviation**

<b>EPM</b>	Employee Performance management
<b>HO</b>	Head Office
<b>MBA</b>	Masters of business Administration
<b>NGO's</b>	Non-Governmental Organizations
<b>OCDA</b>	Onesimus Children Development Association
<b>SMU</b>	Saint Mary's University
<b>WSG</b>	Win Souls for God
<b>SPSS</b>	Statistical Program for Social Sciences

## ABSTRACT

*The purpose of this study was to study the factors that affect employee job satisfaction at Onesimus Children Development Association (OCDA) and Win Souls for God Evangelical ministry (WSG). More over this research also aims to find out the overall job satisfaction level among OCDA and WSG Employees, and to show the outcome of job satisfaction on employee performance. The researcher has used stratified sampling technique and sample size determination formula delivered by Yamane (1967:886) (cited by Israel 2013). The sample of the study consisted of 140 employees through semi structured questionnaire and of which all employees were returned and processed .For data analysis purpose the statistical software version 20.0 and excel spread sheet was used to analyze the generated data. The collected data were analyzed using descriptive and inferential statistics that includes frequencies, percentages, means, standard deviations and t-tests. Some of the respondents appeared to be satisfied with, and well-motivated by their jobs. In the site of the findings, working environment seems to be one of the most important elements of job satisfaction followed by Training and leadership, Reward, Organizational structure, Organizational culture. The study also shown that the employee's job satisfaction can affect employee's productivity and performance, self-reliance level, actions, connection with coworkers, influence to the group and the excellence of jobs output. Both Organizations/ OCDA and WSG / should create an empowerment culture, gratitude and prizes to the employees for their hard work ,support the working method of the organizations with various technology and system mechanizations, establish employee recognition frame work, Provide training to meet the career needs of employees, formulate a fair promotion system ,Leaders and managers capacity on teaching and mentoring and design or customize HRM practices in order to motivate the employees' and gain competitive advantage by establishing a fair rewarding system and provide equitable and competitive benefit package to the financial sector. There should also be a constant communication between top management and all employees of the organizations.*

**Keywords: Job Satisfaction, Reward, work environment, Organizational structure, Organizational Culture, Leadership, Training**

## **CHAPTER ONE: INTRODUCTION**

This chapter deals with the main issue of the study comprised the background of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study, limitation of the study, operational definition of key terms and organization of the study.

### **1.1 Background of The Study**

In all organizations, human resource is the most important and valuable asset which is essential for healthy operation of all other resources of the organization. So, when human resource is satisfied in terms of their jobs, then productivity level goes up. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives (Lease (1983). so, it is very important for an organization to maintain a proper working culture for all the employees of the organization. Job satisfaction is the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job (Reilly1991). Again job satisfaction is, "the amount of overall positive affect (or feelings) that individuals have towards their jobs" (Feldman & Arnold 1983).

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson& Logsdon (2002), define job satisfaction as the extent to which employees like their work. They support the view of Spector. It is an attitudinal variable that illustrates how individuals experience about their job. Hulin& Judge (2003) noted that job satisfaction means multidimensional psychological responses to one's

job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components.

The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill&Wiens-Tuers2002).With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (woodruff 2000) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries,it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. The main reason to do this study was researcher has heard some complaints that made employees dissatisfied with their job in the selected organizations. However, these factors did not revealed by any international and local studies. Based on this background the study therefore, analyzes factors influencing employee satisfaction within the Onesimus Children Development Association (OCDA) and Win Souls for God Evangelical Ministries.

### **1.1.1 Profile of the Organizations**

#### **1.1.1.1 Onesimus Children Development Association (OCDA)**

Onesimus Children Development Association (OCDA) has been working with in Addis Ababa lideta sub city since 2008. Originally, the organization focused its efforts solely on the rehabilitation and family integration of street children by running a Drop-in Center for street Children .The Drop- in center offered a place for street children to come off of the streets, receive counsel and support from the Onesimus Children Development Association (OCDA) staff. As the organization worked with these children it came in to contact with many children in the lideta area who appeared to be heading in the same direction due to lack of their families' ability to care for their basic needs and Primarily education .

Therefore, as street prevention tactic Onesimus Children Development Association (OCDA) adopted a project that was supporting over 400 children with in families to go to school. This project grew to encompass such activities as Saturday check-in Programs, Family Visitation, and food support where necessary. Through work with street children, Onesimus Children Development Association (OCDA) children on the verge of becoming street children, and their families,Onesimus Children Development Association (OCDA) has gained awareness of the need for these children to be in families and in school in order to properly develop in to productive Adults that Contribute to Ethiopia's Society. It is therefore the goal of to empower families to be the agents of change for lideta's cub city Children at risk.

#### **1.1.1.2 Win souls for God Evangelical Ministries (WSG )**

WSG (Win souls for God) was established in May 1997 with the objective of improvising the spiritual, physical, social and economic situation of needy people through the light of the gospel and to give them new direction, hope through different interventions, trainings and

empowerment programs. WSG initially registered on January 28, 2000 with ministry of justices as local spiritual ministry and re-registered in 2009 by ministry of federal Affairs and currently functioning in Addis Ababa and Southern Nations Nationalities and People Regional State Chenchaworeda. WSG is implementing three major programs which are Gospel, Prevention and transformation in Addition running Cost Recovery program and Building projects to sustain the ministry in the future.

## **1.2 Statement of The Problem**

Employees are the back bone of any organization. If the Employees are not satisfied in their job, their moral would be poor and a lot of damage is happened to the skilled manpower supply (Naylor, 1999). Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee is easy to be retained in the organization and like that organization is able to cut hiring cost of new employees. Rashid Saeed et al., (2014), in his experiment with 200 telecom sector employees of Pakistan found that the key factors that contribute to employee job satisfaction are promotion, pay, fairness and working condition. Money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan. In working condition, the physical design too, to some extent affects the job satisfaction of employees. According to Hussami (2008), job satisfaction and dissatisfaction depend on the expectations what the job supply to an employee not the nature of the job. The researcher decided to study the factors that affect job satisfaction of employees in selected organization for the reason that he heard some complaints that made employees dissatisfied with their job. Based on the above discussion, the study focused on assessing

determinants of employee's job satisfaction of onesimus children development association and win souls for God Evangelical Ministries. In sight of these, the research attempted to answer the following leading questions:

- What are the factors that affect employee job satisfaction?
- What is the level of employee job satisfaction in the organizations?
- Do the factors have a significant relationship with employee job satisfaction?

### **1.3.2. Objectives of the Study**

#### **1.2.1 General Objective**

The general objective of this study is to assess Major factors affecting job satisfaction of employees at Onesimus Children Development Association and Win Souls for God Evangelical Ministries.

#### **1.2.2 Specific Objective**

In pursuit of the main objective the research answer the following specific objectives:

- To identify the possible determinant factors of employee job satisfaction in the selected organizations.
- To indicate the effect of determinant factors on employees job satisfaction.
- To describe the overall job satisfaction level among the organizations employees.

### **1.5 Research Hypothesis**

Hypothesis is alternative assumption to be verified during the study. The Following are the hypothesis the researcher developed for this study.

H1: There is positive relationship between reward and employee job Satisfaction

H2: There is positive relationship between organizational structure and employee job Satisfaction

H3: There is positive relationship between working environment and employee job Satisfaction

H4: There is positive relationship between organizational leadership and employee job Satisfaction

H5: There is positive relationship between training and employee job Satisfaction

H6: There is positive relationship between organizational culture and employee job Satisfaction

### **1.6 Definition of Terms**

**Leadership:** is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007).

**Training:** is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992).

**Organization:** Refers to a social arrangement which pursues collective goals, controls its own performances and has boundary separating it from its environment (Harrison, 2005).

**Job security-** Job security is about an individual's perception of themselves, the situation and the potentials. There are some external factors that have an influence on our job security. (Simon, 2011)

### **1.7 Significance of The Study**

The roles of human resource are crucial and important instrument for organizations goal achievement. By conducting this study, identifying the factors Affecting Job satisfaction of

employees will provide information on which action or measure to be taken to encourage employees job satisfaction and their commitment.

Thus this research:

- Helps to create awareness of the factors that affect employee's job satisfaction for leaders and department experts take actions on the factors that affect employee's job satisfaction and commitment in the organization.
- May serve as input to enhance the work process through improving employee's job satisfaction and their commitments by using finding of this study.
- To contribute for encouragement of employees within the organizations by initiating organizational management and department heads in organizations to improve employees job satisfaction and their commitment by offering the clear picture of employees job satisfaction and their commitment practices for organizations .
- To encourage other researchers who have an interest in the related problems that they can use this study as reference material for further study.

### **1.8 Scope and Limitation of the Study**

The study was delimited to Onesimus Children Development Association and Win Souls for God Evangelical Ministries to make the study more manageable. The study includes employees at the head office, regional offices, branches and sub branches.

## CHAPTER TWO: REVIEW OF RELATED LITERATURE

### 2.1 Introduction

This chapter deals with the review of the literature concerning factors of employees' job satisfactions. In order to establish a theoretical framework for the problem, the current state of knowledge related to the study was reviewed from the available literature. Thus, the main topic and sub topic areas that are critically examined and discussed throughout this chapter are: concepts of job satisfaction, theories of job satisfaction, importance of job satisfaction, employee's commitment, factor for job satisfaction and other subtopics were presented.

### 2.2 Concept of Job Satisfaction

Up on reviewing various literatures, it has been found out that many experts have explored in to the subject of job satisfaction and have come out with various kinds' definition of job satisfaction. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered different authors have different approaches towards defining job satisfaction. The most commonly mention definitions on job satisfaction are:

**Job satisfaction:** can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. It commences with the

recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Sutherland, (2004) contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers. Sustainable competitive advantage requires satisfaction of employees for retention to the knowledge base of an organization.

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

### **2.1.2. Theories of Job Satisfaction**

Scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects (Baron & Greenberg 2003).

### **2.1.2.1. Herzberg's Two Factor Theory**

The research conducted by Herzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as hygiene factors (Robbins, 2001). According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of employee's satisfaction in Telecommunication sector in Kenya.

### **2.1.2.2. Locke's Value theory**

According to this theory (Baron and Greenberg 2003), the impact of the various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on

each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976). In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.

### **2.2.2 Effects of Reward on Satisfaction**

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job (Armstrong, 2010). Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization (Pfeffer, 1998). Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruffe, 1999). An organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007). A valued employee is more likely to stay in

employment than unvalued employee is. Sutherland (2004) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention.

Recognition is one of the most important methods of rewarding people. Employees need to know not only how well they have achieved their objectives or carried out their work, but also that their achievements are appreciated. Recognition needs are linked to the esteem needs of Maslow's hierarchy of needs. Recognition can be provided by positive and immediate feedback and praises where it is well observed (Armstrong & Murlis, 2008).

Reward is something that an organization gives to the employee so that the employees become motivated for future positive behavior (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Johnson, 2004). Recognition and reward programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying "thank you" to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Johnson, 2004). People who feel appreciated are more positive about themselves and their ability to contribute; employees who understand how their efforts contribute to the success of the organization overall are the most engaged,

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

### **2.2.3 Effect of Organizational Structure on Job satisfaction**

With increasing complexity and size of today’s organization and the increasing level of components of job satisfaction, organization are opting for a mixed structure which combines the benefits of all forms of organizational structure and this goes a long way to enhance optimization of job satisfaction by workers. Though, the contingency theory does not in any way support organization sticking to a particular model of organizational structure because of the dynamism of the environment. The uncertainty and instability of the present day organization’s environment made them to advocate the use of structures in a situation ally appropriate manner. Empirical studies of Cambellet *al*, (2005),Kakabadse and Worrall (2004), Ali (2004), Hage (1995), Spritzer (1996), confirmed a positive relationship between organizational structures and job satisfactions. Their result substantially supports positive effect of structure on job satisfaction.

### **2.2.4 Effects of Work Environment on job satisfaction**

Working conditions is the factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general

appearance of the work place. If the working conditions of an institution/organization are conducive, its performance will improve dramatically (Leithwood, 2006). The working conditions are conducive when administration provides their employees to safe and healthy environment. Furthermore, the availability of necessary equipment and other infrastructures are one that may reduce the effectiveness of employees as well as the organization. Therefore, organization managers put their effort in making the working conditions safe, health, adequately furnished and attractive to use the employee's knowledge, skill and creativity for the organization effective competitive advantage (VSO, 2002). Working condition sensible impact on an employee's job satisfaction because the employees prefer physical surroundings that are safe, clean, and comfortable for works (Robbins, 2005).

#### **2.2.5 Effects of Leadership on job satisfaction**

The process of decision making adopted by the leaders is therefore a vital determinant to how far the progress of a give organization will take place, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Bycioet *al.*, 1995; Howell and Avolio, 1993). Although the brief summary above indicates that leadership has gone through periods of skepticism, recent interest has focused on the importance of the leadership role to the success of organizations. Fiedler (1996), one of the most respect researchers on leadership, has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Indeed, it has been argued that one way in which organizations have sought to cope with the increasing volatility and turbulence of the external environment is by training and developing leaders and equipping them with the skills to cope (Darcy and Kleiner, 1991; Hennessey, 1998; Saariet *al.*, 1988).

### **2.2.6 Effects of training on job satisfaction**

One of the most difficult thing people live within today's workforce is the constant feeling of needing to sell oneself with no time to achieve personal or professional goals (Moses, 1999). Employee development programs can make a big difference in alleviating such feelings. Employees have a hard time caring about a company if they do not believe the company cares about them (Garger, 1999). People recognize the value of working for a company that is willing to invest money in them, even if that investment ultimately benefits the organization (Wilson, 2000). According to Carole Jurkiewicz, two factors the impact employee satisfaction and commitments are, "feelings that the organization can be relied on to carry out its commitments to its employees and feelings that the individual is of some importance to the organization" (2000). Not only do organizations need their employees to help them be successful, employees need to feel like they are making a difference in reaching business goals (Gerbman, 2000). Companies utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates (Wagner, 2000).According to Stacey Wagner, a director with the American Society for Training and Development, training builds company loyalty because employees know the organization is investing in their futures (Rosenwald 2000)

### **2.2.7 Effects of Organizational culture on job satisfaction**

Organizational culture is determined by organization's dominating values (Deal and Kennedy, 1982; Lauzen and Dozier, 1994) accepted by majority of employees (Wallack, 1983), as well as common norms and beliefs of organization's members (Kroeber and Kluckhohn, 1952; Schein, 1985, 1990; Kotter, 1992, 1996; Conner, 1992; Cummings and Worley, 2005). It is in a certain sense a philosophy that determines organizational policy towards internal and

external surroundings (Pascale and Athos, 1981). Organizational culture influences all aspects of business and life in a company. It is linked to numerous organizational results (House et al. 2004), and one of them is job satisfaction. Connecting individual aims of employees to aims of the organization and reliance on responsibility of employees are the factors of organizational culture successfulness (Morgan, 1977). Organizational culture is also one of significant factors of employees' job satisfaction (Moynihan and Pandey, 2007).

### **2.3 Empirical literature**

Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties (Wright et al., 2005). It is an effective way to enhance employee retention. Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding.

Kyndt et al. (2009) implemented a study in which they wanted to analyze the reasons why employees stay in a company or what causes them to look for other job-opportunities. In their research, they put special focus on workers' learning because they assume that learning plays a very crucial role concerning retention. Learning opportunities have generally referred to three dimensions of learning on the job opportunities to learn new things on the job, having a job that requires one to be creative, and being able to influence what happens on the job.

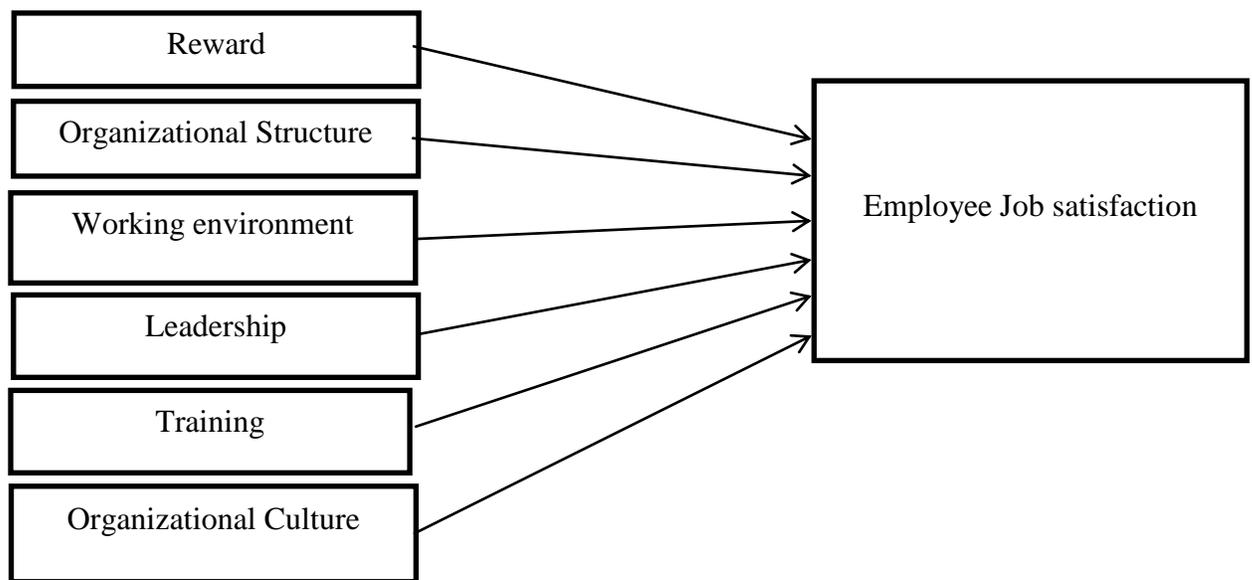
Ayele(2014) employed a research on Teachers' job satisfaction and commitment in general secondary schools of hadiya zone, in southern nation nationality and people of regional state in Ethiopia . In particular, the research objectives were to investigate relations of teachers' job satisfactions and their commitment in general secondary schools of hadiya Zone. As per the analysis he concluded that the practice of recognition for teachers in general secondary school is low; it may hinder their level of job satisfaction on the job. Besides, it hinders them from using their full efforts in realizing the expected school goals as well as quality education, The teachers' benefits and incentive were inadequate for extra work, and in school meeting, cluster teachers meeting teachers lack refreshment this lead teachers dislike their profession. Therefore, lack of sufficient incentive and others benefits for their additional work influence teachers' level of satisfaction in job and may be limits level effort on the work. when incentives is offered for meeting specific goals, the employee is likely to expend more energy and effort into the job and thereafter the incentive will be given to the employee as a reward when the goal is met, The majority of teachers' are poor relation with supervisors because of insufficient technical support of teachers', the way supervisors contact only to see the teachers' classroom instruction and to evaluate their work performance instead of giving instructional support. Therefore, poor relations between teachers with supervisor, student, and management teams and within teachers reduce success of achieving of the school goal and objectives. The practice of work condition in the schools are not fully satisfied teachers' in the job because of lack of internet services, DSTV and other refreshment material, inadequate computers access in new open high school, lack of proper rental house in rural high school, lack of electric city in some high school, lack of pure water, lack transferring

opportunities, lack transportation availability in some rural high school, high price of rental house in urban area in the study area reduce teachers job satisfaction on the job.

## 2.4 Conceptual Framework

The conceptual framework represents the model for the study which shows the link or relationship between the independent variables (Reward, Organizational structure, working environment, Leadership, Training and Organizational Culture) and the dependent variable (Employees Job Satisfaction). The Framework explains how independent variables have effects on components of Job satisfaction.

Below is a diagrammatic representation of these factors



**Figure 2.1** Conceptual Framework (Adopted from Odembo 2013)

## **CHAPTER THREE: THE RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers methods of the study. The chapter also details the approach used and designing of survey questionnaires and interview questions used by the researcher to collect the primary data.

A descriptive research design with survey method is applied in the study. Managers and employees of the organizations were used as the primary source of data. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from document review of reports, previous research, Minutes, unpublished materials and strategic plan documents of the organizations. After collecting all necessary data, data have been analyzed and tabulated descriptively. And, this tabulated information used to measure perceived satisfaction and dissatisfaction level of the employees. To measure the satisfaction level a 5 point scale has been used which is denoted by 1=SD, 2=D, 3=N, 4=A, and 5=SA.

### **3.2 Research design**

According to welman&kruge (2004) descriptive research examines a situation as it is and enables for better understanding of the way things are .Therefore descriptive research survey has been employed to conduct the study and to assess factors affecting employee job satisfaction in WSG&OCDA.

### **3.3 Population and Sampling techniques**

Population is the entire group of people to which a researcher intends the results of a study to apply (Aron& Coups, 2008, p.130).Therefore, this research involved all employees in 2 (two) selected local non-governmental organizations as target population (Onesimus Children

Development Association and Win Souls for God Evangelical Ministries). Stratified sampling technique was used to pick out appropriate samples. By classifying the population in homogeneous sub groups before sampling; this allowed the researcher for dividing the total population in to management and non-management employees as per organizations job category for better collection and management of data. This stratification also helps to make comparative analysis of the views of management staff and the rest of the employees. The population has two strata's: Management and non-management employees of two selected organizations (Onesimus Children Development Association and Win Souls for God Evangelical Ministries).

Yamane (1967:886) (cited by Israel 2013) provides a simplified formula to calculate sample sizes (equation 3.1).

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

Where: **n** is the sample size, **N** is the population size, and **e** is the level of precision. Using this formula 140 employees were selected. The size of the sample in the study was determined to be 140 respondents out of the total population of 217 employees. From the total selected samples, sixteen were top level managers, ten were supervisors and one hundred fourteen were employees who are working in different activities in Social work department of the organizations.

**Table 3.1** Organizations involved in the study with their respective Number of employees.

No	Name of Organizations	Managers	Non- Managers (Employees)	Population	Sample Size
1.	OCDA	11	44	55	55
2.	WSG	15	155	162	85
<b>Total</b>				<b>217</b>	<b>140</b>

Source: Own computation

### **3.4 Instruments of Data Collection**

In this research Managers, supervisors and employees of the organizations were used as the primary data source and Secondary data were collected from document review of reports, previous research, Minutes, unpublished materials and strategic plan documents of which were more appropriate for descriptive type.

### **3.5 Procedure of Data collection**

The sources of data for this research are:

**Primary data:** - Kothari (2004) stated that, in an interview the interviewer on the spot has to meet people from whom data have to be collected. Interview helps to generate in-depth information and gives greater flexibility for questions, and suitable for intensive investigations. Hence, face to face interview conducted with two top Management members and two senior workers of Social work Department. In addition to interview questionnaires were used to collect the data. The questionnaires contain both close and open ended questions and distributed to all employees selected as sample of the study.

**Secondary data:** -According to Marguerite, Dean, and Katherine (2006), documents are other forms of data collection tool. Documents have been observed by the researcher including reports, minutes, and strategic plan manual, previous records of the organizations are part of sources used for data analysis.

### **3.2.5 Methods of Data Analysis**

After the establishing the reliability of the instruments, the researcher proceeded to administer the area of study. The researcher distributed and administered the collection of questionnaires. Interview were conducted and recorded by the researcher. Data's obtained through interview, and questionnaire were computed with the use of computer and software programs (SPSS), edited and coded. Then data was grouped into tables, figures and graphs to analysis, summarized and recommend.

Information obtained from questionnaire, interview and documents was analyzed, coded and updated according to coding framework. Data's conducted through interviews was recorded and analyzed and data's' obtained through questionnaires was coded and analyzed using statistical package for the social science software (SPSS). The researcher used descriptive statics such as frequency counts, percentage, mean values, and charts for structured items and interpreted according to the findings and finally triangulated data's obtained both in questionnaire and interview analysis.

### **3.2.6 Validity and Reliability Checks**

Validity means that correct procedures applied to find answers to a question. To achieve the validity in the instruments of data collection, the instruments which are initially prepared in English language, and checked by advisor in order to comment the extent to which the items are appropriate in securing relevant information to the research. As discussed above, all the items that were develop to address the research questions under investigation made to maintain validity of the instruments of the study. Best and Kahn (2002:166) describe that the items of the instrument should represent a significant aspect of the purpose of the investigation. Content validation was established by cross-referencing the content of the

instruments to those elements contained in the basic research questions. That is, the items construct was in line with the answer to the research questions. Content validity addressed to what extent the appropriate content is representing in questionnaires and interview guide items. Validity looks at whether the instrument measures what it is intend to measure and whether the instrument draw accurate information. The researcher made change or replaces the construction of some items in the questionnaires and interview guide based on the consultation of the after feedback received from advisor. The main issue of reliability is addressing the consistency of the instruments in relation to what they intend to measure. Accordingly, the basic idea of reliability is summarized up by the word consistency. The researcher adopted different standardized measurements scale of employee's job satisfaction.

### **3.2.7 Independent Variables**

#### **a. Reward**

Reward is anything that is given in recompense for desired behavior. It can be either in cash or in kind, a recognition, praise and recommendation. Employees who are rewarded for desired or positive behavior feel good about them and thrive to exhibit that behavior that is rewarded. When organizations reward employees, they are telling them of their appreciation and encouraging them for more of such behaviors. When employees are rewarded adequately for jobs well performed, they tend to show very positive behavior and remain in their organizations.

#### **b. Organizational Structures**

An organizational structure is described as a workplace situation that allows employees to reasonably perform their duties. It can be through the structures of management or co-workers that are deemed friendly. The work structure can also stem from work procedures, the

physical design of the workplace, protective and healthy equipment, and flexible work schedules. Thus, work environment is considered to be conducive or cordial when it is free from workplace harassment and fear of the employee going to work because of offensive, intimidating or oppressive atmosphere generated by management or co-workers. When the working conditions promises cordial relationships and are free from hazards, employees tend to stay with their organizations.

### **c. Working Environment**

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, and Van Yperen, 2004). Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

#### **d. Leadership**

Leadership is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007). Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Dubrin2004). The leadership style within an organization has a bearing on encouraging or inhibiting employee's performance (Armstrong &Murlis 2004; Cronje et al 2001).

#### **e. Training**

The developing process of employees' skill in order to improve the performance is called training (Swanson, 1999). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. According to Wright &Geroy (2001) notes that employee competencies change through effective training programs. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010; Harrison 2000; Guest 1997). Most of managers give training to their employees for three main purposes (Belcourt, Wright and Saks, 2000), which are (1) to increase productivity or the performance of employees; (2) to achieve organizational goals; and (3) to invest in employees to succeed in the unpredictable and turbulent business environment. There are 3 most important types of training: training needs assessment (TNA), training contents and delivery approaches, on the job training (OJT).

## **f. Organizational Culture**

Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals (Schein, 1990). Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs, and behaviors of the employee's difference from the other organization (Hofstede, 1991). Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization (Deal and Kennedy, 1982). According to the Stewart (2010), norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. The most important characteristic is shared value. A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 1984). Shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellriegel et al, 1998). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal culture assumptions. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982).

### **3.2.8 Ethical Issues of Research**

The ethical issues considered in this study include worthiness, consent, and confidentiality. To ensure informed consent, respondents and all those who participated in this study were provided with all the relevant information about this study in order to ensure that they understood the nature of the study, objectives of the research and the benefits to the researcher. This process further ensured that the study did not misbehave the behavioral norms established by organizations being studied. Also, findings were reported in a complete and honesty fashion, without misrepresenting any responses given or intentionally misleading readers and researchers interested in this study.

## **CHAPTER FOUR: RESULT AND DISCUSSION**

### **4.1 Introduction**

This chapter of the thesis deals with presentation, analysis and interpretation of the data. In the study, different groups of people were included to obtain the necessary information. The groups that are included in the study were Social workers, Supervisors, Managerial Staff. Analysis and interpretation of the data gathered by different instruments, mainly questionnaire and unstructured interview and the summary of the quantitative data has been presented by the use of tables and various statistical tools. Similarly, the qualitative data were organized according to the themes, analyzed and used to strengthen or to elaborate quantitative one. Because the research design is descriptive research design, thus the qualitative data is used to support the result obtained from the interpretation of the quantitative data.

### **4.2 Characteristics of the study population.**

#### **4.2.1 Demographic characteristics of respondents**

##### **4.2.1.1 Sex of respondents and their corresponding organization**

The sample is taken from two organizations from OCDA and WSG. Basically, from the total respondents 39.28 percent of the respondents were belongs to OCDA and 60.72 percent belongs to WSG. Totally there were 140 respondents in which 57.8 percent of them were males and the rest 42.2 percent were females (Table 4.1).

**Table 4.1** Description of sex composition of the sample respondents

Organization	Sex of respondents				Total	%
	Male		Female			
	Frequency	%	Frequency	%		
OCDA	28	50.9%	27	49.1	55	39.28%
WSG	53	62.35	32	37.65	85	60.72%
Total	81	57.8%	59	42.2%	140	100%

Source: Own computation

#### 4.2.1.2 Age and Marital Status of Respondents

The age ranges of the respondents were fall in three categories below 30, between 31 and 39, and between 40 to 50 years of age. Accordingly, 18.57 percent of the respondents were below 30 years of age, 56.43 percent of them were between 31 and 39, and the rest 25 percent were between 40 and 50 years of age. Moreover, in the first age group totally there were 26 respondents and out of these 19 of them were single and the rest 6 and 1 were married and divorced respectively. The second age group contains totally 79 respondents which involve 55 married, 20 single, and 4 divorced. The last and third group incorporates 35 respondents which had 29 married, 4 single, and 2 divorced individuals. Generally, there were 90 married, 43 single, and 7 divorced respondents (Table 4.2)

**Table 4.2 Description** of age and marital status of respondents

Age	Marital status			Total	
	Married	Single	Divorced	Frequency	%
Below 30	6	19	1	26	18.57%
31-39	55	20	4	79	56.43%
40-50	29	4	2	35	25%
<b>Total</b>	90	43	7	140	100%

Source: Own computation

#### 4.2.1.3 Work Experience of Respondents

There are basically four different job category Social, supervisory, and managerial which takes 64.28, 27.14, and 8.58 percent of the respondents respectively. Moreover, the working

experience of the respondents were classified in to five; the first one incorporates individuals who had less than 5 years of experience and this takes 36.42 percent of the respondents, the second group contains respondents who had working experience of 6 to 10 years, 45.71 percent of the respondents fall in this group. Individuals who had the experience of 11 to 15 were the third group and this took 9.28 percent of the respondents. Workers who worked 16 to 20 and above 20 years took the fourth and fifth group which incorporate 7.58 and 0.71 percent of the respondents respectively (Table 4.3)

**Table 4.3** Description of work experience of respondents

Job role	Experience of employee					Total	
	below 5 years	6-10 years	11-15 years	16-20 years	above 20 years	Frequency	Percent
Social	37	36	9	8	---	90	64.28%
Supervisory	13	22	3	--	--	38	27.14%
Managerial	1	6	1	3	1	12	8.58%
<b>Total</b>	<b>51</b>	<b>64</b>	<b>13</b>	<b>11</b>	<b>1</b>	<b>140</b>	<b>100%</b>

Source: Own computation

#### 4.2.1.4 Education status and Salary level of respondents

According to the survey result there were five level of education status in the organizations, secondary education (22.14%), certificate (1.42%), Diploma (35%), Degree (29.28%), Masters (11.42%), and PhD (0.71%). Furthermore, the 66.42 percent of the respondents earn a salary of below 5000 birr, 32.14 percent of the respondents had a salary level of between 5001 and 10000; also the same percent of respondents (0.71%) earn a salary level of 10001 to 15000 and above 20000 respectively (Table 4.4)

**Table 4.4** Education status and Salary level

Education level	Salary Range				Total	%
	Below 5000 birr	5001-10000 birr	10001-15000 Birr	Above 20000		
Secondary Education	30	1	--	--	31	22.14%
Diploma	34	15	--	--	49	35%
Degree	20	21	--	--	41	29.28%
Masters	8	6	1	1	16	11.42%
PhD	0	1	--	--	1	0.71%
certificate	1	1	--	--	2	1.42%
<b>Total</b>	<b>93</b>	<b>45</b>	<b>1</b>	<b>1</b>	<b>140</b>	

Source: Own computation

#### 4.2.2 Descriptive Analysis of Factors that Affect Job Satisfaction.

##### 4.2.2.1 Reward

**Table 4.5** Description of the response of Reward

Questions	SA%	A%	N%	D%	SD%	Mean	Std. deviation
I am glad with the appreciation and rewards for my high performance	8.6	28.6	6.4	46.4	10	3.21	1.208
My organization recognizes and awards employees through annual awards.	10.7	35.7	3.6	35.7	14.3	3.07	1.312
I recognize my payment to be reasonable with my coworkers on the same scale in my organization and those in different organization within the organization	19.3	12.9	6.4	46.4	15	3.25	1.384
My salary level inspires me to stay in my current organization	10	6.4	5	53.6	25	3.77	1.190
I am satisfied by the health care benefit provided by the organization	10.7	42.9	6.4	19.3	20.7	2.96	1.375

I feel I am being paid a fair pay for the work I do.	3.6	10.7	5.7	50.7	29.3	3.91	1.049
I am satisfied with the benefits I receive	2.1	20.7	9.3	47.1	20.7	3.64	1.094
The benefits we receive are as good as most organizations offer.	7.9	14.3	7.9	50	20	3.60	1.186
I feel unappreciated by the organization when I think about what they pay me	3.6	48.6	12.1	18.6	17.1	2.97	1.229
The benefit Package in the organization is reasonable	2.1	32.1	10.7	42.9	12.1	3.31	1.112
I feel satisfied with my chances for salary increase	16.4	20	9.3	42.1	12.1	3.14	1.326
There are benefits we do not have which we should have.	14.3	45	7.9	12.1	20.7	2.80	1.395
I feel satisfied with the organization bonus and incentive programs.	2.9	17.1	4.3	46.4	29.3	3.82	1.121
There is a consistent & equitable systems of rewards	4.3	32.9	4.3	43.6	15	3.32	1.201
My salary improved my job commitment	11.4	19.3	9.3	37.9	22.1	3.40	1.329
I am poorly paid in relatively to my hard work.	13.6	50	7.1	16.4	12.9	2.65	1.269
Additional incentive received for extra work.	5	24.3	6.4	48.6	15.7	3.46	1.165
I entered in my profession because of its good pay.	12.9	5.7	7.9	59.3	14.3	3.56	1.195
I am happy with the reward I get & I think it equals with my duty.	6.4	14.3	9.3	53.6	16.4	3.59	1.118
<b>Total Reward</b>	<b>8.72</b>	<b>25.34</b>	<b>7.33</b>	<b>40.56</b>	<b>18.04</b>	<b>3.34</b>	<b>1.224</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own computation

Table 4.5 discusses about the reward behavior of the organizations. There were totally 19 items which was used to understand the rewarding system of the organization. Particularly the item “I feel I am being paid a fair pay for the work I do” had the maximum mean score of 3.91, and to the reverse the item “I am poorly paid in relatively to my hard work” got the minimum mean score of 2.65. For both items the minimum score was 1 i.e. “Strongly Agree” and the maximum score was 5 i.e. “Strongly Disagree”. The overall mean score of this

particular variable for reward was 3.34, therefore, we can conclude that the status of this variable which was between neutral and disagree level.

Relatively, employees were happy on annual reward made by the organization; in regard to this 46.4 percent of the respondents were agreed. Moreover, 78.6 percent of the respondents disagree on that their salary level inspired them to stay in their current organization; likewise, around 80 percent of the respondents disagree on fairness of their payment for what they are doing currently. Apparently, more than 70 percent of the respondents also argues that their organization bonus and incentive program was not satisfied them well and also compared to other organizations the benefit they received was not good.

#### 4.2.2.2 Organizational structure

**Table 4.6** Description of the response of organizational structure

Questions	SA%	A%	N%	D%	SD%	mean	Std. deviation
The organizational structure of my organization is well-organized and practical	14.3	40	1.4	36.4	7.9	2.84	1.279
My organization organizational <b>structure</b> s is sociable, empowers me to achieve on my job.	12.1	28.6	4.3	42.9	12.1	3.14	1.295
My organization work process challenges me to implement tasks according to the organizational <b>structure</b> .	30	22.1	7.1	32.1	8.6	2.67	1.411
The staff awareness about the organizational structure is high.	5	18.6	2.9	45	28.6	3.74	1.203
<b>The Staff</b> relationships with coworkers, other department members and supervisors <b>is fair according to the</b> organizational <b>structure</b>	3.6	37.9	7.9	45	5.7	3.11	1.093
<b>Total Organizational Structure</b>	<b>13</b>	<b>29.44</b>	<b>4.27</b>	<b>40.28</b>	<b>12.58</b>	<b>3.1</b>	<b>1.2562</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own computation

Table 4.6 presents the perception of employees regards organizational structure; totally there were 5 items (questions) organizational structure; and its overall grand mean score was 3.1.

Out of the five questions “The staff awareness about the organizational structure is high.” scored the highest with the mean of 3.74. For this particular item respondent’s maximum score was 5 i.e. “Strongly disagree” and lowest score was 1 i.e. “Strongly agree”. The items which scored the lowest mean were “My organization work process challenges me to implement tasks according to the organizational **structure**.” with the mean score of 2.67. This item also in the Likert scale got the highest score “5” and lowest score “1”. But looking at the above table we can conclude all the questions mean score are slightly above 3 which means, it is above the neutral.

Looking in to individual items around 55 percent of the respondents confirm that the organizational structures was not sociable and it didn’t empowered them to achieve their job. Conversely 54.3 percent of the respondents replied that the organizational structure of their organization was well-organized and practical. Likewise, more than 40 percent of them confirmed that the Staff relationships with coworkers, department members and supervisors were fair according to the organizational structure

#### 4.2.2.3 Work Environment

**Table 4.7** Description of the response of working environment

Questions	SA%	A%	N%	D%	SD%	mean	Std. deviation
I am happy with the working environment of the organization.	15.7	25.7	2.1	37.9	18.6	3.18	1.410
I am satisfied with job place	17.9	55	0	21.4	5.7	2.42	1.176
I am satisfied with creating clean, initiating and comfortable working area.	12.1	32.1	2.9	37.1	15.7	3.12	1.344
I am satisfied with availability of transportation.	5	12.1	2.9	41.4	38.6	3.96	1.166
I am happy with the current working hours.	10	45	5.7	7.9	31.4	3.06	1.483
I am satisfied with contribution in group events in the organization.	5	61.4	3.6	17.9	12.1	2.71	1.184
I am happy & able to maintain a fit balance among work and family life.	10	48.6	2.9	21.4	17.1	2.87	1.335
I am satisfies with supply of sufficient amount of material, tools for my work process.	2.9	64.3	5.7	16.4	10.7	2.68	1.121
I am satisfied with work relationships with the people around me.	14.3	49.3	5	22.9	8.6	2.62	1.226
I am satisfied refreshment material of within organization (DSTV, Tennis.)	6.4	12.9	9.3	25.7	45.7	3.91	1.283
I feel comfortable in carrying out my responsibilities.	14.3	37.1	2.9	37.9	7.9	2.88	1.278
I am satisfied with various activities in the firm & love participating in them.	11.4	38.6	9.3	34.3	6.4	2.86	1.197
I am satisfied with your overall job security.	9.3	27.1	12.1	39.3	12.1	3.18	1.225
I am satisfied with the given right to put forward my opinions.	12.1	18.6	7.1	22.9	39.3	3.59	1.464
I am happy with the leaders in my workplace as positive role models	9.3	24.3	4.3	33.6	28.6	3.48	1.370
I am satisfied with the present performance appraisal policy of the organization.	5.7	9.3	6.4	26.4	52.1	4.10	1.213
Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement	12.1	59.3	1.4	20	7.1	2.51	1.154
I am happy with the permission policy of the organization.	9.3	43.6	10	30	7.1	2.82	1.171
I am satisfied employee support policy (e.g. dine& transport etc.) of the organization.	10	30.7	5.7	42.9	10.7	3.14	1.248
I am satisfied with long term benefit & insurance policies of the organization.	9.3	20	9.3	40.7	20.7	3.44	1.276
<b>Total Work Environment</b>	<b>10.10</b>	<b>35.75</b>	<b>5.43</b>	<b>28.9</b>	<b>19.81</b>	<b>3.12</b>	<b>1.266</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own computation

Table 4.7 presents the feelings of employee with regard to the working environment of their institution. More than 40 percent of the respondents agree on that they were happy with the working environment of the organization. Also more than 67 percent of the employee agreed that there was good supply of sufficient amount of material and tools for work process; conversely, employees were not satisfied on long term benefit & insurance policies of the organization, this is confirmed by more than 60 percent of the employees. Apparently, more than 78 percent of the respondents confirmed that they were not satisfied on the present performance appraisal policy of the organization. In addition to this considerable (63.1%) amounts of respondents disagreed on that they were satisfied with the given right to put forward their opinions.

In general, table 4.6 presents the attitude of employees towards the working environment of their organization. Overall there were 20 items that asked about working environment; among all these 20 items “I am satisfied with the present performance appraisal policy of the organization. Scored the highest mean of 4.10 for this particular item the maximum score was 5 i.e. “Strongly Agree” and minimum score was 1 i.e. “Strongly Disagree”. The minimum mean score was done by the items “Fulfilling my responsibilities gives me a feeling of satisfaction & personal achievement”, and it scored a mean of 2.51. Here, in the above table the overall mean score of working environment was 3.12 which is near to 3. So, we can conclude that working environment aspects lie on “Neutral level”.

#### 4.2.2.4 Leadership

**Table 4.8** Description employee's perception towards leadership

Questions	SA%	A%	N%	D%	SD%	mean	Std. deviation
I am happy with the strategic /tactical/ way of the company	9.3	30.7	10	40	10	3.11	1.216
The organization Openly links its Vision, Mission, goals and strategies to me	12.1	58.6	5.7	11.4	12.1	2.53	1.208
The management team gives to the staff members a clear picture of direction the organization exists	5.7	52.9	2.9	23.6	15	2.89	1.262
Higher management seems eager to invest in the development of new team members	3.6	29.3	5.7	40	21.4	3.64	1.220
I established enough chance to interact with other employees on a official level	5	29.3	9.3	35.7	20.7	3.38	1.244
Higher management looks willing to agree faults made in the practice of trying new things	3.6	22.9	10	42.1	21.4	3.55	1.165
Higher management treats me with respect	15	64.3	2.9	10	7.9	2.31	1.093
My job requirements are clear	17.1	57.9	4.3	11.4	9.3	2.38	1.172
I frequently feel that I do have knowledge about what is going on in the organization	10	20.7	7.1	40.7	21.4	3.43	1.304
The presence of clear organizational based rule and regulation satisfied workers	2.9	35.7	6.4	39.3	15.7	3.29	1.190
<b>Total Leadership</b>	<b>8.43</b>	<b>40.23</b>	<b>6.43</b>	<b>29.42</b>	<b>15.49</b>	<b>3.051</b>	<b>1.2074</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own computation

The above table discussed about the attitude of employees towards leadership of the organization. Looking in to these, more than 70 percent of the employees agreed that the organization openly links its Vision, Mission, goals and strategies to its employees, around 79 percent of the employee respondents also agreed that the higher management of the organization treats them with respect. Conversely, more than 63 percent of the respondents disagreed on that higher managements were willing to agree faults made in the practice of

trying new things, also around 62 percent of employees confirmed that they didn't have knowledge about what is going on in their organization.

In summary, the grand mean score of leadership was 3.05. 10 questions were employed under this sub issue. Out of the 10 questions "Higher management seems eager to invest in the development of new team members" scored the highest mean which is 3.64. For this particular question respondent's maximum score was 5 i.e. "Strongly agree" and lowest score was 1 i.e. "Strongly Disagree". The items which were scored the lowest were "Higher management treats me with respect" with the mean score of 2.31. Looking at the grand mean score of the variable leadership it is possible to conclude that the mean score are almost equal to 3 which means, it is neutral.

#### 4.2.2.5 Training

**Table 4.9** Description of employee attitude towards training

Questions	SA %	A%	N%	D%	SD %	Mean	Std. deviation
In my organization there are training policies and they are monitored.	7.1	6.4	6.4	63.6	16.4	3.76	1.038
My organization offers On-the-job trainings for employees	10	10	4.3	60	15.7	3.61	1.167
My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs	7.9	3.6	5.7	68.6	14.3	3.78	1.004
I will leave my current organization for other organizations where I can get promotional and learning opportunities.	9.3	36.4	9.3	29.3	15.7	3.06	1.291
I would need more training to improve my job	15.7	49.3	10	10.7	14.3	2.59	1.281
<b>Total Training</b>	<b>104</b>	<b>21.14</b>	<b>7.14</b>	<b>46.44</b>	<b>15.28</b>	<b>3.36</b>	<b>1.156</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own computation

Table 4.8 discusses about trainings which is delivered for employees of the organization. Accordingly, more than 80 percent of the employees disagreed on that there were training policies and this policies were monitored well. Likewise, more than 82 percent of the respondents didn't agree on that their organization offers sponsorship programs that assist employees to pursue academic and professional education programs. Compared to other issue respondents agreed that they need more training to improve their job and this is confirmed by 65 percent of the respondents.

Furthermore, the table elaborates the grand mean score of training. Totally 5 questions were used under this variable. The question "My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs" had the highest mean score of 3.78. The minimum score for this question is 1 i.e. "Strongly Agree" and maximum is 5 i.e. "Strongly Disagree". The question "I would need more training to improve my job" has the lowest mean score of 2.59. In conclusion as observed in the above table the grand mean score of training is between 3 and 4. From these it is possible to conclude the feeling of the employee lies between "neutral" and "strongly disagree"

#### 4.2.2.6 Organizational Culture

**Table 4.10** Description of employee feeling on organizational culture

Questions	SA %	A%	N%	D%	SD%	Mean	Std. deviation
I will generally describe my organization structure to be friendly that enables me to perform on my job.	9.3	42.9	2.9	32.9	12.1	2.96	1.274
My work environment produces some elements of risk.	5	40	5.7	35	14.3	3.14	1.230
I will leave my current organization if I get a more promising job with better work environment.	12.1	37.9	6.4	26.4	17.1	2.99	1.352
I am satisfied with the leaders in my workplace as positive role models.	7.9	43.6	9.3	27.1	12.1	2.92	1.230
Do you agree to accept organization style and culture?(Management systems, Organizational Factors include nature and size, formal structure)	11.4	34.3	10.7	34.3	9.3	2.96	1.234
<b>Total Organizational Culture</b>	<b>9.14</b>	<b>39.74</b>	<b>7</b>	<b>31.14</b>	<b>12.98</b>	<b>2.99</b>	<b>1.264</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: own computation

Table 4.10 presents the perception of the respondents towards organizational culture. Accordingly, more than 51 percent of agreed that the leaders of their organization could be taken as a positive role models; likewise, around 52 percent of respondents agreed that their organization structure had friendly environment that enables them to perform more on their job. Moreover, 45 percent of the employee agreed that the work environment of their organization produces some elements of risk. Conversely, more than 43 percent of respondents confirmed that they didn't accept the current overall organizational style and culture.

There were 5 items under organizational culture aspects (Table 4.10). Out of the 5 questions "My work environment produces some elements of risk." scored the highest mean of 3.14.

For this particular question respondent's maximum score was 5 i.e. "Strongly disagree" and lowest score was 1 i.e. "Strongly agree". The items which scored the lowest were "I am satisfied with the leaders in my workplace as positive role models." with the mean score of 2.92. In the Likert scale this question got the highest score "5" and lowest score "1". But looking at the above table the overall grand mean score of organizational culture was 2.99 and it is slightly below 3 which means, it is below the neutral

Table 4.11 Summary of total percentage of different variables on employee's satisfaction

Factors	Percentage							Rank
	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Mean	Std. deviation	
Reward	8.72	25.34	7.33	40.56	18.04	3.34	1.224	2
Organizational Structure	13	29.44	4.27	40.28	12.56	3.1	1.2562	4
Working Environment	10.10	35.75	5.43	28.9	19.81	3.12	1.266	3
Leadership	8.43	40.23	6.43	29.42	15.49	3.051	1.2074	5
Training	10	21.14	7.14	64.44	15.28	3.36	1.156	1
Organizational Culture	9.14	39.74	7	31.14	12.98	2.99	1.264	6

Source: Own computation

### 4.2.3 Correlation and Regression Analysis

#### 4.2.3.1 Reliability Test

According to Cooper and Schindler (2006), reliability test is used to ensure the accuracy, precision and consistency of the measurement across time and variable items in the instruments. Accordingly Cronbach's Coefficient Alpha method was also used to test the reliability of the data; therefore, the data was 81% reliable (Table 4.12)

**Table 4.12** Table Reliability Statistics

Cronbach's Alpha	N of Items
0.812	7

Source: Own computation

**Table 4.13** Item total statistics

	Variables	Cronbach's Alpha
	Reward	0.786
	Organizational structure	0.766
	Working environment	0.771
	Leadership	0.747
	Training	0.782
	Organizational culture	0.772
	Overall satisfied	0.857

Source: Own computation

#### 4.2.3.2 Correlation Analysis

For ordinal variables to measure correlation spearman and kendall's could be used; in this research, both the dependent and independent variable are measured in ordinal scale; hence, using spearman is suitable to use because it provides the relative result. Therefore, for the purpose of this study the researcher used chi-square to measure the relationship between the dependent and independent variables. The result of the correlation test for each individual variable is discussed in the following paragraphs.

The first test is done for reward and job satisfaction; a chi-square test was performed and a relationship was found between job satisfaction and reward,  $X^2 (2, N = 140) = 9.794, p = .044$ . This means that the relationship between reward and job satisfaction is significant. Therefore, from the result, there is relationship between reward and job satisfaction.

**Table 4.14** Chi-Square Tests for Reward and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.794 <sup>a</sup>	4	.044
Likelihood Ratio	10.387	4	.034
Linear-by-Linear Association	6.924	1	.009
N of Valid Cases	140		

a. 0 cells (0%) have expected count less than 5. The minimum expected count is 4.11.  
Source: Own computation

The second variable which is considered as a determinant of job satisfaction was the working environment of the organization and a correlation test were also running for this particular variable. From the analysis it is found that there is relationship between job satisfaction and working environment,  $X^2 (2, N = 140) = 22.866, p < .001$ . This means that the relationship between employee working environment and job satisfaction was significant. Therefore, we reject the null Hypothesis and accept the alternative hypothesis

**Table 4.15** Chi-Square Tests for Working Environment and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.866 <sup>a</sup>	4	.000
Likelihood Ratio	28.043	4	.000
Linear-by-Linear Association	.967	1	.325
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.94.

Source: Own computation

In most organization it is believed that periodic training has effect on the overall performance and satisfaction level of employees. The correlation analysis indicates it is the same for this organization; from the Correlation Coefficient test, there is significant relationship between training and job satisfaction,  $X^2 (2, N = 140) = 15.586, p = .004$ . This means that the relationship between training and job satisfaction is significant. The null Hypothesis is not accepted and the alternative hypothesis is accepted.

**Table 4.16** Chi-Square Tests for Training and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.586 <sup>a</sup>	4	.004
Likelihood Ratio	18.381	4	.001
Linear-by-Linear Association	11.531	1	.001
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 1.83.  
Source: Own computation

The last tested three variables were organizational structure, organizational culture and leadership; accordingly, even though most literatures these variables had visible affect on employee job satisfaction, however, according to the findings of this study these three variables had no statistically significant relationship with job satisfaction (Table 4.10). This indicates the structure, culture and leadership of these organizations didn't affect the job satisfaction level their employees.

**Table 4.17** Chi-Square Tests for organizational structure and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.758 <sup>a</sup>	4	.149
Likelihood Ratio	7.347	4	.119
Linear-by-Linear Association	.068	1	.794
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 1.37.

Source: Own computation

**Table 4.18** Chi-Square Tests for organizational culture and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.849 <sup>a</sup>	4	.065
Likelihood Ratio	9.270	4	.055
Linear-by-Linear Association	.003	1	.954
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.03.

Source: Own computation

**Table 4.19** Chi-Square Tests for leadership and job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.045 <sup>a</sup>	4	.196
Likelihood Ratio	6.283	4	.179
Linear-by-Linear Association	3.082	1	.079
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 2.74.

Source: Own computation

#### **4.2.4 Results of Multiple Regression Analysis**

To measure the effect of independent variables (Reward, organizational structure, working environment, leadership, training, and organizational culture) on dependent variable (job satisfaction) and multiple regression is used

### Measure of goodness of fit

**Table 4.20** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 <sup>a</sup>	.566	.433	.808

a. Predictors: (Constant), organizational culture, reward, training, organizational structure, work environment, leadership

Source: Own computation

The R-square indicates by how much the dependent variable is explained by the independent variables; or the extent or percentage the independent variables can explain the variations in the dependent variable. In this research case,  $R^2$  indicates 56.6% of the variation on dependent variable (job satisfaction) is explained by the independent variables (reward, organizational structure, work environment, leadership, training, organizational culture). Furthermore, the adjusted R Square is slightly lower, indicating 43.3% of the variance is accounted for by the model. This indirectly means, there are additional variables that are important in explaining job satisfaction that have not been considered in this study (Table 4.19). Moreover, table 4.16 describes how well the model is fit accordingly the model fit is highly significant with p value of 0.00.

**Table 4.21** ANOVA<sup>a</sup>/ goodness of fit

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.544	6	5.257	8.048	.000 <sup>b</sup>
	Residual	86.877	133	.653		
	Total	118.421	139			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), organizational culture, reward, training, organizational structure, work environment, leadership

#### **4.2.4.2. Estimated Coefficients of the Regression Result**

The analysis indicates out of six variables five of them were found significant predictor of job satisfaction. However organizational structure had no significant effect on job satisfaction, this is because its p-value is greater than 0.05.

The table showed that among others working environment contributes the highest to the variation of the dependent variable (job satisfaction) because its Beta value is the largest (B = 0.739). This means that working environment had the strongest unique contribution towards employee job satisfaction. In consistent with the Spearman's correlation coefficient also suggested there is positive relationship between working environment and job satisfaction because of the positive value for correlation coefficient. Thus, when the working environment is more good and suitable for employees, their job satisfaction would be high (Table 4.17).

The other variable which affect job satisfaction significantly ( $p = 0.037$ ) was leadership. The estimated parametric coefficient of leadership was 0.145. Unlike regression analysis in conducting spearman correlation analysis statistical relationship was not found between job satisfactions leadership. Basically, this is not theoretically supported, which means there should be the same result in both test analysis. Generally, it is found that there were positive relationship between leadership and job satisfaction; which indicates as the leadership become good the job satisfaction of employees would be good and high (Table 4.17).

Reward was the other important variable which had significant ( $p = 0.45$ ) effect on job satisfaction. The beta coefficient of this particular variable was 0.075 which also had the lowest beta coefficient among others. The result of the regression analysis is consistent with correlation analysis which is they both showed job satisfaction and reward had positive and significant relationship. Lower beta coefficient indicates reward had less effect on job satisfaction

compared to other variables. Even though the effect is less comparatively as there is more reward for employees their satisfaction would be high (Table 4.17).

The last but not the least significant variable under this study is training. According to the analysis training had significant ( $p = 0.023$ ) and positive effect on job satisfaction with beta value of 0.249. The results of the regression analysis for training was also consistent with correlation analysis in which both analysis indicates training and job satisfaction had positive and significant relationship. Hence, the more employees had training their satisfaction would be high. Apparently, both the regression and correlation analysis indicates that job satisfaction and organizational structure did not have significant relationship; which indicates organizational structure didn't influence the job satisfaction of the employees; likewise, organizational culture even though it had significant correlation on spearman correlation analysis, however, on multiple regression analysis it is not found statistically significant ( $p=0.121$ ) relationship between organizational culture and job satisfaction. (Table 4.17)

**Table 4.22** Estimated Coefficients of the Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.752	.420		6.548	.000
	Reward	.075	.135	.054	.554	.045
	Organizational structure	-.209	.135	-.161	-1.547	.124
	Work environment	.739	.158	.538	4.669	.000
	Leadership	.145	.174	.110	.832	.037
	Training	.249	.109	-.209	-2.293	.023
	Culture	-.445	.125	-.352	-3.551	.121

a. Dependent Variable: job satisfaction

Source: Own computation

### 4.3. Comparison of Job satisfaction between the employees of WSG and OCDA

T-test was used to verify and compare the satisfaction level of employees in WSG and OCDA; we hypothesized that there is significant difference between the satisfaction levels of employees between the employees of the two organizations. Based on the T- test statistics analysis it is found out that difference in general job satisfaction between the OCDA and WSG was statistically significant (OCDA M=1.76, SD=1.036, WSG M=3.41, SD=1.094). Moreover, the p value of the analysis indicates there was a significant ( $p < 0.01$ ) difference between the mean value of satisfaction between the two organizations. Accordingly, we can conclude, looking at the table that were employed generally OCDA employees were found satisfied with their jobs than their counterparts in the WSG (Table 4.18).

**Table 4.23** Group Statistics

	Name of organization	N	Mean	Std. Deviation	Std. Error Mean
overall satisfaction	OCDA	55	1.76	1.036	.140
	WSG	85	3.41	1.094	.119

Source: own computation

**Table 4.24** Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
overall satisfaction	Equal variances assumed	1.610	.207	-8.886	138	.000	-1.648	.185	-2.015	-1.281
	Equal variances not assumed			-8.992	119.951	.000	-1.648	.183	-2.011	-1.285

Source: own computation

## **CHAPTER FIVE: SUMMERY, CONCLUSION AND RECOMMENDATION**

### **5.1 Introduction**

This study investigated determinant factors affecting employee's job satisfaction in selected local nongovernmental organizations (OCDA and WSG) head office and Branch offices. The study was conducted through a samplings survey using Social work Department, Managerial staffs and Supervisors. Data collection was made in the month of November 2016 by the use of questionnaire, interview, and document analysis techniques. Data that was collected was analyzed through percentage and frequency. In this chapter attempt is made to present the findings of the study, draw conclusions and make recommendations. The summaries are presented along research objectives. The general objective of the study is to understand determinant factors affecting employee's job satisfaction of selected local nongovernmental organizations. Specific objectives of the study are; to identify the relationship between determining factors (reward, working environment, organizational leadership, training, organizational structure, organizational culture) versus employee job satisfaction and finally to suggest ways and means of resolving the problems.

### **5.2 Summary of the Major findings**

Based on the Data collected, the study attempted to answer the following basic questions.

- Does reward have a significant relationship with employee job satisfaction?
- Does organizational structure have a significant relationship with employee job satisfaction?
- Does working environment have a significant relationship with employee job satisfaction?
- What is the effect of organizational leadership on job satisfaction?

- What is the effect of training on job satisfaction?
- What is the effect of organizational culture on employee job satisfaction?

Analysis has been Made and the following findings were obtained:-

- **Discussion related with Reward:** - The investigation that was conducted revealed that there were totally 19 items used to understand the rewarding system of the organization. The overall mean score of this particular variable for reward was 3.34, therefore, we can conclude that the status of this variable which was between neutral and disagree level. Relatively, employees were happy on annual reward made by the organization; in regard to this 46.4 percent of the respondents were agreed. Moreover, 78.6 percent of the respondents disagree on that their salary level inspired them to stay in their current organization; likewise, around 80 percent of the respondents disagree on fairness of their payment for what they are doing currently. Apparently, more than 70 percent of the respondents also argues that their organization bonus and incentive program was not satisfied them well and also compared to other organizations the benefit they received was not good.
- **Discussion related with organizational structure:** - Totally there were 5 items (questions) organizational structure; and its overall grand mean score was 3.1. All the questions mean score are slightly above 3 which means, it is above the neutral. Looking in to individual items around 55 percent of the respondents confirm that the organizational structures was not sociable and it didn't empowered them to achieve their job. Conversely 54.3 percent of the respondents replied that the organizational structure of their organization was well-organized and practical. Likewise, more than

40 percent of them confirmed that the Staffrelationships with coworkers, department members and supervisors were fair according to the organizational structure

- **Discussion related with working environment:** - According to the feelings of employee with regard to the working environment, overall there were 20 items that asked about working environment; among all these 20 items “I am satisfied with the present performance appraisal policy of the organization scored the highest mean of 4.10. For this particular item the maximum score was 5 i.e. “Strongly Agree” and minimum score was 1 i.e. “Strongly Disagree”. The minimum mean score was done by the items “Fulfilling my responsibilities gives me a feeling of satisfaction & personal achievement”, and it scored a mean of 2.51. Here, the overall mean score of working environment was 3.12 which is near to 3. So, we can conclude that working environment aspects lie on “Neutral level”.
- **Discussion related with Leadership:** - The result of this study shows, the grand mean score of leadership was 3.05. 10 questions were employed under this sub issue. Out of the 10 questions “Higher management seems eager to invest in the development of new team members” scored the highest mean which is 3.64. For this particular question respondent’s maximum score was 5 i.e. “Strongly agree” and lowest score was 1 i.e. “Strongly Disagree”. The items which were scored the lowest were “Higher management treats me with respect” with the mean score of 2.31. Looking at the grand mean score of the variable leadership it is possible to conclude that the mean score are almost equal to 3 which means, it is neutral.
- **Discussion related with Training:** -Accordingly, more than 80 percent of the employees disagreed on that there were training policies and this policies were

monitored well. Likewise, more than 82 percent of the respondents didn't agree on that their organization offers sponsorship programs that assist employees to pursue academic and professional education programs. Compared to other issue respondents agreed that they need more training to improve their job and this is confirmed by 65 percent of the respondents. Totally 5 questions were used under this variable. The question "My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs" had the highest mean score of 3.78. The minimum score for this question is 1 i.e. "Strongly Agree" and maximum is 5 i.e. "Strongly Disagree". The question "I would need more training to improve my job" has the lowest mean score of 2.59. In conclusion as observed in the above table the grand mean score of training is between 3 and 4. From these it is possible to conclude the feeling of the employee lies between "neutral" and "strongly disagree"

- **Discussion related with organizational Culture:** -Accordingly, more than 51 percent of agreed that the leaders of their organization could be taken as a positive role models; likewise, around 52 percent of respondents agreed that their organization structure had friendly environment that enables them to perform more on their job. Moreover, 45 percent of the employee agreed that the work environment of their organization produces some elements of risk. Conversely, more than 43 percent of respondents confirmed that they didn't accept the current overall organizational style and culture. There were 5 items under organizational culture aspects. Out of the 5 questions "My work environment produces some elements of risk." scored the highest mean of 3.14. For this particular question respondent's maximum score was 5 i.e. "Strongly disagree" and lowest score was 1 i.e. "Strongly agree". The items

which scored the lowest were “I am satisfied with the leaders in my workplace as positive role models.” with the mean score of 2.92. In the Likert scale this question got the highest score “5” and lowest score “1”. But looking at the above table the overall grand mean score of organizational culture was 2.99 and it is slightly below 3 which means, it is below the neutral.

**Table 5.1** Summery of Hypothesis testing Results

<b>Hypothesis</b>	<b>Description</b>	<b>Method</b>	<b>Result</b>
H1	There is relationship between reward and employee job Satisfaction	Correlation	Accepted
H2	There is relationship between organizational structure and employee job Satisfaction	Correlation	Rejected
H3	There is relationship between working environment and employee job Satisfaction	Correlation	Accepted
H4	There is relationship between organizational leadership and employee job Satisfaction	Correlation	Rejected
H5	There is relationship between training and employee job Satisfaction	Correlation	Accepted
H6	There is relationship between organizational culture and employee job Satisfaction	Correlation	Accepted

Source: Own Survey, 2016

### **5.3 Conclusion**

Job satisfaction is supposed to be one of the most important factors affecting the overall organization performance and the success of organizations nowadays. The main purpose of this thesis is to analyze the factors affecting employee Job satisfaction at OCDA and WSG.

Based on the results of the study, the following conclusions were drawn.

Generally, six possible factors were identified which was believed that they influence the job satisfaction of employees; reward, organizational structure, working environment, leadership, training and organizational culture. Both bivariate and multivariate test was performed, however only three of the variables (reward, working environment, and training) were found statistically significant as influential factor on both tests.

According to the result the relationship between reward and job satisfaction is positive and moderate (Table 4.14). Therefore, from the result, there is positive relationship between reward and job satisfaction. The importance of reward in this case should not be underestimated. Everybody needs Reward. All employees work so that they can earn Reward. The main purpose behind all of this is nothing but Reward. So, Reward and compensation play an important role in the job satisfaction of the employees. The service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries and compensation. Good pays are great motivators.

According to the result there is positive relationship between working environment and job satisfaction. Thus, when perceived working environment is good, job satisfaction would also be high.(Table 4.15). Working environment has also proven to be a strong influence on the job satisfaction of employees. Healthy work environment and relations motivate the employees to do good, consequently increasing the level of their performance. Identifying the

elements that play the most important roles in making up the physical environment of a workplace and defining them is the need of the hour. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. By creating a positive, safe and healthy environment for employees, you can increase morale, improve your employees' work-life balance and, in turn, positively impact your business.

The relationship between training and job satisfaction is significant. The null Hypothesis is not accepted and the alternative hypothesis is accepted. The value of this correlation coefficient 0.508 is fall under coefficient range from  $\pm 0.41$  to  $\pm 0.70$ . This shows that the relationship between training and job satisfaction is moderate. The effect of training on satisfaction should be considered highly, if an employee trained well and update their status helps to seek and challenge new things and new performance which indirectly may increase their satisfaction level.

According to the analysis result of the spearman correlation organizational culture and employee job satisfaction had weak and positive relationship. The test indicates, organizational culture had significant effect on job satisfaction with the p-value of 0.043. The value of the correlation coefficient 0.20 is fall below coefficient range from  $\pm 0.41$  to  $\pm 0.70$ . This shows that the relationship between organizational culture and job satisfaction was weak (table 4.17).

According to the findings of this study two variables (organizational structure and leadership) had no statistically significant relationship with job satisfaction (Table 4.18). This indicates the structure and leadership of these organizations didn't affect the job satisfaction level their employees. Leadership was significant on multivariate analysis but it was not significant on

bivariate/correlation analysis; likewise organizational culture was found statistically significant on bivariate/correlation analysis but it was not statistically significant on multiple regression analysis. Generally from the results it is found that it can be said that the key factors that contribute to employee satisfaction are reward, working environment and training. The Study leads to the conclusion that OCDA and WSG should take care on improving the enumerated organizational Gaps to increase employee's job satisfaction. Otherwise they may lose their human capital. That means experienced employees cannot be replaced in few years.

#### **5.4 Limitation of the Study**

This study was conducted on employees of Onesimus Children Development Association and Win Souls for God Evangelical Ministries found in Addis Ababa and some regional offices, branches and sub branches. As the concept job satisfactions in organizations is broad and takes different forms, it is difficult to evaluate the magnitude of all job satisfaction due to different forms within short period of time. The sample size is limited, as the study will target only 62% of the total employees.

The corporation of the selected research organizations was limited to make smooth study environment and not as much of will of some employees to fill the questionnaire and different research documents shortage to get current information's

#### **5.5 Recommendation**

The aim of this study was to identify the possible factors that affect job satisfaction in OCDA & WSG non-governmental organizations. Through the results it was inferred that the factors affecting job satisfaction were very well explained and in order to make business better great care and attention should be given to the employees. For the purpose of data analysis the researcher employed both descriptive and inferential statistics. The researcher has

recommended that to reduce on the rate of employees Dissatisfaction, employer of OCDA and WSG look to the personnel manual of the organization and revise administrative policies including salary administration, benefits packages and try to meet employee's expectations. Here are my recommendations based on the research findings.

- In order to sustain and increase the job satisfaction of employees both organizations should shape and improve the reward system (including financial and non-financial reward) and to be equitable and achievable, totally according to the rules of that "Rewards must be related to performance". The management also should motivate its employees through rewards by rewarding for whom improve him/ herself to qualify for the job requirements, who are fulfilling with the company's directions and make them as a visible model for others. Using both formal and informal rewards-recognition, praise and special assignments that must be achieved. In addition, the company should build the trust within the organization to believe that the effort will lead to a reward. Furthermore the management should have some investigation in employee satisfaction occasionally to make the decisions of what kinds of motivation should be used and make sure that solutions satisfy individual needs.
- Managers have to pay attention that work environment and job satisfaction of employees are strongly and positively correlated; furthermore, job satisfaction is very much influenced by the work environment and its elements. When perceived working environment is good, job satisfaction would also be good. So as to keep the working condition better the refreshment materials like internets services, DSTV, tennis and other should be fulfilled. This helps Employees to increases status in their profession as well as increases their level of satisfaction on job.

- Managers should make a maximum effort in the handling of employee and motivate dissatisfied employees. As training capacitates staff productivity, managers should work with its human resource policies and provide training programs in a fair manner to all levels and categories of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization.
- OCDA and WSG top management should consider Leadership is one of the most important skills of a leader and suppose it to be one of the assessment criteria for the leaders for their improvement or promotion. So that, both organizations should train their leader relating to leading skill including working skill, professional knowledge, encouragement, recognition of potential strengths of employees to make them work better. Moreover, creating a culture of leading within the organization where employees recognize that they are coached in every daily activity by anyone, especially their direct supervisors.
- The management should consider to build up a systematic training program is being laid out to train the employees including on the job training, Training Contents and Method should be determined by professional experts, technical advisors or department head of the organizations to maximize the effectiveness of training. In addition, the management should compose the official procedures of training need analysis to figure out the training demands of employees that comply with the company's strategic goals and objectives to have the "Right Train".

- Supervisors of the organization should approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence managers should encourage, employees to participate the decision making process of the organization core programs

### **5.6 Implication for Further Study**

This study attempted to examine the factors that affect employee Satisfaction in a limited local organizations (OCDA and WSG), therefore additional studies needed to be under taken to examine employee job satisfaction patterns in other local non-governmental organizations and with larger samples. Nevertheless, the researcher would argue that these findings provide additional insight in to employees' perceived job satisfaction with in OCDA and WSG area. Results of this study should inspire strategy development for management particularly in the areas of financial factor and work condition.

## REFERENCES

- Armstrong, M. and Murlis, H. (2004). *Reward management: A handbook of remuneration strategy and practice*. 5<sup>th</sup> edition. London: Kogan Page Limited.
- Appiah, C. (2010). *Human Resource Strategies for International Growth*. London: Routledge
- Bartram, T. & Casimir, G. (2007). The relationship between leadership and follower in-role performance and satisfaction with the leaders: The mediating effects of empowerment and trust in the leader. *Leadership and Organization Development Journal*, 28(1), 4 – 19.
- Amstrong M. (2006) *Human Resource Management Practices*, 10<sup>th</sup> edition, Kogan Page Limited.
- Boyens, M. (2007). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership and Organization Development Journal*, Emerald Group Publishing Limited, Vol. 26 (6) pp 424-441.
- Belcourt, M., Wright, P. C. and Saks, A. M. (2000) “Managing performance through training and development”, in *Nelson Series in Human Resources Management*, 2nd Edition. Brewster, C. (2007). *Comparative HRM: European views and perspectives*.
- Champathes, M. R. (2006) coaching for performance improvement: The coach model. *Development and Learning in Organizations*, Volume 20, No. 2, pp. 17 – 18.
- Chen, Y. F. and Tjosvold, D. (2006). Participative leadership by American and Chinese managers in China: the role of relationships. *Journal of Management Studies*, 43, 1727 – 52.

- Carrell, R. M., Kuzmits, F. E. & Elbert, N. F.(1989). Personnel: Human Resource Management.
- DuBrin, A. (2004). Leadership: Research findings, practice and skills.
- Dessler, G. (2008). Human resource management. 11th.edition. Persons.
- DuBrin, A. (2004). Leadership: Research findings, practice and skills. New York: Houghton Mifflin.
- Deal, T. E. & Kennedy, A. A. (1982). Corporate Cultures.
- Denton, D. K. (1991), “What’s wrong with these employees?” Business Horizons, 34 (5) September – October, pp. 45 – 49.
- Freyermuth, B. (2004). Performance Appraisal Satisfaction and Employee Outcome: Mediating and Moderating roles
- Green, Thad. (2000), “Three Steps to Motivating Employees”, HR Magazine, November, pp. 155 – 58.
- Guest, D. E. (1997). Human resource management and industrial relations. Journal of Management Studies 24, 5, 503-521.
- Griffeth, R., Shore L., & Allen, G. (2000). The role of perceived organizational support and supportive Human Resource Practices in the Turnover Process. Journal of Management, Vol. 29 (99).
- Griffin R.W. (2004), *Management*, Houghton Mifflin Company, U.S.A.
- Harrison, R. (2000). Employee Development.
- of work motivation. International Journal of Human Resource Management, Vol. 17 (3).
- Hausknecht, P., Rodda, M. & Howard, J. (2009). Targeted Employee Retention: Performance Based and Job-Related differences in reporting reasons for staying. Center for Advanced Human Resource Studies, Cornell University.

- Harrison, R. (2000). Employee Development
- Itch ell, R., Holtom, C., & Lee, W. (2001). How to Keep Your Best Employees: Developing an Effective Retention Policy. *Academy of Management Executive*, 15 (4) pp 96-107.
- Kuria E. (2011) Factors influencing the level of job satisfaction of the deputy head teachers of the public secondary schools in Kenya. Un published thesis: Kenyatta University
- Lee, H. (2003). An empirical study of organizational justice as a mediator of the relationship among leader-member exchange and job satisfaction, organizational commitment and turnover intentions in the lodging industries.
- Luthans F. (1995), *Organizational Behavior*, 9<sup>th</sup> edition, New Delhi, Prentice hall of India Pvt Ltd.
- Robbins S.P. (2005), *Organizational Behavior*, 11<sup>th</sup> edition, New Delhi Prentice hall of India Pvt Ltd.
- Sheikh A.M (2007)., *Human Resource development and Management*, 2<sup>nd</sup> Edition, S. Chand Limited.
- McCrea, B. (2001). When good employees retire. *Industrial Distribution*, March 2001, pp. 63,66.
- Mello, J.A. (2007). *Strategic Human Resource Management*. (2nd ed.), India: Cengage South Western.
- Meyer, J. & C. Smith, (2003). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17: pp 319-331.
- New York: Houghton Mifflin. Gordon, B.(1992). Are Canadian firms under investing in training? *Canadian Business Economics* 1, 1, 25-33.

- Ongori, H. (2008). A review of the Literature on Employee Turnover. African Journal of Business Management, Vol. 1 (3) pp 1-54.
- Ongori, H. & Agolla J. (2009). Paradigm shift in managing career plateau in organization: The best strategy to minimize employee intention to quit. African Journal of Business Management, Vol.3 (6), pp. 268-271.
- Prince, J. (2005). Career-focused employee transfer processes. Career Development International, 10(4), 293-309.
- Shahzad, K., Rehman, K. & Abbas, M. (2010). HR Practices and Leadership Styles as Predictors of Employee Attitude and Behaviour. European Journal of Social Sciences, Vol. 14 November 2010.
- Simatwa EMW (2011). Job Satisfaction and Dissatisfaction among Teachers in Kenya.
- Steel, R. & Griffeth, W. (2002). The elusive relationship between perceived employment opportunity and turnover behavior: A methodological or conceptual artifact. Journal of Applied Psychology, 74(6): pp 846-854.
- Sutherland, M. (2004). Factors affecting the retention of Knowledge Workers. PhD Dissertation, Faculty of Economics and Management Sciences, University of Johannesburg.
- Taylor, R. (2004). The Race for Talent: Retaining and Engaging Workers in the 21st Century. Human Resource Planning Journal, Vol. 27 (3) pp 12-46.
- Woodruff, C. (1999). Winning the talent war: A strategic approach to attracting, developing and retaining the best people. Chichester, UK: John Wiley & Sons.

Wright, M., Gardner, M., Moynihan, M. & Allen, R. (2005). The relationship between HR practices and firm performance: examining causal order, *Personnel Psychology*, 58, (2) pp 409–46.

Yamamoto, H. (2006). The relationship between employees' inter-organizational career orientation and their career strategies. *Career Development Journal*. 11 (3): pp 243-264.

Young, T. (2006). Implementing a knowledge retention strategy. *Knowledge Management Review*, Vol 9, issue 5, pp. 28-33, November/December 2006.

Appendices 1: Research Questionnaire in Amharic



**ቅድስተማሪያምዩንቨርሲቲ  
የድህረምረቃትምህርትቤት**

**በአናሲሞስቸልድረንደቨሎፕ መንትኦሶሴቨንኢናበዊንሶልስፎርጋድሚንስትሪስሰራተኞችየሚሞላቃ  
ለመጠየይቅ**

**የጥናቱርዕስ:- በሠራተኞችየሥራእርካታ /Job satisfaction /**

**ላይተጽእኖየሚያመጡነገሮችንማጥናት።:**

ይህንቅጽለሚሞላሁሉሰላምይሁን።እኔተማሪታረቀኝጨርቆስበቅድስተማሪያምዩንቨርሲቲየድህረ  
ምረቃትምህርትቤትበአጠቃላይቢዝነስአስተዳደርሁለተኛድግራትምህርቴንእያጠናቀኩበመሆኔየመ  
መረቂያጽሁፍማዘጋጀትአስፈላጊሆኖበመገኘቱይህንጥናትለማጥናትሰራተኞችንቃለመጠይቅመጠ  
የቅአስፈላጊሆነ።ስለዝሆየእርስዎትክክለኛመረጃመስጠትለሥራዬዋጋስላለውትኩረትሰጥተውእን  
ዲሞሉበትህትናእየጠየኩኝበቅድሚያይህንቃለመጠይቅለሞምላትፈቃደኛስለሆኑክልብአመሰግና

**ማሳሰቢያ**

- ✚ ቅጹላይስምመጻፍአስፈላጊአይደለም።:**
- ✚ ለጥያቄዎችመልስለመስጠትየራይት (√) ምልክትብቻያድርጉ።:**
- ✚ ለጥያቄዎችመመዘኛሰንጠረዥላይእስማማለሁ፣ በጣምእስማማለሁ፣ አልስማማም፣ በጣምአል  
ስማማምበማለትየመረጡትንምልክትያድርጉ።:**
- ✚ ይህጥናታዊጽሁፍለትምህርትሥራእናአስፈላጊነቱንለድርጅቱአገልግሎትቢቻይወላል።ለሌላ  
አገልግሎትመጠቀምእናማባዛትበጥብቅየተከለከለነው።:**

**ስለትብብርዎእንደገናምአመሰግናለሁ!!!**

**ክፍልአንድ — የግልመረጃ**

እባክዎ ለጥያቄዎችት ክክለኛ መልስ ለመስጠት የራይት (✓) ምልክት ብቻ ያስቀምጡ።

1. ጾታ? ተባዕት  እንስት

2. ዕድሜ ?

ከ 30 ዓመት በታች

ከ 30 - 39 ዓመት

ከ 40 - 50 ዓመት

ከ 60 ዓመት በላይ

3. የጋብቻ ሁኔታ ?

ያገባ/ች

የተለያየ/ች

ያላገባ/ች

የተፋታ /ች

4. በዚህ ድርጅት ለምን ያህል ጊዜ ሰራህ/ሽ?

ከ 5 ዓመት በታች

11-15 ዓመት

ከ 20 አመት በላይ

16-20 ዓመት

ከ 6-10 ዓመት

5. የትምህርት ደረጃ ?

ሁለተኛ ደረጃ  ዲፕሎማ  የመጀመሪያ ዲግሪ

የመጀመሪያ ዲግሪ  ሁለተኛ ድግሪ  ፒኤችዲ

ሌሎች ካሉ (በዝርዝር ያስቀምጡ ) .....

6. የስራ ድረሻ?

ማህበራዊ ጠቅላይ  ሰፍራዊ ጠቅላይ

አስተዳደር

ሌሎች .....

7. የደመወዝመጠን ?

- h 5000 ብርበታች  h 5001 እስከ 10000 ብር
- h 10000 -15000 ብር  h 15001— 20000 ብር
- h 20000 ብርበላይ

**ክፍል 2:- የሽልማት / ማበረታቻአሰጣጥንበተመለከተየተዘጋጁጥያቂዎች**

እባክዎየስምምነትዎንመጠንለመግለጽየራይት (✓) ምልክትብቻያድርጉ።

ተ.ቁ	ጥያቄዎች	እስማማሉ	በጣምእስማማለሁ	መልስየለኝም	አልስማማም	በጣምአልስማማም
1.	በሥራዬከፍተኛአፈጻጸምሲያስመዘግብበሚሰጠኝሽልማትእናአድናቆትደስተኛነኝ።					
2.	ድርጅቱበየዓመቱሠራተኞችንይሽልማል።					
3.	እኔእናአብረወኝየሚሠሩሠራተኞችእንዲሁምበሌሎችድርጅቶችበእኔደረጃያሉሰራተኞችየሚያገኙትደመወዝተመጣጣኝነወ።					
4.	የሚከፈለኝደመወዝአሁንበሚሰራበትሥ					

	ራሳይንትን ዲቆይ ያነሳሳኛል።					
5.	በድርጅቱ በሚሰጠኝ የጤና /ህክምና አገልግሎት እረካለሁ።					
6.	ለሚሠራው ሥራ ተመጣጣኝ ደመወዝ እደ ሚያገኝ ይሰማኛል።					
7.	በሚያገኛቸው ጥቅማጥቅሞች እረካለሁ።					
8.	የሚያገኛቸው ጥቅማጥቅሞች ከሌሎች ድ ርጅቶች ይሻላል።					
9.	ስለሚከፈለኝ ደመወዝ ላሉ ብድርጅቶች ለእኔ አድናቆት የለኝም ብዬ አስባለሁ።					
10.	የድርጅቱ ጥቅማጥቅም ፓኬጅ ሚዛናዊነ ው።					
11.	የደመወዝ ጭማሪ እድሉን ሳገኝ የእርካታ ስ ሜት ይሰማኛል።					
12.	ከድርጅቱ ማግኘት ሲገባ ንዩ ማናገኘው ጥቅ ማጥቅም አለ።					
13.	ድርጅቱ በሚሰጠኝ ጉርሻ /Bonus/ እና ጥቅማጥቅም ፕሮግራም እረካለሁ።					
14.	የድርጅቱ የሽልማት ወይም ማበረታቻ አሰ ጣጥል ምድፍ ትሃዊ እና ቀጣይነት ያለው ነ					

	ወ.፡፡					
15.	የሚከፈለኝ ደመወዝ የሥራ ተነሳሽነቴን አሻሽሏል፡፡					
16.	ከሚሠራው ሥራ ጋር ሲነጻጸር የሚከፈለኝ ደመወዝ በጣም ዝቅተኛ ነው፡፡					
17.	ለተጨማሪ ሥራ ተጨማሪ ክሬዲት ርዕዮተኛ ነኝ፡፡					
18.	ወደሚሠራበት ሙያ የገባሁት የተሻለ ክፍያ ስላለው ነው፡፡					
19.	ባገኘሁት ሽልማት ደስተኛ ነኝ እንዲሁም የሚያገኘው ሽልማት ከሥራ ጋር ይመጣል፡፡					

**ክፍልሦስት፡ - ድርጅታዊመዋቅርበተመለከተየተዘጋጁጥያቁዎች**

እባክዎየስምምነትዎንመጠንለመግለጽየራይት (✓) ምልክትብቻያድርጉ።

ተ. ቁ	ጥያቄዎች	እስማማ ሉ	በጣምአስ ማማለሁ	መልስየ ለኝም	አልስማማ ም	በጣምአልስ ማማም
1.	የድርጅቱድርጅታዊአወቃቀርናበጣምየተ ደራጅነው።					
2.	የድርጅቱድርጅታዊአወቃቀርምቹእናበ ሥራዬወጤታማእንዲሆንያደርገኛል።					
3.	የድርጅቱንሥራህደትበድርጅቱአወቃቀ ርመሠረትእዳከናወንያስቸግረኛል።					
4.	የድርጅቱሠራተኞችበድርጅቱአወቃቀ ርዙሪያያላቸዉግንዛቤከፍተኛነው።					
5.	ሠራተኞችከስራባልደረሰቻቸዉ፣ከዲፓ ርትመንትአባላትእናከሱፐርቫይዘሮች ጋርፍትሃዊግኑኝነትአላቸዉ።					

**ክፍል አራት — የሥራ ቦታ ሁኔታን በተመለከተ የተዘጋጁ ጥያቄዎች**

እባክዎ የስምምነት ዎንመጠን ለመግለጽ የራይት (✓) ምልክት ብቻ ያድርጉ።

ተ.ቁ	ጥያቄዎች	እስማማ ሉ	በጣም እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1.	በድርጅቱ የስራ ሁኔታ ደስተኛነት					
2.	በሚሠራበት የሥራ ቦታ ደስተኛነት					
3.	የድርጅቱ ሥራ አካባቢ ጽዳቅ፣ የሚያነሳሳ እና ምቹነት።					
4.	ድርጅቱ በሚያዘጋጅ ልኝ የትራንስፖርት አገልግሎት ደስተኛነት።					
5.	በሚሠራው የሥራ ሰዓት ደስተኛነት።					
6.	በድርጅቱ ውስጥ በሚከናወኑ የቡድን አስተዋጽኦዎች እረካለሁ።					
7.	ስሌተ ሰብዓዊ ጋርያ ለኝ ትርጉም ደስተኛ እንዲሆን፣ ለሌሎች ለሚያስገቡ እና የሥራ ጊዜዎን ማመጣጠን ያለሁ።					
8.	ድርጅቱ ለሥራዎቹ የሚሆኑ የሥራ መሳርያ እና ቁሳ ቁሶች አቅርቦት እረካለሁ።					
9.	በአቅራቢያዬ ላይ ሌሎች ጋርያ ለኝ የሥራ ግኑኝነት ያረካኛል።					

10	ድርጅቱ ሠራተኞችን ለማዘናና ትባብረባቸውን ገጽ (ዲኤስቴሌቭዥን፣ የጠረጴዛቴንስ) እረካለሁ።					
11	የተሠጠኝን የሥራ ሃላፊነት ስሌዳዎች ትይዘት ማኖል።					
12	በድርጅቱ ውስጥ በሚከናወኑ ሥራዎች እረካለሁ እንዲሁም በሥራዎች ተሳትፎ ፍቅር አለኝ።					
13	በድርጅቱ ጠቅላላ የሥራ ደህንነት እረካለሁ።					
14	በድርጅቱ በተሰጠኝ ሃሳብን በጥንቃቄ መግለጽ መብት ደስተኝ ነኝ።					
15	በሥራ በታዩ ያሉ መሪዎች ለእኔ መልካም ምሳሌ እና አርአያ ናቸው።					
16	የድርጅቱ የስራ አፈጻጸም ግምገማ ደንብ ያረካኛል።					
17	ሃላፊነት መውጣት የእርካታ እና የግልበኤ ታማኝነት ስሜት እንዲሰማኝ ያደርገኛል።					
18	በድርጅቱ የእረፍት አሰጣጥ ደንብ ደስተኝ ነኝ።					
19	በድርጅቱ የሠራተኞች ድጋፍ አሰጣጥ ደንብ					

	እረካለሁ(ለምሳሌ:- ምግብ እና ትራንስፖርት )					
20	በድርጅቱ የረጅም ጊዜ ጥቅም ጥቅም እና በእ ንሹራንስ ደንብ እረካለሁ።					

**ክፍል አምስት — አመራርን በተመለከተ የተዘጋጁ ጥያቄዎች**

እባክዎ የስምምነት ዎንመጠን ለመግለጽ የራይት (✓) ምልክት ብቻ ያድርጉ።

ተ.ቁ	ጥያቄዎች	እስማማ ሉ	በጣም እስማማ ለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1.	በድርጅቱ ስትራቴጂክ /ስልታዊ/ አካሄድ ደስተኝነኝ።					
2.	ድርጅቱ ራዕይዉን፣ ተልዕኮዉን፣ ግቡን እና ስልቱን ከእኔ ጋር አገናኝቷል።					
3.	የድርጅቱ አስተዳደር አካላት ለሠራተኞች ስለድርጅቱ መኖር እና ህልዉና በቂ ስዕል መፍጠር ስራዎች ስለድረጅቱ አሰራር አቅጣጫ ያሳያሉ።					
4.	የድርጅቱ ከፍተኛ የሥራ መሪዎች አዲስ ሠራተኞችን ተቀብሎ ለማሳደግ እና ለማብቃት ጉጉት አላቸዉ።					
5.	ከሌሎች ሠራተኞች ጋር የጠበቀ ግንኙነት ለመፍጠር በቂ ዕድል አግኝቻለሁ።					
6.	የድርጅቱ ከፍተኛ የሥራ መሪዎች አዲስ ስራዎችን ለሠራተኛ ሰራተኛዎች ከግብርና ጋር ይደቀብዎታል።					

	ሉኛል።					
7.	የድርጅቱ ከፍተኛ የሥራ መሪዎች ሥራ ጭንቀት ለሥራ በአክብሮት ያበረታቱቱኛል።					
8.	ከእኔ የሚጠበቁ የሥራዎች ግልጽ ናቸው።					
9.	ሁል ጊዜ ድርጅቱ ወስጥ ምን እየሆነ እንዳለኝ ለእውቀቱ እንደ ለለኝ ይሰማኛል።					
10.	በድርጅቱ ወስጥ ያለው ግልጽ ደንቦች እና ህጎች ሥራ ተኞችን አርክቶ አቸዋል።					

**ክፍል ስድስት፡ ስልጠናዎችን በተመለከተ የተዘጋጁ ጥያቄዎች**

እባክዎ የስምምነት ዎን መጠን ለመግለጽ የራይት (✓) ምልክት ብቻ ያድርጉ።

ተ.ቁ	ጥያቄዎች	እስማማሉ	በጣም እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1.	በድርጅቱ ወስጥ የስልጠና አሰጣጥ ደንቦች እና መመሪያዎች አሉ አንዚህ ምደንቦች እና መመሪያዎች ቁጥጥር እና ክትትል ይደረግላቸዋል።					

2.	ድርጅቱ ለሠራተኞች ሥራ እየሰሩ እና ወቅታቸውን ዲያድን ስልጠና በማዘጋጀት ያስለጥናል።					
3.	ድርጅቱ ሠራተኞች ትምህርታቸውን እና ሙያቸውን እንዲያሳድጉ የወጪ ሀገር ትምህርት ዕድል ይሰጣል።					
4.	በሌላ ድርጅት እድገት እና የትምህርት እድል በዲያገኝ አሁን የሚሠራበትን መስሪያ ቤት እስታለሁ።					
5.	የሥራ አፈጻጸምን ለማሻሻል ስልጠና መወሰድ እፈልጋለሁ።					

**ክፍል ሰባት — የድርጅቱን የሥራ ባህል በተመለከተ የተዘጋጁ ጥያቄዎች**

እባክዎ የስምምነት ዎን መጠን ለመግለጽ የራይት (✓) ምልክት ብቻ ያድርጉ።

ተ. ቁ	ጥያቄዎች	እስማማሉ	በጣም እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1.	የድርጅቱ የሥራ መዋቅር ለቅርብ ግንኙኝነት አመቺ እና ሥራዬን በተሻለ ሁኔታ እንዲፈጽም ያደርገኛል።					

2.	የሚሠራበት የሥራ ሁኔታ አደጋን ሊያስከትል የሚችል ነው።					
3.	የተሸለፈ የሥራ ሁኔታ ያለበት እና የተሸለሰ ሲያገኝ አሁን የሚሰራበት ድርጅት አለቃለሁ።					
4.	አለቆቹ ለእኔ መልካም ምሳሌ ናቸው ስለዚህም አለቆቹ ስራ እረካለሁ።					
5.	የድርጅቱን አካሄድ እና የድርጅታዊ ባህሉን ቀበላለሁ/ት ቀበያለሽ? (የአስተዳደር ዘዴውን ፣ አወቃቀሩን እና የስራውን ባህሪ እና ስፋት)					

## **Appendix 2: Research Questionnaire**

**Saint Mary's University**

**School of Graduate studies**

**Department of Business Administration**

Questionnaire to be filled by staffs of Onesimus Children Development Association (OCDA),  
Emmanuel Development Association and Hope for Children Ethiopia

**Research Topic:** Factors Affecting employees job satisfaction in the case of Onesimus

Children Development Association (OCDA), Emmanuel Development Association and Hope  
for Children Ethiopia

Dear Sir / Madam,

My Name is TarekegnCherkos,

With reference to the requirements of the Master's degree program of Saint Mary's University in MBA, I wish to collect data from you on the topic of Factors Affecting employee's job satisfaction. So I would like to keep privacy of the information and data that you provided to me. I assure this information is used only for the academic purposes. Therefore, this research was evaluated in terms of its contribution in understanding the factors affecting employee's job satisfaction at Onesimus Children Development Association (OCDA) and Win Souls for God Evangelical Ministries (WSG).and its contribution to improvements in these areas.

## General Information

### Employees' Satisfaction Interview Schedule

- ✚ Writing your name is unnecessary.
- ✚ In the appropriate box for questions that demands your opinion please tick (√) confidentially on the provided box.
- ✚ For the following questions, you should be requested to specify whether you Agree (A), Disagree (D), Strongly Agree (SA), Strongly Disagree (SD), or Neutral (N).  
Name: Age: Designation: Department: SL Survey Question SA A N D SD
- ✚ The questions have been divided into sections based on the objectives of the study. Section A asks questions on general information about the employees. Section B – Section G asks questions on the research objectives.
- ✚ I want to guarantee you that this research is only for academic purpose approved by the St. Marry University. Definitely no other individual will have to access this data collected. In any kind of report. I might publish but, I will not include any information that will make it possible.

THANK YOU AGAIN FOR YOUR COOPRATION!

#### SECTION A – PERSONAL INFORMATION

Please tick the appropriate box that corresponds to your answer.

8. Sex?

Male

Female

9. Age?

Below 30yrs  50- 60yrs

30- 39yrs  Above 60yrs

40- 50yrs

10. Marital status?

Married  Separated

Single  Divorced

11. How long have you worked with current organization?

Below 5yrs  11-15yrs  Above 20yrs

6-10yrs  16-20yrs

12. What is your level of education?

Secondary  Diploma

Degree  Masters

PhD  others (please specify)

.....

13. What is your job role?

Social

Supervisory

Managerial

Others .....

14. What is the range of your salary?

Below 5000 Birr

5001– 10000 Birr

10000 – 15000 Birr

15001– 20000 Birr

Above 20000 Birr

## SECTION B - REWARD

Please indicate your level of agreement with each of the following statements:

S. No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1.	I am glad with the appreciation and rewards for my high performance					
2.	My organization recognizes and awards employees through annual awards.					
3.	I recognize my payment to be reasonable with my coworkers on the same scale in my organization and those in different organization within the organization					
4.	My salary level inspires me to stay in my current organization					
5.	I am satisfied by the health care benefit provided by the organization					
6.	I feel I am being paid a fair pay for the work I do.					
7.	I am satisfied with the benefits I receive					
8.	The benefits we receive are as good as most organizations offer.					
9.	I feel unappreciated by the organization when I think about what they pay me					
10.	The benefit Package in the organization is reasonable					

11.	I feel satisfied with my chances for salary increase					
12.	There are benefits we do not have which we should have.					
13.	I feel satisfied with the organization bonus and incentive programs.					
14.	There is a consistent & equitable systems of rewards					
15.	My salary improved my job commitment					
16.	I am poorly paid in relatively to my hard work.					
17.	Additional incentive received for extra work.					
18.	I entered the in my profession because of its good pay.					
19.	I am happy with the reward I get & I think it equals with my duty.					

**SECTION C –ORGANIZATIONAL STRUCTURE**

Please indicate your level of agreement with each of the following statements:

<b>S. No</b>	<b>Questions</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
6.	The organizational structure of my organization is well-organized and practical					
7.	My organization organizational structure s is sociable, empowers me to achieve on my job.					
8.	My organization work process challenges me to implement tasks according to the organizational structure.					
9.	The staff awareness about the organizational structure is high.					
10.	The Staff relationships with coworkers, other department members and supervisors is fair according to the organizational structure					

## SECTION D –WORK ENVIRONMENT

Please indicate your level of agreement with each of the following statements:

S. No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
21.	I am happy with the working environment of the organization.					
22.	I am satisfied with job place					
23.	I am satisfied with creating clean, initiating and comfortable working area.					
24.	I am satisfied with availability of transportation.					
25.	I am happy with the current working hours.					
26.	I am satisfied with contribution in group events in the organization.					
27.	I am happy & able to maintain a fit balance among work and family life.					
28.	I am satisfied with supply of sufficient amount of material, tools for my work process.					
29.	I am satisfied with work relationships with the people around me.					
30.	I am satisfied refreshment material of within organization (DSTV, Tennis.)					

31.	I feel comfortable in carrying out my responsibilities.					
32.	I am satisfied with various activities in the firm & love participating in them.					
33.	I am satisfied with your overall job security.					
34.	I am satisfied with the given right to put forward my opinions.					
35.	I am happy with the leaders in my workplace as positive role models					
36.	I am satisfied with the present performance appraisal policy of the organization.					
37.	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement					
38.	I am happy with the permission policy of the organization.					
39.	I am satisfied employee support policy (e.g. dine & transport etc.) of the organization.					
40.	I am satisfied with long term benefit & insurance policies of the organization.					

## SECTION E – LEADERSHIP

Please indicate your level of agreement with each of the following statements:

S .No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
11.	I am happy with the strategic /tactical/ way of the company					
12.	The organization Openly links its Vision, Mission, goals and strategies to me					
13.	The management team gives to the staff members a clear picture of direction the organization exists					
14.	Higher management seems eager to invest in the development of new team members					
15.	I established enough chance to interact with other employees on a official level					
16.	Higher management looks willing to agree faults made in the practice of trying new things					
17.	Higher management treats me with respect					
18.	My job requirements are clear					
19.	I frequently feel that I do have knowledge about what is going on in the organization					
20.	The presence of clear organizational based rule and regulation satisfied workers					

## SECTION F –TRAINING

Please indicate your level of agreement with each of the following statements:

S. No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
6.	In my organization there are training policies and they are monitored.					
7.	My organization offers On-the-job trainings for employees					
8.	My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs					
9.	I will leave my current organization for other organizations where I can get promotional and learning opportunities.					
10.	I would need more training to improve my job					

### SECTION G –Organizational Culture

S.No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
6.	I will generally describe my organization structure to be friendly that enables me to perform on my job.					
7.	My work environment produces some elements of risk. Strongly disagree					
8.	I will leave my current organization if I get a more promising job with better work environment.					
9.	I am satisfied with the leaders in my workplace as positive role models.					
10.	Do you agree to accept organization style and culture?(Management systems, Organizational Factors include nature and size, formal structure)					

### SECTION H. Over All Job Satisfaction Level

Please indicate your level of agreement with each of the following statements:

S.No	Questions	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1.	Over All I satisfied with the organization as Employee					