

**ST.MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT**

**AN ASSESSMENT OF EMPLOYEES' SATISFACTION
THE CASE OF ETHIOPIAN AID**

**BY
AYALEW TADELE**

**JUNE 2010
SMUC
ADDIS ABABA**

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**A SENIOR ESSAY SUBMITTED
TO THE DEPARTMENT OF MANAGEMENT
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DEGREE OF BACHELOR OF ARTS IN MANAGEMENT**

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FACULTY OF BUSINESS
DEPARTEMNT OF MANAGEMENT

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DECLARATION

I, the undersigned, declare that this senior essay/project is my original work, prepared under the guidance on advisor Zelalem Tadese. All sources of materials used for the manuscript have been duly acknowledged.

Name: _____

Signature _____

Place of submission: _____

Date of submission: _____

SUBMISSION APPROVAL SHEET

This senior research paper has been submitted to the department of management in partial fulfillment for the required of B.A degree in management with my approval as an advisor.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizations use different resources to accomplish their goals. “The major resources used by organizations are human resources, financial resources, physical resources, and information resources. Among these resources, human resources (employees) are vital component for every organization.” (Barnat, 2005:28).

In addition, Michale (1992:2), highlighted that even in an age of automation as of today, manpower is the most essential and indispensable resources of any organization. In fact, without appropriate human resources, no business or organization can exist and grow. All other resources are tied together to achieve organizational goals through combined and intensive efforts of human resources. Therefore, proper handling of these important elements are one means of achieving organizational objectives. Proper handling is to mean that organizations should make an effort to keep their employees satisfaction.

“Satisfaction refers to the overall positive feeling people have about an organization, whether as an employee, customer, supplier or regulator.” (Cook & Hunsaker, 2001:24). From this definition of satisfaction, we can express employee satisfaction as a measure of how happy workers are with their job and working environment.

Further, Saiyadain (2004:13) argued that employee satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say ‘I am satisfied with my job’. Such description indicates the variety of variables that influence the satisfaction of individual. Accordingly, managers require a great deal of

effort in order to identify all variables that have impact on employee satisfaction.

Ethiopian Aid (EA) is a civic, non-profit making and non-partisan organization established in 1992 by concerned citizens who had the vision to positively change the lives of fellow Ethiopians. A voluntary board governs it and has a secretariat headed by an Executive Director and the necessary management and operational staff. It performs comprehensive community development programs in selected communities in Addis Ababa City Administration, East and West Gojjam Zones of the Amhara National Regional State and in North Shewa Zone of the Oromia National Regional State. The organization encompasses 33 professional and supportive staffs in its branch offices and head quarter.

The organization faces difficulties to realize its objectives because of the issues related to employees and management. Employees in the organization seem to have great dissatisfaction on their job and on the overall working environment.

The research focuses on identifying the main sources for the problem of employees' satisfaction and trying to assess employees' satisfaction the case of Ethiopian. In addition, determining what measures have been done by the management in order to increase employees' satisfaction.

1.2. Statement of the Problem

“A satisfied workforce has many advantages for the firm, including lower absenteeism and turnover; fewer grievances, lawsuits and strikes; lower health costs; and higher quality work. One general approach to generating higher satisfaction for people (employee) is to implement a quality of work life program (QWL). QWL seeks to provide a safe and healthy environment, opportunity for personnel growth, a positive social environment, fair treatment, and other improvements in people's work life. These and other benefits from the organization, exchanged for

contribution from employees, create a psychological contract, over time, how the psychological contract is upheld or violated, and changed unfairly or fairly, will influence people’s satisfaction and motivation.” (Batemal, & Snell, 2003:433).

Furthermore, Batemal (2003:430) emphasized that job dissatisfaction creates a work force that is more likely to exhibit higher turnover, higher absenteeism, more grievance and lawsuits, stealing, poor customer service. All of these consequences of dissatisfaction, either directly or indirectly are costly to the organization.

When all these situations are reviewed in case of Ethiopian Aid, employees do not seem to have satisfaction on their job and on the overall working environment. That is, employees in the organization have not motivation to do their job and to use their best effort, there is a lot of grievance and lawsuits, there is higher turnover, and other similar problems are common in the organization. For instance, when we see the turnover and lawsuits cases for four consecutive years, the organization’s document shows that an increasing rate.

Regarding turnover, the data from the organization shows that 53 employees have left the firm from the year 2005 up to 2008. The following empirical data show the rate of employees’ turnover during these consecutive years.

2005	2006	2007	2008
7.94%	12.73%	23.73%	51.92%

On the other hand, the data on the lawsuits cases of the organization looks like as follows:

2005	2006	2007	2008
4.76%	5.45%	5.08%	7.69

Source: Organization Data

These data show how much employee turnover and lawsuit cases increased yearly. Since these issues are among the characteristics that verify the occurrence of employees dissatisfaction, one can be easily estimated that how employees' satisfaction problem is in the organization.

In contrast, the management of the organization does not make any effort to take measure to address the issues related with employees' satisfaction. Thus, the research will assess the root causes and consequences of employee dissatisfaction and measure the level of employees' satisfaction in Ethiopian Aid.

1.3. Research Questions

The study will try to seek answer to the following questions:

1. What looks like employees satisfaction of the organization?
2. What are the problems that affect the employee satisfaction of Ethiopian Aid?
3. What are consequences of employees' dissatisfaction in the organization?
4. What measures have been taken for satisfaction of employees by the management of the organization?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of this study is to assess the employees' satisfaction level of Ethiopian Aid.

1.4.2. Specific Objectives

- Assess the situation of employees' satisfaction in the organization.
- To identify and assess the main factors that affects the employee satisfaction of Ethiopian Aid.

- Assess the consequences of employees' dissatisfaction in the organization.
- Recommend the possible solutions to the management of the organization in order to solve the problem.

1.5. Significance of the Study

The study may have the following contributions:

- ☞ It provides more understanding about employees' satisfaction and its benefits to the organization.
- ☞ It reminds the management of the organization to provide great concern for the issues related with employees' satisfaction for the success of the organization.
- ☞ It will develop an experience for the researcher to build up knowledge regarding the research techniques and reporting methods.

1.6. Delimitation of the Study

Donors of the organization through their frequent visit for monitoring and evaluation may have some understanding about the employees and the management of the organization. If the study includes views of the donors, it will have some contribution to the end result of the study. However, since the organization has different donors inside and outside of the country, the study will not encompass views of the donors regarding the management and employees of the organization. This is because it requires more time and financial resource. Therefore, the research will focus only on the information that will be gathered from the branch offices and head quarter of the organization.

On the other hand, employee satisfaction issue is a broad issue that needs sufficient time and financial resource in order to make intense observation at each branch offices. Due to this fact, the student researcher has conducted the study through questioner and interview

only. Besides, the organizational data accessed in the research are limited to the years 2005 – 2008. This is because it requires sufficient time to analysis and collect data in order to use more than four years data.

1.7. Definition of Terms

Satisfaction

Satisfaction refers to the overall positive feeling people have about an organization, whether as an employee, customer, supplier or regulator.” (Cook & Hunsaker, 2001:24).

Job Satisfaction/Employee Satisfaction

In terms of the discussion in this study, the two terms “Job satisfaction and Employee Satisfaction” will be used as synonymous in meaning, implying that happiness of workers with their job and working environment. Thus, the two terms can be used interchangeably.

Job satisfaction is an individual general attitude towards his or her job; the difference between the amount workers receive and the amount they believe they should receive (Robbins, 2001:76).

1.8. Research Design and Methodology

1.8.1. Research Design

In this study, descriptive research design method has employed to assess and describe the satisfaction of employees in Ethiopian Aid. This is because the method is important for descriptions of a phenomena or characteristics with a particular subject usually to discover answers to the questions what, who, when and how. Therefore, this study tried to asses what are the main reasons and who is responsible for employee satisfaction, as well as when and how employees are satisfied.

1.8.2. Population and Sampling Technique

The population of study included all the current employees of the organization. That is, the current population of the organization is small in numbers, which are 33 employees, of which 22 are male and 11 are female (including the management). Based on this fact a census study had been conducted. That is, information has been gathered from every employee of the organization-using questionnaire and from the head (director) of the organization through interview.

1.8.3. Types of Data Collected

To conduct this study primary and secondary source of data were used. The primary data were collected through questionnaire and interview. On the other hand, secondary data collected from the organization's different documents, relevant books and other printed sources.

Since the employees of the organization are small in number, the questionnaires were distributed for all employees in the three branches offices and head office. Accordingly, the distributed and returned questionnaires are shown in the following table.

Branch Offices	Questionnaires Distribute		Questionnaires Returned		Questionnaires not Returned	
	No	%	No	%	No	%
Debre Markos Branch	16	100	14	87.5	2	12.5
Sheno Branch	3	100	2	66.7	1	33.3
Addis Ababa Branch	10	100	10	100	0	0
Head Office	3	100	3	100	0	0
Total	32	100	29	90.6	3	9.4

Table 1.1 Questionnaires distributed and returned

As it shown in the above table out of 32 questionnaires distributed for three different branch offices and head quarter of Ethiopian Aid 29 (90.6%) of them were fully completed and returned timely, the rest 3

(9.4%) of questioners were not returned. Therefore, data analysis of the study is based on the 29 fully completed and returned questionnaires.

1.8.4. Methods of Data Collection

The main instruments that used to gather data in this study are both primary and secondary sources. The primary sources were collected through questionnaire from the 32 employees and interview from the head (Director) of the organization. On the other hand, the secondary sources were collected from books, reports, manuals, published and unpublished documents of the organization.

1.8.5. Data Analysis Method

Percentage and mean techniques have been used for data analysis and interpretation of the questions. This is because that these methods help to identify clearly the responses from the questionnaire.

1.9. Limitation of the Study

As every student researcher knows time, money & other resources are limited. What is special for this study is that limitation on getting information directly from the employees. Since the two branch offices are far from Addis, it is difficult to gather face-to-face information from the employees.

1.10. Organization of the study

The research is organized in four chapters. The first chapter deals with the introduction part of the research which includes back ground of the study statement of the problem, basic research questions, objective of the study, significant of the study, delimitation /scope of the study, research design and methodology. The second chapter is the review of related literature and the third chapter incorporated with data presentation, analysis and interpretation. The last chapter included summery of the findings conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter focuses on a theoretical body of knowledge related to employees' satisfaction. Literature suggests that Employee satisfaction is a great issue in many organizations. Therefore, in the following section explanation job satisfaction given by different writers, importance and need for employees satisfaction, factors determining employees' satisfaction, measuring job satisfaction, outcomes of job satisfaction, practical and effective approaches for providing employee satisfaction, employee dissatisfaction, and finally theories of job satisfaction will be assessed.

2.2. Definitions of Job Satisfaction

There are many definitions of job satisfaction in management area. Different writers define Job satisfaction in different ways. Some of them are presented as follow.

Job satisfaction represents a person's evaluation of his or her job and work context. Satisfaction depends on the level of discrepancy between what people expect to receive and what they experience (McShane and Glinow, 2000:223).

In line with this, Michael (2002:378) defines job satisfaction as the satisfaction, which one gets from his work or by performing it. Strong and well established attitudes or a feeling of fulfillment which the worker gets by performing a particular job can be called job satisfaction. Hence, job satisfaction is closely related to some forms of work related behavior.

Furthermore, job satisfaction refers to an individual's general attitude toward his job. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Sudan & Kumar, 2003:365).

Additionally, job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say "I am satisfied with my job". Such a description indicates the variety of variables that influence the satisfaction of the individual. Perhaps one way to define job satisfaction is the end state of feeling. Notice the use of the word end. It emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place (Saiyadain, 2003:13).

Besides, Sudan & Kumer (2003:376) define job satisfaction as, a result of employees' perception of how well their job provides those things that are viewed as important. According to them, there are three important dimensions to job satisfaction. First job satisfaction is an emotional response to a job situation. As such, it cannot be seen, it can only be inferred. Second, job satisfaction is often determined by the well outcomes meet or exceeds expectations. Third, job satisfaction represents several related attitudes, as suggested by different writers the work itself, pay, promotions, supervision and coworkers are the major ones.

2.3. Importance and Need for Employees Satisfaction

Employee satisfaction is important and necessary for the success of the organization. For example, if we relate it with customer satisfaction according to McShane and Glinow (2000:208), employee satisfaction has two advantages. First, satisfied employees provide better customer service. If people don't like where they're working, they are unlikely to

provide good service to the customers. On the other hand, employees who are in good mood are more likely to communicate friendliness and positive feelings, which customers appreciate. Second, satisfied employees are less likely to quit their jobs. This allows companies to provide more consistent service (customers get the same employees to serve them) and employees have more experience and better skills to serve clients.

In line with this, Batemal & Snell (2003:433) also emphasized that a satisfied workforce has many advantages for the firm, including lower absenteeism and turnover; fewer grievances, lawsuits and strikes; lower health costs; and higher quality work.

Furthermore, Singh (2000:169) suggested that some of the importance of providing job satisfaction to workers as follows:

- Increase productivity and increase in the over all production capacity of an industrial plant;
- Decrease labour turnover;
- Decrease absenteeism;
- Cordial relations between the management and the workers;
- Smooth working of the plant;
- Proper and optimum utilization of human resources in the organization; and
- To the individual worker, it will bring greater self-realization and greater happiness.

2.4. Factors Determining Employees' Satisfaction

The major factors of employees' satisfaction are summarized into the following dimensions.

I. The Work Itself

This refers to the extent to which the job provides the individual with interesting task, opportunities for learning and the chance to accept responsibility.

The content of the work itself is a major source of satisfaction. For example, research related to the job characteristics approach to job design, shows that feedback from the job itself and autonomy are two of the major job-related motivational factors. Some of the most important ingredients of a satisfying job uncovered by surveys include interesting and challenging work, work that is not boring and a job that provides status (Sudan & Kumer, 2003:377).

Additionally, regarding to this factor Saiyadain (2003:64) highlighted that the nature of the work contributes heavily to the feeling of satisfaction. Flexibility, freedom, and discretion available in the performance of one's job contribute heavily to job satisfaction. On the other hand, ambiguity in tasks, confusing instructions, and unclear understanding of the job leads to job dissatisfaction.

What is more, the job that involves work, which is interesting, challenging, and has variety all through, from the beginning to the end, itself stands complimented and provides job satisfaction to the worker (Singh, 2000:166).

II. Pay / Reward System/

It is the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis (in comparison with) that of others in the organization.

Wages and salaries are recognized to be significant but cognitively complex multidimensional factor in job satisfaction. Money not only helps people to attain their basic needs but is instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of

how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential. One reason undoubtedly is that most employees do not even know how much they are receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value. However, recent research indicates that if employees are allowed some flexibility in choosing the type of benefits they prefer within a total package, called a flexible benefits plan, there is a significant increase in both benefits satisfaction and overall job satisfaction (Sudan & Kumer, 2003:377).

According to Saiyadain (2003:63) the organizational reward system has been found to be related to job satisfaction. This pertains to how pay benefits and promotions are distributed. Researches discovered that satisfaction increases when pay is seen as fair with respect to both level of compensation received and the method used to distribute the pay. Besides, it was found that individuals were more satisfied with both their benefits and jobs when they were given the flexibility in selecting their own fringe benefits. Thus, if employees are allowed some flexibility in choosing the type of benefits they prefer within a total package called flexible benefit plan, there is a significant increase in both benefits satisfaction overall job satisfaction.

III. Promotion Opportunities

These are the chances for advancement in the organization. Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take a number of different forms and have variety of accompanying rewards. For example, individual who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted on the basis of performance. Additionally, a promotion with a 10% salary raise is typically not as satisfying as one with a 20% salary raise (Sudan & Kumer, 2003:377).

Furthermore, Singh (2000:166) suggested that sudden promotion of the employee, in recognition of his good work, causes the employee much satisfaction about his job.

IV. Supervision/Leadership style/

Supervision is another moderately important source of job satisfaction, and it refers to the abilities of the supervisor to provide technical assistance and behavioral support. It has two dimensions of supervisory style that affect job satisfaction. One is employee's-centeredness, which is measured by the degree to which a supervisor takes a personal interest in the employee's welfare. It commonly is manifested in ways such as checking to see how well the subordinate is doing, provide advise and assistance to the individual, and communicating with the worker on personal as well as an official level.

The other dimension is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. In most cases, this approach leads to higher job satisfaction. A participative climate created by the supervisor has a more substantial effect on workers' satisfaction than does participation in a specific decision (Sudan & Kumer, 2003:378).

Furthermore, Saiyadain (2003:118) and Mishra (2003:323) emphasized on the relationship between the leadership styles and satisfaction of employees. According to Mishra among the different leadership style (directive, supportive, achievement-oriented and participative), supportive leadership style is the one that contribute well satisfaction of employees.

As mentioned by Saiyadain, results of most research evidences showed that the supportive leadership style induced very high level of job satisfaction. This is because according to Sekaran (2004:186) supportive leadership means being friendly and easily accessible to subordinates,

supporting them and being attentive to their needs. On the other hand, the directive leadership means giving directions to subordinates rather than seeking their participation. In line with this, Marish (3003:313) recommended that the directive leadership style maintains a distance with the employees. The leader considers himself most superior and dictates his decisions to his employees. He takes full authority and assumes full responsibility of performance. If anything is wrong, he puts the blame on the employees.

According to Ellis (2003:4), many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events by the leaders, such as parties or group outings, can help build close bonds among workers.

V. Work group

The nature of the work group or team will have an effect on job satisfaction. Friendly, cooperative coworkers or team members are a modest source of job satisfaction to individual employees. The work group especially a “tight” team, service as a source of support, comfort, advice, and assistance to the individual workers. A “good” work group or effective team makes the job enjoyable. On the other hand, if the reverse condition exists, the people are difficult to get along with, and this may have a negative effect on job satisfaction (Sudan & Kumer, 2003:378).

In addition, Agarwal (1982:307) argued that people seek satisfaction of their social and psychological needs in interaction with others in a group situation. Isolated workers dislike their jobs. Intense noise and lack of opportunity for conversation among workers adversely affect their job satisfaction.

VI. Working condition

Working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive surrounding), the personnel will find it easier to carry out their jobs. If the working conditions are poor (hot, noisy surrounding), personnel will find it more difficult to personnel will find it to get things done. In other words, the effect of working conditions on the job satisfaction is similar to that of the work group. If things are good, there may or may not be job satisfaction problem; if things are poor, there very likely will be (Sudan & Kumer, 2003:378).

According to Saiyadain (2003: 396) working condition has important bearing on the efficiency and satisfaction of employees. Poor working conditions have been found to cause greater fatigue, negligence, absenteeism, indiscipline and insubordination among the employees.

Furthermore, in recent years because of the issue of managing diversity at work place, working conditions have acquired a special significance. Working condition is a broad-based concept and includes not only the organizational policies but the work environment as well (Saiyadain, 2003: 64).

In line with those factors mentioned above, according to a study made on factors influencing job satisfaction in Azerbaijan companies by Selim Ozdemir (2009:103), the main factors influencing job satisfaction are listed as follow:

- 1. Opportunities:* Job related opportunities increase employee satisfaction. For example, a job that has an opportunity to participate in projects, presenting competition and requiring more responsibilities.

2. *Stress*: When negative stress is high, it reduces job satisfaction. When a job does not correspond with employee's personal life, or is the source of anxiety and confusion, it's stressful.

3. *Leadership*: Workers are more pleased when they work with leaders-managers. Leadership involves motivating employees, efforts for reaching better performance and etc. Regarding this factor, Mishra (2003:146) suggested that job satisfaction is greater in case the higher authority is sympathetic, friendly and willing to help the employees. Employees feel satisfied when their views are listened to and regarded by their higher authorities.

4. *Work standards*: Employee satisfaction increases when quality of work and its results are higher in the groups to which an employee is involved.

5. *Fair rewarding*: Employees are more satisfied when their works are fairly rewarded.

6. *Adequate authority*: Giving more freedom to employees in their job increases their satisfaction.

2.5. Measuring Job Satisfaction

For measuring employees' job satisfaction the two most widely used approaches are a *single global rating* and a *summation score* made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question. Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" to "highly dissatisfied". The other approach, a summation of job facets is more sophisticated. It identifies key elements in a job and asks for the employee's feelings about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relations with co-workers. These factors are rated on a standardized scale and then added up to create an overall job satisfaction score (Robbins, 2001: 76).

2.6. Outcomes of Job Satisfaction

According to Sudan and Kumar (2003: 378), Job satisfaction itself is a desirable outcome to society as a whole as well as from an individual employee's standpoint. However, from a programmatic managerial and organizational effectiveness perspective, it is important to know how satisfaction relates to outcome variables. Thus, the following sections examine the most important outcomes of job satisfaction.

2.6.1. Satisfaction and Productivity

As the "myth or science" box concludes, happy workers aren't necessarily productive workers. At the individual level, the evidence suggests the reverse to be more accurate-tat productivity is likely to lead to satisfaction.

When satisfaction and productivity data are gather for the organization as a whole, rather than at the individual level, we find that organization with more satisfied employees tend to be more effective than the organization with less satisfied employees. It may well be that the reason haven't gotten strong sub port for the satisfaction-causes- productivity thesis is that studies have focused on individuals rather than the organization and that individual-level measures of productivity don't take into consideration and that all the interactions and complexities in the work process. So while we might not be able to say that a happy worker is more productive, it might be true that happy organization are more productive (Robbins, 2001: 76).

Furthermore, regarding the relationship between job satisfaction and productivities Michael (2002:381) argued that the greater the job satisfaction of the workers, the greater would be the efforts they make towards their job; and resultantly productivity is bound to improve. Hence, there exists a positive correlation between job satisfaction and productivity.

2.6.2. Satisfaction and Absenteeism

According to Saiyadain (2004:421) absenteeism refers to unauthorized absence from work. Unauthorized absence includes all cases where work is available, the work knows about it but fails to report for duty and the employer has no prior information on workers not reporting for work.

Regarding the relationship between satisfaction and absenteeism, Robbins (2001:78) suggests that there is a constant negative relationship among them. That is, when satisfaction is high, absenteeism tends to be low and when satisfaction is low, absenteeism tends to be high. However, the correlation is moderate.

Likewise, Agarwal (1982:310) suggested that less satisfied employees are more likely to be absent from work more frequently than their more satisfied workers.

2.6.3. Satisfaction and Turnover

Most research studies demonstrate that satisfied workers are in general less likely to leave the organization. According to Robbins, employee satisfaction is negatively related to turnover, but the correlation is stronger than that of absenteeism. He argued that an important moderator of the satisfaction-turnover relationship is the employees' level of performance. Specifically, according to Robbins, level of satisfaction is less important in predicting turnover for superior performance due to the fact that the organization usually makes considerable efforts to keep these people. Therefore, job satisfaction is more important in influencing poor performers to stay than superior performers. Regardless of the level of satisfaction, the superior performers are more likely to remain with the organization because the receipt of recognition, praise, and other rewards gives them more reasons for staying (Robbins, 2001:78).

Moreover, Agarwal (1982:310) argued that job satisfaction has been found to be consistently associated with turnover. Less satisfied employees are more likely to quit their jobs than others who are more satisfied.

2.7. Practical and Effective Approaches for Providing Employee Satisfaction

Majority of research studies, in the conclusions of their findings, have suggested some practical, successful and effective approaches and devices for providing job satisfaction to employees (Singh, 2000:169).

According to Nirmal Singh the most important approaches are included the following.

1) Recognition of the worker's 'Individuality' and his 'Distinctive Personality'

With the attitudes as the managements hold and the treatment as they meet out to the worker, they should exhibit to the worker that recognize him as an "individual" and whit his 'Distinctive Personality'. If the worker is called by his name, he will feel important, and recognized as an individual with unique personality. This will go a long way in providing him satisfaction in his job.

2) Giving the worker chance to manage his own job

The worker need be provided with opportunities to use his initiative and thus manage his own job.

3) Listen to the worker's suggestions and ideas

Workers feel encouraged to better and find more satisfaction in their job, if their suggestions and ideas are listened to and given proper consideration.

4) Holding up worker's 'Sense of Belonging'

Like any other human being, a strong feeling runs the worker's mind, and he feels important that he belongs to, and is an essential part of the work-group. Thus, a worker should be given sufficient opportunities to associate himself with fellow workers and other social groups within his working environments. This will help a lot in providing him job satisfaction.

5) Ensure worker's security and Protection

A worker always wants to feel secure and protected in his job-so essential in job satisfaction. Management can insure this by treating him nicely; by giving due praise for his good work; by making sure he understands management's orders; by encourage him to deliver his 'best' with the offering of requisite incentives; and by keeping him informed from time to time about the changes and new developments taking place in the organization.

6) Maintenance of well-planned and effective communication systems

The managements have to see that the system and devices employed in organizational communications are 'open', simple and flexible. This will considerably help the workers in providing them good job satisfaction, When they find themselves inspired with the feeling of recognition running high in their minds and further notice their morals going up high, as a result of effective communications within the organizations.

2.8. Employee Dissatisfaction

According to McShane and Von Glinow (2000:206) employee dissatisfaction occurs when the amount of employee expectation is less than that of the expected condition. Job satisfaction improves as the person's expectations are met or exceeded-up to a point. i.e. if the minimum person's expectation is not met, job dissatisfaction will occur.

According to Mishra (2003:147), dissatisfied employees prefer the channels of exit or natural productivity. They do not like to work hard or demonstrate their capacities. They continue to work as routine and uninterested persons. If they are pressurized to resort to unhealthy and disinterested jobs, they prefer to leave the job. Loyalty declines and criticism of the organization increases. Ultimately the image of the organization will suffer a lot.

2.8.1. Factors of Job Dissatisfaction

Regarding the factors of job dissatisfaction, it can be understood that the negative effects of the factors mentioned in section 2.4 are also the factors of job dissatisfaction. Additionally, according to Singh (2000:166), the major outstanding factors /Sources/ of job dissatisfaction are the following.

1. Company's Policy and Administration

This mainly relates to inefficient administration, resulting in waste, duplication of effort or struggle for supremacy and power, flaws in personnel policies - unfair and positively harmful to the people.

2. Technical Supervision

This indicates to the lack of ability and competence on the part of supervisors to supervise technical work, which is their responsibility. While performing their tasks, they are generally not fair and impartial to the employees, as the latter feel (Singh, 2000:166).

In line with this, Saiyadain (2003:64) suggested that satisfaction tends to be higher when employees believe their supervisors to be competent. This shows that if employees have incompetent and unskilled supervisors, they will be dissatisfied on their job, since they could not obtain any experience or skill from their supervisor.

3. Salary

Wage administration, of which salary is an important component, is poor and very unfair. That is, wage increases are given too late and that also

reluctantly; no distinction made between old and new workers while effecting raises in salary—all these reflect poor and unfair wage administration (Singh, 2000:166). Therefore, if there is inappropriate salary administration in an organization, it will be common to observe dissatisfied employees.

4. Interpersonal Supervision

According to Singh (2000:166), if there is a lack of personal relationship between the workers and their supervisor; and if relations between them are not cordial and happy, it gives feelings to the workers, that the supervisor is averse in his attitude towards them. This causes a great dissatisfaction to them in their jobs.

Additionally, Sudan and Kumar (2003:378) argued that a participative climate created by the supervisor has a more substantial effect on workers' satisfaction than does participation in a specific decision. This implies that lack of good relationship among supervisors and workers has great contribution for employees' dissatisfaction.

5. Working Conditions

Inconvenient location of the organization, poor working environment, lack of facilities, too much amount of work, hardly any fulfillment of workers' hopes and ambitions—all these make the workers dissatisfied with their jobs.

In addition to those factors of job dissatisfaction mentioned above, Singh (2000:166) suggested that other factors of job dissatisfaction. He listed these factors as dull, monotonous, the workers' feelings of alienation (isolation) to their jobs, meaningless tasks offering little challenge or autonomy and ineffective communication.

2.8.2. Negative Results of Job Dissatisfaction

Nirmal Singh (2000:168) expressed some of them, among the many disastrous results of job dissatisfaction as follow:

I. Loss in productivity and production

Job satisfaction can be and is an important ingredient of employees' moral-a moving motivating force in workers to work and contribute their very best to the high production objectives of the organization. with job dissatisfaction, employee morale gets a serious setback, with the result that employees' productivity gets stifled which directly affects the production targets of the organization.

II. Embitter Relationship between the Employers and Employees

Job dissatisfaction proves to be a great disrobing factor and embitters relations between the employers and the employees.

III. Tarnishes the Good Image of the Company

Job satisfied workers may seriously injure the reputation of the company, thus tarnishing its good image, which is so harmful to the concern.

IV. Affects the Smooth Working of the Plant

No worker, job dissatisfied workers may cause damage to the machinery and equipments, as means of ventilating their resentment. This may seriously affect the smooth working of the plant.

V. Adoption of Hostile Attitude Leading to Aggressive Tension Built-up

Job dissatisfaction may result in adoption of hostile attitudes by the workers to business interests, and more so, through active unionization, which may ultimately lead to the building up of aggressive tension-so harmful for the organization.

VI. High Absenteeism, High Labor Turnover and General Lack of Cooperation

Job dissatisfaction generally results in high incidence of absenteeism, high rate of labor turnover and general lack of cooperation.

2.9. Theories of Employee Satisfaction

According to Sayadain (2003:60), among several approaches which helps to understand job satisfaction the two famous theories that providing valuable insights into job satisfaction are Two-Factor Theory and Value theory of Job Satisfaction. Moreover, he suggested that other three significant theories of job satisfaction namely Met Expectation Theory, Equity Theory and Opponent Process Theory. In the following section, all these are briefly presented.

2.9.1. Two-Factor Theory of Job Satisfaction

This theory is contributed by Frederik Herzberg and known as Motivation-Hygiene Theory. Herzberg projected two factors in his motivation-hygiene theory: “satisfiers” and “Dissatisfies” (Michael, 2002:395).

Sayadain (2003:60) summarized the conclusion of Herzberg as; employees were satisfied with aspects of their jobs that had to do with the work itself or to outcomes directly resulting from it. This included six factors-work itself, advancement, growth, recognition, achievement, and responsibility. Since these variables were associated with high levels of satisfaction, Herzberg referred to them as *Motivators*. On the other hand, dissatisfaction was related with extrinsic factors which included working condition, supervision, salary, company policies and administration practices, job security, status relationship with superiors, subordinates and peers, and factors in personal life. Because these variables generated dissatisfaction when presented Herzberg referred to them as *Hygiene or Maintenance Factors*. (This is summarized through the following Figure)

Job Satisfaction	Job Dissatisfaction
↓	↓
Motivators (Satisfiers)	Hygiene Factors (Dissatisfiers)
<ul style="list-style-type: none"> ➤ Worker itself ➤ Advancement ➤ Growth ➤ Recognition ➤ Responsibility ➤ Achievement 	<ul style="list-style-type: none"> ➤ Supervision ➤ Salary ➤ Job Security ➤ Relation with supervisors, Subordinates, and peers ➤ Company policies ➤ Working conditions ➤ Status ➤ Factors in personal life

Source: Mirza S. Saiyadain: *Organization Behaviour*, 2003.

Fig. 2.1 Herzberg's Two-factor Theory

2.9.2. Value Theory of Job Satisfaction

As mentioned by Saiyadain (2003:61), this theory is proposed by Edwin Locke and it suggested that job satisfaction occurs when the job outcomes or the reward that the employee receives matches with outcomes that are desired by him. Here the value attached to outcome is more important. That is, the better the outcome that they get the more satisfied they will be; and the less valuable outcome they receive, the less satisfied they will be. According to Saiyadain, the key to satisfaction in Locke's theory is that the discrepancy between rewards and employees' desires such as pay, learning opportunities, promotion, and so on. The greater the discrepancy the less people is satisfies.

2.9.3. The Met Expectation Theory

This approach is based on the expectations that new employees have about the job and how far these expectations are met. It suggests that the employees will work to achieve the outcomes they expect to follow after successful performance. Workers become dissatisfied if their

expectations about their job are not met. One of the implications of this theory is that one way of reducing potential dissatisfaction among employees is to bring their expectation in line with the reality. The idea of met expectations suggests that the process undergoing within the person influence job satisfaction (Saiyadain, 2003:62). This theory is also known as Discrepancy Theory.

Agarwal (1982:304) suggested that this theory argues that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When actually received satisfaction is less than expected situation, it causes dissatisfaction.

2.9.1. Equity Theory

Equity theory suggests that individuals subjectively determine the ratio of reward received and effort made on every performance. They compare such ratios with those of the other people doing similar work, for determining the equity aspect of the rewards. If the individual notices inequity or imbalance in the remuneration, the one who gets lesser reward may have psychological tension. Then the respective individual would try to reduce tension and restore a state of balance (equity) (Michael, 2002:410).

Furthermore, Saiyadain (2003:62) argues that people compare the ratio of their outcome over input with the ratio of others' outcome over input. If their ratio is greater than or less than that of others, they feel dissatisfied because inequality has occurred. However to feel satisfied with the job, the ratio should be equal to that significant others (what is called equity).

In line with this, Agarwal (1982:304) proposed that according to equity theory either under-reward or over-reward can lead to dissatisfaction, although the feelings associated with them are different. Under-reward

causes feelings of unfair treatment, while over-reward leads to feelings of guilt and discomfort.

2.9.2. Opponent Process Theory

Initiating some changes in the job may increase worker satisfaction but it is not necessary that the increase in satisfaction will remain the same over time. This is because constant input does not result in constant will have a decreasing output. This concept was applied to the concept of Job satisfaction in the Opponent Process theory by Landy (Saiyadain, 2003, 62-63).

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter focuses on the presentation, analysis and interpretation of data based on the information gathered through questionnaire and interview. The result of the data collected are presented and analyzed as below.

3.1. General Characteristics of Respondents

The profile of respondents with regarded to age, sex, educational background and years of service in the organization are summarized below in the following table.

Table 1 Characteristic of Respondents

Item		Respondent	Frequency	%
1	Age	20-30	8	27.6
		31-40	12	41.4
		41-50	6	20.7
		Above 50	3	10.3
		Total	29	100
2	Sex	Male	19	65.52
		Female	10	34.48
		Total	29	100
3	Educational Background	Below 10th grade	6	20.7
		High School Complete	2	6.9
		Certificate	4	13.8
		Diploma	14	48.3
		1st Degree	3	10.3
		2nd Degree	0	0.0
		Above 2nd Degree	0	0.0
		Total	29	100
4	Year of service	Below 1 year	7	24.1
		1-3 years	10	34.5
		4-6 years	5	17.2
		7-9 years	4	13.8
		10-12 years	2	6.9
		Above 12 years	1	3.4
		Total	29	100

Source: questionnaire

As shown item 1 of table 1, 8 (27.6%) of the respondents were between 20 - 30, 12(41.4%) of them were between 31- 40, 6(20.7%) of them were between 41-50, and 3(10.3%) of them were above 50 years. respectively. This indicates that majority of the respondents were between 31-40 age groups and found in adolescent and maturity stage.

Regarding item 2 of the same table 19 (65.5%) of the respondents were male while the rest 10 (34.5%) of them were female. This indicates that the organization is highly dominated by male.

Item 3 states that about educational background 6 (20.7%) of respondents were below 10th grade, 2 (6.9%) were high school complete, 4 (13.8%) of respondents have certificate, 14(48.3%) and 3(10.3%) of respondents were diploma and 1st degree holders respectively. From this one can understand that majority of the employees in the organization are diploma holders.

With regarding to the year of service /work experience/ of the respondents, as shown in item 4 of the same table, 7 (24.1%) of the respondents have below 1 year service, 10 (34.5%) of them have 1-3 years, 5 (17.2%) of them have 4-6 years, 4 (13.8%) of them 7-9 years, 2 (6.9%) of them have 10-12 years and 1 (3.4%) of them have above 12 years of work experience. From this one can infer that majority of respondents were found under the category of 1-3 years and below 1 year. That is, more than 50% of the respondents have below 3 years of service. In line with this, as stated in chapter one the data from the organization shows that 53 employees have left the firm from the year 2005 up to 2008. All this indicates that there is a high turnover in the organization. In today's competitive market environment, employees are always enforced to seek alternative for their better satisfaction. Therefore, this indicates that the management of the organization should have to give proper attention for the satisfaction of employees.

3.2. Analysis of the Major Findings

The major findings collected through the questionnaire and interview are summarize below in the following tables.

Table 2 Respondents Response on Freedom

Item		Value	Frequency	%	Mean
1	The chance to work by myself	Very Satisfied(5)	2	6.9	2.21
		Satisfied (4)	5	17.2	
		Neither (3)	1	3.4	
		Dissatisfied (2)	10	34.5	
		Very Dissatisfied (1)	11	37.9	
2	The freedom to use my own judgment (to make decisions)	Very Satisfied(5)	0	0.0	1.52
		Satisfied (4)	1	3.4	
		Neither (3)	0	0.0	
		Dissatisfied (2)	12	41.4	
		Very Dissatisfied (1)	16	55.2	
3	The freedom to express my opinions freely	Very Satisfied(5)	3	10.3	2.34
		Satisfied (4)	5	17.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	12	41.4	
		Very Dissatisfied (1)	9	31.0	
4	The chance to do the kind of work that I do best	Very Satisfied(5)	5	17.2	2.38
		Satisfied (4)	2	6.9	
		Neither (3)	3	10.3	
		Dissatisfied (2)	8	27.6	
		Very Dissatisfied (1)	11	37.9	

Source: questionnaire

As it can be observed from the above table of item 1, 2(6.9%) respondents were very satisfied, 5 (17.2%) of them were satisfied, 1 (3.4%) of them was neither satisfied nor dissatisfied, 10 (34.5%) respondents were dissatisfied, 11 (37.9%) of them were very dissatisfied. This shows majority of the respondents were within the categories of Dissatisfied and Very Dissatisfied. On the other hand, the mean value 2.21 also indicates majority of the respondents were unhappy and have no satisfaction regarding the chance to work by themselves. Therefore, this implies that employees in the

organization always keep their supervisor command in order to do a specific task. In short, there is no delegation of responsibility. According to Singh (2000:169) “giving the worker chance to manage his own job” is one of the practical and effective approaches for providing employee satisfaction. This is because, according to Nirmal Singh it provides the employee an opportunity to use his initiative and be productive.

With regards to item 2 of table 2, only 1(3.4%) of respondent was satisfied. In contrast, 12(41.4%) and 16(55.2%) of respondents were dissatisfied and very dissatisfied respectively. Since the mean value 1.52 is also below half value, it indicates that majority of the respondents have no satisfaction regarding the freedom to make decisions. This implies that the leadership style in the organization is not participatory /supportive/. That is why majority of the respondents have no satisfaction. According to Sudan and Kumer (2003:378), a participative climate created by the supervisor has a more substantial effect on workers’ satisfaction. Managers who allow their employees to participate in decisions that affect their own jobs, then it leads to higher job satisfaction.

Concerning the item 3 of table 2, 3(10.3%) respondents were very satisfied and 5(17.2%) respondents were satisfied. However, more respondents were within the categories of dissatisfied and very dissatisfied, i.e. 12(41.4%) and 9(31%) of the respondents respectively. Due to this the average value is below half (2.34), which indicates that majority of the respondents have no satisfaction about the freedom to express their opinions freely.

According to Singh (2000:169), workers feel encouraged to better and find more satisfaction in their job, if their suggestions and ideas are listened to and given proper consideration. However, in case of Ethiopian Aid based on the above data this is the reverse.

As it can be observed from table 2 of item 4, 5(17.2%) of respondents were satisfied, 2(6.9%) of them were satisfied, 3(10.3%) of them were neither satisfied nor dissatisfied, 8(27.6%) of them were dissatisfied and 11(37.9%) of

the respondents were very dissatisfied. From these data, majority of the respondents were within the categories dissatisfied and very dissatisfied. Therefore, employees in the organization have no satisfaction about the chance to do the kind of work they do best. This will have great impact on productiveness. This because of that employees' satisfaction is an important motivating force for the employees to work and contribute their very best to the high production objectives of the organization.

Overall, according to Selim Ozdemir (2009:103), giving more freedom to employees in their job is one of the main factors that increases employees' satisfaction. However, the results in table 2 show that the employees in the organization have no freedom to work independently, to make decisions, to express their own opinions freely, and to do the kind of work they do best. Therefore, all these may consequences for loss in productivity and production, affect the smooth working of the organization, high labor turnover and lack of cooperation.

Table 3 Respondents regarding the work itself

Item		Value	Frequency	%	Mean
1	The opportunities for learning from my job	Very Satisfied(5)	9	31.0	3.31
		Satisfied (4)	8	27.6	
		Neither (3)	0	0.0	
		Dissatisfied (2)	7	24.1	
		Very Dissatisfied (1)	5	17.2	
2	Regarding the content/ type of work I perform	Very Satisfied(5)	13	44.8	3.90
		Satisfied (4)	9	31.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	5	17.2	
		Very Dissatisfied (1)	2	6.9	

Source: questionnaire

As indicated in the item 1 of table 3 the mean value 3.31 is more than half value which shows that majority of the respondents were happy. Similarly, the frequency shows that majority of the respondents were happy about the opportunities for learning from their job. That is, 9(31%) of them were very

satisfied, 8(27.6%) of them were satisfied, 7(24.1%) of them were dissatisfied and 5(17.2%) of them were very dissatisfied. Thus, majority of the respondents have satisfaction concerning this issue.

With regards to item 2 of table 3, 13(44.8%) of the respondents were very satisfied, 9(31%) of them were satisfied, 5(17.2%) of them were dissatisfied and 2(6.9%) of them were very dissatisfied. This shows that, majority of the respondents have satisfaction about the type/content of the work they do. Therefore, from the above table it can be concluded that majority of the respondents have satisfaction /positive attitude/ concerning the work itself.

Table 4 Respondents as regards to Remuneration/Salary

	Item	Value	Frequency	%	Mean
1	The salary scale of the organization is	Very Satisfied(5)	0	0.0	1.59
		Satisfied (4)	2	6.9	
		Neither (3)	0	0.0	
		Dissatisfied (2)	11	37.9	
		Very Dissatisfied (1)	16	55.2	
2	The amount of pay for the work I do	Very Satisfied(5)	0	0.0	1.59
		Satisfied (4)	2	6.9	
		Neither (3)	0	0.0	
		Dissatisfied (2)	11	37.9	
		Very Dissatisfied (1)	16	55.2	
3	How my pay compares with that of other workers in the organization	Very Satisfied(5)	0	0.0	1.97
		Satisfied (4)	6	20.7	
		Neither (3)	0	0.0	
		Dissatisfied (2)	10	34.5	
		Very Dissatisfied (1)	13	44.8	
4	The criteria for salary restriction	Very Satisfied(5)	0	0.0	1.59
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	17	58.6	
		Very Dissatisfied (1)	12	41.4	
5	The criteria for annual salary increment	Very Satisfied(5)	0	0.0	1.83
		Satisfied (4)	2	6.9	
		Neither (3)	0	0.0	
		Dissatisfied (2)	18	62.1	
		Very Dissatisfied (1)	9	31.0	

Source: questionnaire

As it can be observed in table 4, 2(6.9%) of the respondents were satisfied, 11(37.9%) of them were dissatisfied and 16(55.2%) of them were very dissatisfied. From this, the majority of respondents were unhappy regarding the salary scale of the organization. The mean value 1.59 also indicates that more respondents have no satisfaction about the issue. According to Singh (2000:166), salary is one of the major outstanding factors /Sources/ of job dissatisfaction. That is, when there is inappropriate salary administration in an organization, it will be common to observe dissatisfied employees. A lots of consequence as mentioned in section 2.8.2 of chapter two will be happened if there is dissatisfaction.

According to Item 2 of table 4, 2(6.9%) of the respondents were satisfied, 11(37.9%) of them were dissatisfied and 16(55.2%) of them were very dissatisfied. The mean value 1.59 is also too small. Therefore, all these indicate that majority of the respondents have no satisfaction concerning the amount of pay for the work they do.

With regarding to item 3 of table 4, 6(20.7%) of the respondents were satisfied, 10(34.5%) of them were dissatisfied and 13(44.8%) of them were very dissatisfied. Accordingly, the majority of respondents or more than 79% of respondents (34.5% + 44.8%) were unhappy and have no satisfaction regarding their pay when they compare with other workers within the organization. This implies that there is no fair distribution pay in the organization.

As it can be indicated in the item 4 of table 4, all the respondents were within the categories of dissatisfied and very dissatisfied, i.e. 17(58.6%) and 12(41.4%) of respondents respectively. As a result, employees in the organization have no satisfaction regarding the criteria for salary restriction. Therefore, the management of the organization should have to give attention its criteria for salary restriction.

Regarding the item 5 in the table 4, 2(6.9%) of the respondents were satisfied, 18(62.1%) of them were dissatisfied and 9(31%) of them were very dissatisfied. From this, more than 93% (62.1%+31%) of the respondents have no satisfaction concerning the criteria for annual salary increment. The mean value 1.83 is also indicates that majority the respondents were unhappy this issue. Additionally, some respondents mentioned at the end of the questionnaire “the management has no specific and fair criteria for annual salary increment; there is great discrimination for the same type of position and performance.” Therefore, this is one reason for majority of the employees to be dissatisfied.

Generally, as it can be observed from all items of table 4 the mean value is below two and majority of the respondents were within the categories of dissatisfied and very dissatisfied. All these indicate that employees in the organization were unhappy regarding the remuneration/salary of the organization.

Table 5 Respondents with regard to Working Condition

	Item	Value	Frequency	%	Mean
1	The attractiveness of offices and working environment (i.e. cleanness, well ventilation and facilities)	Very Satisfied(5)	8	27.6	3.86
		Satisfied (4)	16	55.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	3	10.3	
		Very Dissatisfied (1)	2	6.9	
2	The location of the organization (suitability for transportation)	Very Satisfied(5)	12	41.4	4.28
		Satisfied (4)	15	51.7	
		Neither (3)	0	0.0	
		Dissatisfied (2)	2	6.9	
		Very Dissatisfied (1)	0	0.0	
3	The suitability of offices structure to implement duties	Very Satisfied(5)	7	24.1	3.62
		Satisfied (4)	12	41.4	
		Neither (3)	4	13.8	
		Dissatisfied (2)	4	13.8	
		Very Dissatisfied (1)	2	6.9	

Source: questionnaire

Item 1 of table 5 shows the attractiveness of offices in the organization. According to Sudan & Kumer (2003:378) if the working conditions are good (clean, attractive surrounding), the personnel will find it easier to carry out their jobs. If the working conditions are poor (hot, noisy surrounding), personnel will find it more difficult to get things done. Based on this fact the case of Ethiopian Aid majority of the respondents were happy concerning the attractiveness of offices. As it can be observed in the above table the mean value 3.86 is more than half value, which indicates that majority of the respondents have satisfaction about office attractiveness.

According to item 2 of table 5, most of the respondents were under the categories of very satisfied and satisfied (i.e. 12(41.4%) of respondents were very satisfied and 15(51.7%) of respondents were satisfied). On the other hand only 2(6.9%) of the respondents were dissatisfied. The mean value 4.28 is also indicated that most of the respondents have satisfaction concerning the location of the organization.

Regards to item 3 of table 5, 7(24%) of the respondents were very satisfied, 12(41.4%) of them were satisfied, 3(13.8%) of them were neither satisfied nor dissatisfied which means they don't care about the suitability of offices structure, 4(13.8%) of them were dissatisfied and 2(6.9%) of them were very dissatisfied. From this data, majority of the respondents were satisfied. The mean value 3.62 is also indicates that majority of the respondents have satisfaction regarding to the suitability of offices structure

In general, as it can be observed from above table employees in the organization have satisfaction with all items related with working condition. From this, one can concluded that the organization has attractive surroundings and offices with suitable office structure.

Table 6 Respondents concerning to promotion

Item		Value	Frequency	%	Mean
1	The opportunities for advancement/promotion on my job	Very Satisfied(5)	0	0.0	1.79
		Satisfied (4)	3	10.3	
		Neither (3)	0	0.0	
		Dissatisfied (2)	14	48.3	
		Very Dissatisfied (1)	12	41.4	
2	The fairness of the management to provide promotion for each employee with out discrimination	Very Satisfied(5)	0	0.0	1.90
		Satisfied (4)	5	17.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	11	37.9	
		Very Dissatisfied (1)	13	44.8	
3	The Performance evaluation given by my supervisor	Very Satisfied(5)	1	3.4	2.28
		Satisfied (4)	6	20.7	
		Neither (3)	1	3.4	
		Dissatisfied (2)	13	44.8	
		Very Dissatisfied (1)	8	27.6	

Source: questionnaire

As it can be observed from item 1 of table 6, 3(10.3%) of the respondents were satisfied, 14(48.3%) of them were dissatisfied and 12(41.4%) of them were very dissatisfied. This reveals that majority of the respondents were within the categories of dissatisfied and very dissatisfied. The mean value 1.79 is also indicates that majority of the respondents were unhappy about the opportunities for advancement/promotion on their job. According to Singh, (2000:166) promotion of the employee in recognition of his good work causes the employee much satisfaction about his job. However, according to the above data, in case of Ethiopian Aid the lack of this fact made the employees to be dissatisfied.

With regards to the item 2 of table 6, 5(17.2%) of the respondents were satisfied, 11(37.9%) of them were dissatisfied and 13(44.8%) of them were very dissatisfied. The mean value 1.9 is also indicates that majority of the respondents were unhappy. According to Mishra (2003:146), Fairness in

promotion, unbiased attitude of the management, responsibilities and social stats are the factors that are said to be providing satisfaction to employees. Nevertheless, based on above data in case of Ethiopian Aid the majority of employees were dissatisfied and very dissatisfied about the fairness of the management to provide promotion for each employee with out discrimination.

Item 3 of table 6 shows that employee's attitude on the performance evaluation given by their supervisor. As indicated in the table 1(3.4%) respondent was very satisfied, 6(20.7%) of the respondents were satisfied, 1(3.4%) respondent was neither satisfied nor dissatisfied, 13(44.8%) of the respondents were dissatisfied and 8(27.6%) of them were very dissatisfied. Since the mean value is less than half value, it also shows that the majority of the respondents were unhappy. Hence, according to this data majority of the employees in the organization have no satisfaction regarding the performance evaluation given by their supervisor.

Overall according to the data in the table 6, all items indicated that majority of the employees in the organization have no satisfaction about the promotion and related issues.

Table 7 Respondents about Employee's Benefit

Item		Value	Frequency	%	Mean
1	Provident Fund provide by the organization	Very Satisfied(5)	6	20.7	3.79
		Satisfied (4)	18	62.1	
		Neither (3)	0	0.0	
		Dissatisfied (2)	3	10.3	
		Very Dissatisfied (1)	2	6.9	
2	Transportation allowance given to employees is	Very Satisfied(5)	0	0.0	1.48
		Satisfied (4)	2	6.9	
		Neither (3)	0	0.0	
		Dissatisfied (2)	8	27.6	
		Very Dissatisfied (1)	19	65.5	
3	Telephone allowance given to employees is	Very Satisfied(5)	0	0.0	1.28
		Satisfied (4)	1	3.4	
		Neither (3)	0	0.0	
		Dissatisfied (2)	5	17.2	
		Very Dissatisfied (1)	23	79.3	
4	Housing allowance given to employees is	Very Satisfied(5)	0	0.0	1.00
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	0	0.0	
		Very Dissatisfied (1)	29	100.0	
5	Life /medical insurance given to employees is	Very Satisfied(5)	21	72.4	4.72
		Satisfied (4)	8	27.6	
		Neither (3)	0	0.0	
		Dissatisfied (2)	0	0.0	
		Very Dissatisfied (1)	0	0.0	
6	Educational facilities given to employees are	Very Satisfied(5)	0	0.0	1.07
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	2	6.9	
		Very Dissatisfied (1)	27	93.1	
7	Bonus given to employees is	Very Satisfied(5)	0	0.0	1.00
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	0	0.0	
		Very Dissatisfied (1)	29	100.0	

Source: questionnaire

As it can be observed from the item 1 table 7, 6(20.7%) of the respondents were very satisfied, 16(55.2%) of them were satisfied, 5(17.2%) of them were dissatisfied and 2(6.9%) of them were very dissatisfied. From this, one can understand majority of the respondents were happy and have satisfaction regarding the provident fund provided to them. The mean value 3.66 is also strengthened this conclusion, since it is more than 2.5(half value). This implies that the organization provides fair payment for employees' provident fund.

Item 2 of table 7 shows that very small mean value (i.e. 1.48) and the respondents frequency of Dissatisfied and Very dissatisfied were 8(27.6%) and 19(65.5%) respectively. On the other hand, 2(6.9%) of the respondents were satisfied. Therefore, based on this data the majority of the respondents have no satisfaction regarding the transportation allowance offered to them. According to interview mead with head of the organization, transport allowance is one of the benefits given to employees. However, this benefit is given only for few employees, not all employees are involved to this benefit. So, there is no fair distribution of benefits in the organization.

Regards to item 3 of table 7, only 1(3.4%) respondent were satisfied, 5(17.2%) of the respondents were dissatisfied and 23(79.3%) of them were very dissatisfied. There is also too small mean value which is 1.28. All these indicate that almost all respondents were unhappy regarding the telephone allowance given to employees. Additionally, information from the interview confirms that telephone allowance was given only to the head of the organization and to one employee/driver/. Therefore, almost all employees of the organization have no satisfaction concerning the telephone allowance benefit.

According to item 4 of table 7, all the 29(100%) of the respondents were very dissatisfied about housing allowance. In line with this the information from interview reveals that there is no housing allowance benefit in the

organization. Therefore, all employees in the organization have no satisfaction regarding housing allowance.

As it can be observed from the item 5 of table 7, the mean value 4.72 is nearly the maximum value. In line with this, the table indicates also that 21(72.4%) of the respondents were very satisfied and 8(27.4%) of them were satisfied. Therefore, even though level satisfaction is varied, all respondents have satisfaction in relation to life /medical insurance given to employees.

With regarding to the item 6 of table 7, 2(6.9%) of the respondents were dissatisfied and 27(93.1%) them were very dissatisfied. Moreover, the mean value 1.07 is almost equal to the minimum value. Therefore, this indicates that all respondents have no satisfaction about educational facilities given to employees. Concerning this item, majority of the respondents mentioned that the absence of educational and training facilities is one of the factors that dissatisfied them.

As revealed in the item 7 of table 7, all the 29(100%) of the respondents were very dissatisfied. The mean value 1 also shows that all the respondents were very unhappy about bonus issue. A lot of respondents were mentioned that lack of bonus or any incentive in the organization made them to be dissatisfied. Thus, employees in the organization have no satisfaction concerning to bonus.

Generally from table 7 it can be concluded that majority of employees in the organization have satisfaction regarding to item 1 /Provident fund/ benefit and item 5 (Life /medical insurance given to employees). However, regarding to item 2 /transportation allowance/, item 3 /telephone allowance/, item 4 /housing allowance/, item 6 /educational facilities/ and item 7 / bonus/, majorities of employees have no satisfaction.

Table 8 Respondents in relation to Recognition

Item		Value	Frequency	%	Mean
1	The recognition I get for the work I do.	Very Satisfied(5)	0	0.0	2.10
		Satisfied (4)	5	17.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	17	58.6	
		Very Dissatisfied(1)	7	24.1	
2	The acceptance of my suggestions by my superior	Very Satisfied(5)	0	0.0	2.24
		Satisfied (4)	5	17.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	21	72.4	
		Very Dissatisfied(1)	3	10.3	
3	The attention given by the management for employees' issues	Very Satisfied(5)	0	0.0	1.45
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	13	44.8	
		Very Dissatisfied(1)	16	55.2	
4	Listening to each other in the organization	Very Satisfied(5)	0	0.0	1.97
		Satisfied (4)	2	6.9	
		Neither (3)	2	6.9	
		Dissatisfied (2)	18	62.1	
		Very Dissatisfied(1)	7	24.1	

Source: questionnaire

Item 1 of table 8 indicates that the recognition employees get for the work they do. According to Sigh (2000:166), if the worker's supervisors, recognizing his good work, appreciate and say a word or two of praise, the worker feels his achievement has been recognized and so he gets job satisfaction. However, in case of Ethiopian Aid as indicated in the above table 5(17.2%) of the respondents were satisfied, 17(58.6%) of them were dissatisfied and 7(24.1%) of them were very dissatisfied. This indicates that majority of the respondents have no satisfaction about the recognition they get for the work they do.

As indicated in the item 2 of table 8, 5(17.2%) of the respondents were satisfied, 21(72.4%) of them were dissatisfied and 3(10.3%) of them were very dissatisfied. From this, majority of respondents were dissatisfied. Singh (2000:169) suggested that workers feel encouraged to better and find more satisfaction in their job, if their suggestions and ideas are listened to and given proper consideration. However, in case of Ethiopian Aid this fact is not put into practice since the data in the above table reveals that majority of the respondents were within the categories of dissatisfied and very dissatisfied.

Item 3 of table 8 indicates that the attention of the management for employees' issues. The data in the table shows that 13(44.8%) of the respondents were dissatisfied and 16(55.2%) of them were very dissatisfied. Furthermore, majority of the respondents state that the management of the organization didn't care about employees issues and this leads them to grate dissatisfaction. From the respondents frequency, from their remark and from the mean value of 1.4 on can concluded that employees in the organization have no satisfaction regarding the attention given to them by the management.

As it can be observed from the item 4 of table 8, 2(6.9%) of the respondents were satisfied, 2(6.9%) of them were neither satisfied nor dissatisfied, 18(62.1%) of them were dissatisfied and 7(24.1%) of them were very dissatisfied. From this and the mean value 1.97 the majority of the respondents were dissatisfied and as a result they have no satisfaction concerning the issue of listening to each other in the organization.

Generally from all items of the above table the mean value and the frequency of the respondents were indicated that majority of the employees of the organization have no satisfaction about the recognition they received from the management.

Table 9 Respondents with regard to the Company Policies

Item		Value	Frequency	%	Mean
1	The way employees are informed about company policies	Very Satisfied(5)	0	0.0	2.24
		Satisfied (4)	3	10.3	
		Neither (3)	1	3.4	
		Dissatisfied (2)	25	86.2	
		Very Dissatisfied(1)	0	0.0	
2	The content of the company polices for the sake of employees	Very Satisfied(5)	0	0.0	2.17
		Satisfied (4)	5	17.2	
		Neither (3)	0	0.0	
		Dissatisfied (2)	19	65.5	
		Very Dissatisfied(1)	5	17.2	
3	The way company policies are put in to practice.	Very Satisfied(5)	0	0.0	1.83
		Satisfied (4)	4	13.8	
		Neither (3)	0	0.0	
		Dissatisfied (2)	12	41.4	
		Very Dissatisfied(1)	13	44.8	

Source: questionnaire

Item 1 of table 3.10 indicates that the way how employees are informed about the company policies. Though 3(10.3%) respondents were satisfied and 1(3.4%) respondent was neither satisfied nor dissatisfied, majority of the respondents or 25(86.2%) of the respondents) were dissatisfied concerning this issue. In the questionnaire, majority the respondents mentioned that among the major problems shown in the organization, absence of orientation for new employees about the organization policy, lack annually, semi-annually or quarterly meetings, and nothingness of management effort to announce the organizational policy are the main issue that made dissatisfied them. Therefore, employees in the organization have no satisfaction regarding the way how employees are informed about the company policies.

As it can be observed from the item 2 of table 9, 5(17.2%) of the respondents were satisfied, 19(65.5%) of them were dissatisfied and 5(17.2%) of them very dissatisfied. In the questionnaire some respondents point out that the company policy is exist only for the sake of the organization; it ignores the

interest of the employees. The mean value 2.17 shows that majority of the respondents were dissatisfied or unhappy. Hence, employees in the organization have no satisfaction about the content of the company policies.

According to item 3 of table 9 there is a small mean value of 1.83 and majority of the respondents' frequency were within the categories of Dissatisfied and Very dissatisfied, which is 12(41.4%) and 13(44.8%) of respondents respectively. On the other hand 4(13.8%) of the respondents were satisfied. All these show that majority of the respondents were unhappy and have no satisfaction regarding the way the company policies implemented.

In general, as the data indicated in the above table majority of employees of the organization have no satisfaction about the way the company policies are informed, the content of the company policies and the way of implementation. If the organization policy is not suitable and fair for the sake of employees and for handling the day to day activities, employees will be dissatisfied. Consequently high turnover and/or low productivity will be occurred.

Table 10 Respondents with regard to Relationships

	Item	Value	Frequency	%	Mean
1	The chance to develop close friendships with my co-workers	Very Satisfied(5)	0	0.0	1.93
		Satisfied (4)	3	10.3	
		Neither (3)	0	0.0	
		Dissatisfied (2)	18	62.1	
		Very Dissatisfied (1)	8	27.6	
2	The personal relationship between the management and the employees.	Very Satisfied(5)	0	0.0	2.14
		Satisfied (4)	3	10.3	
		Neither (3)	4	13.8	
		Dissatisfied (2)	16	55.2	
		Very Dissatisfied (1)	6	20.7	
3	The management practice for organizing social events after working hours.	Very Satisfied(5)	0	0.0	1.76
		Satisfied (4)	0	0.0	
		Neither (3)	0	0.0	
		Dissatisfied (2)	22	75.9	
		Very Dissatisfied (1)	7	24.1	

Source: questionnaire

As it can be observed in the item 1 of table 10, there is small mean value, which is only 1.93. In line with this when we see the respondents frequency only 3(10.3%) of the respondents were satisfied, 18(62.1%) of them were dissatisfied and 8(27.6%) of them were very dissatisfied. Therefore, majority of the respondents were unhappy and not have satisfaction about the chance to develop close friendships with their co-workers. According to Sudan and Kumer (2003:378), friendly, cooperative coworkers or team members are a modest source of job satisfaction to individual employees. Based on the above data this fact is not happened in Ethiopian Aid since majority of the respondents were dissatisfied.

Item 2 of table 10 indicates that the personal relationship between the management and the employees. Based on the data shown in the table, 3(10.3%) of the respondents were satisfied, 4(13.8%) of them were neither satisfied nor dissatisfied, 16(55.2%) of them were dissatisfied and 6(20.7%) of them were very dissatisfied. This revealed that majority of the respondents were dissatisfied. The mean value 2.14 also indicates that majority of the respondents were unhappy. Thus, one can concluded that employees of the organization have no satisfaction regarding their personal relationship with the management. According to Singh (2000:166), if there is a lack of personal relationship between the workers and their supervisor; and if relations between them are not cordial and happy, it gives feelings to the workers, that the supervisor is averse in his attitude towards them. This causes a great dissatisfaction to them in their jobs. Therefore, the consequence of dissatisfaction will be like those mentioned in section 2.8.2 of chapter two.

According to item 3 of table 10 all the respondents were within categories of Dissatisfied and Very dissatisfied with frequency of 22(75.9%) and 7(24.1%) respondents respectively. For that reason there is a small mean value of 1.76. Therefore, employees of the organization have no satisfaction about the management practice for organizing social events after working hours.

Generally, from the above table it can be concluded that employees of the organization have no satisfaction concerning the chance to develop close friendships with their co-workers, the personal relationship with management and the management practice for organizing social events after working hours. In short, there is no good relationship, which leads employees to be productive and satisfied.

Table 11 Respondents regarding to Management Skills and Abilities

Item		Value	Frequency	%	Mean
1	The way the management administered the organization.	Very Satisfied(5)	0	0.0	2.24
		Satisfied (4)	5	17.2	
		Neither (3)	4	13.8	
		Dissatisfied (2)	13	44.8	
		Very Dissatisfied (1)	7	24.1	
2	The technical know-how of my supervisor	Very Satisfied(5)	1	3.4	2.31
		Satisfied (4)	5	17.2	
		Neither (3)	4	13.8	
		Dissatisfied (2)	11	37.9	
		Very Dissatisfied (1)	8	27.6	
3	Grievance handling system by the management	Very Satisfied(5)	0	0.0	2.21
		Satisfied (4)	4	13.8	
		Neither (3)	3	10.3	
		Dissatisfied (2)	17	58.6	
		Very Dissatisfied (1)	5	17.2	

Source: questionnaire

Item 1 of table 11 reveals that the way the management administered the organization.5 (17.2%) of the respondents were satisfied and 4(13.8%) of them were neither satisfied nor dissatisfied. However, majority of the respondents i.e. 13(44.8%) and 7(24.1%) were Dissatisfied and Very dissatisfied respectively. The mean value 2.24 also indicates majority the respondents were unhappy. In the questionnaire, a respondent mentioned that the relationship between the management and the employees is based on superiority and inferiority. The administration system is not up-to-date and

not considered the employees situation. He also added that majority of the employees in the organization and I are keep on working because of no choice for the time being. Therefore, greater parts of the respondents have no satisfaction regarding the way the management administered the organization.

Item 2 of table 11 shows the technical know-how of the management. According to Saiyadain (2003:64), satisfaction tends to be higher when employees believe their supervisors to be competent. If employees have incompetent and unskilled supervisors, they will be dissatisfied on their job, since they could not obtained any experience or skilled from their supervisor. Based on the data in the table, 1(3.4%) respondent was very satisfied, 5(17.2%) of the respondents were satisfied, 4(13.8%) of them were neither satisfied nor dissatisfied, 11(37.9%) of them were dissatisfied and 8(27.6%) of them were very dissatisfied. From this, majority of the respondents (about 65.5%) were within the categories of dissatisfied and very dissatisfied. Thus, majority of the respondents were unhappy and have no satisfaction regarding the technical knowledge their supervisor. The mean value 2.31 is also indicates this situation.

As it can be indicated in the item 3 of table 11, even though 4(13.8%) respondents were satisfied and 3(10.5%) were neither satisfied nor dissatisfied, majority of the respondents were under dissatisfied and very dissatisfied categories i.e. 17(58.6%) and 5(17.2 %) of the respondents respectively. This confirms that majority of employees have no satisfaction regarding the grievance handling system of the management.

Table 12 Respondents about the Management Supportiveness

Item		Value	Frequency	%	Mean
1	The way the management takes care of the interests of employees.	Very Satisfied(5)	0	0.0	1.69
		Satisfied (4)	2	6.9	
		Neither (3)	0	0.0	
		Dissatisfied (2)	14	48.3	
		Very Dissatisfied (1)	13	44.8	
2	The way the management provides help to the employees in case of hard problems.	Very Satisfied(5)	0	0.0	2.10
		Satisfied (4)	6	20.7	
		Neither (3)	0	0.0	
		Dissatisfied (2)	14	48.3	
		Very Dissatisfied (1)	9	31.0	

Source: questionnaire

As it can be observed from item 1 of table 12 the mean value 1.69 is too small and the frequency of respondents is mainly within the categories Dissatisfied and Very dissatisfied, which is 14(48.3%) and 13(44.8%) respondents respectively. On the other hand, only 2(6.9%) respondents were satisfied. Therefore, almost all respondents were unhappy regarding the way the management takes care of the interests of employees.

With regarding to item 2 of table 12, 6(20.7%) respondents were satisfied, 14(48.3%) respondents were Dissatisfied and 9(31%) respondents were Very dissatisfied. The mean value 2.10 is less than half value (2.5). Therefore, majority of the respondents were unhappy and have no satisfaction with regards to the management support in case of hard problems. Overall, according to the information in table 12 employees of the organization have no satisfaction about the management supportiveness.

Based on the open end questions in the questionnaire, the following points were the major and repeatedly stated problems by the respondents. Those issues are not mentioned in the Minnesota Satisfaction Questionnaire from table 1 – 12 of this chapter. As the majority of the respondents were stated, the main issues that made them to be dissatisfied are listed as follow.

- ➡ There is no transparency at all in the organization.
- ➡ Lack of qualified supportive (administration) staffs; like secretary, storekeeper, cashier and office assistant.
- ➡ There is insufficient pediem scale for filed work.
- ➡ No written or formal order from HQ/ orders are usually on telephone.
- ➡ Late or no response for the issue raised by the employees other stakeholders.
- ➡ Absence of opportunity to offer grievances
- ➡ Domination of personal interest of the management

CHAPTER FOUR

SUMMARY, CONCLUSION, RECOMMENDATION

This chapter summarizes the main finding of the study, highlights conclusions from the findings, and forwards recommendations to improve employees' satisfaction in the organization.

4.1. Summary of the Major Findings

The study set out to achieve certain objectives, which mainly include assessing the situation of employees' satisfaction in the organization, identifying the main factors that affect the employee satisfaction, assessing the consequences of employees' dissatisfaction and recommending the possible solutions to the management.

For this study questionnaires were designed and distributed for collecting primary data. Then the collected data was tabulated, and converted into percentage and mean. The data was then analyzed and interpreted. The following are highlights of the major findings of the study.

Looking at the age distribution of respondents, most of the employees in the organization are adult, i.e. more than 70% of the respondents were above the age of 30; only 27.6% respondents were between the ages of 20 and 30. With regard to work experience, more than half of the employees had been working in the organization below 3 years, i.e. 24.1% of the respondents have below 1 year of service and 34.5% them have three and below three years of service in the organization

Looking into the freedom of employees, which included the chance: to work by themselves, to do new things, to make decisions, to express their opinions freely and to do the kind work they can do best the findings show that the majority of respondents were unhappy and have no satisfaction concerning these issues.

Regarding to the work each respondents do/the work itself/, the finding clearly show that majorities of the respondents were happy and have satisfaction.

With regarding to the remuneration issue which included the salary scale of the organization, the amount of pay in relation with the work an employee do, the fairness of pay distribution among employees, the criteria for salary restriction and annual salary increment, majority of the respondents or averagely more than 91% of them were unhappy and have no satisfaction.

The majority of respondents with regard to working condition, which includes the attractiveness of offices and working environment, the location of the organization (suitability for transportation) and the suitability of offices structure, were happy and have satisfaction.

Concerning to the opportunities for promotion, the fairness of the management to provide promotion without discrimination and the performance evaluation given to them, majority of the respondents (averagely 81%) were dissatisfied and very dissatisfied which means they have no satisfaction.

According to the study majority respondents (75.9% for provident fund and 100% for medical insurance) were happy and have satisfaction concerning to the provident fund and medical insurance provided by the organization. However, regarding to the other benefits i.e. educational facilities, bonus, transportation, telephone and housing allowance; as indicated by the mean value which is below 1.5 in all of these factors, majority of the respondents (averagely 97.9%) were unhappy and have no satisfaction.

In relation to the recognition employees get for the work they do, the acceptance of suggestions, the attention the management for employees'

issues, and listening to each other in the organization majority of the respondents (86.9%-averagly) were dissatisfied and very dissatisfied. Similarly, the mean value of each item is below 2.5 which indicates that majority of the respondents were unhappy. All these imply that they have no satisfaction regarding those issues.

With reference to the way the company policies are informed to employees, the content of the company polices and the way of implementation the majority of respondents, (About 85%) were unhappy and have no satisfaction.

The findings show that 82.8% of the respondents were happy and acquired satisfaction concerning to the chance to develop close friendships co-workers. On the other hand, 75.9% respondents were unhappy about the personal relationship between the management and the employees. Moreover, 100% of the respondents were unhappy about the management practice for organizing social events after working hours

According to the study majority of the respondents (68.9%) were unhappy regarding to the way the management administered the organization and 65.5% of the respondents were also unhappy about the technical know-how of their supervisor. Furthermore, 75.8% of the respondents were unhappy and have no satisfaction concerning to the grievance handling system of the management.

With regards to the management supportiveness or the way the management takes care of the interests of employees and the way the management provides help to the employees in case of hard problems majority of the respondents averagely 86.2% of the respondents were unhappy and have no satisfaction.

4.2. Conclusions

The student researcher has drawn the following conclusion based on the major findings that have been discussed so far.

As the findings of this research paper indicate that the majority of the employees in the organization have no satisfaction due to lack of freedom, unfair remuneration/salary scale, lack of opportunities for promotion, absence of sufficient employees benefits and incentives, lack of recognition for good work, the content of the company policy and its way of implementation, absence of good relationship with management. Moreover, the administration problem and lack of management skills, absence of supportive management, lack of transparency, lack of qualified supportive staffs, insufficient per diem scale, lack of formal order, absence of opportunity to offer grievances, and domination of personal interest of the management are also some of the factors that made the employees not to have satisfaction.

According to the finding of this research, the employees of the organization have no freedom to manage their own job, to make decision and to express their opinions freely. Their freedom is in the hands of the management. Moreover, it shows that the organization had not paid fair and attractive salary; there is also imbalanced payment for the employees who carry out the same/similar job. Besides, the amount of pay and the assigned work are not compatible. On the other hand there are no fair criteria for annual salary increment.

In addition to the above, the research reveals that employees have not the opportunities for promotion based on their job and the management of the organization is also unfair to provide promotion with out discrimination. Regarding to employees benefits the organization had tried to satisfy the employees by offering fair provident fund and medical insurance. This is one of the positive findings of the research. However,

other benefits like transportation, telephone and housing allowance, educational facilities/opportunities and bonus are not fairly distributed or it can be conclude that the organization had not given attention for these benefits.

In relation to recognition for good work, the research identifies that the organization had not a norm/culture to provide any encouragement for the employee who perform efficiently. In line with this, the management had not given proper consideration for the employees' suggestions and problems.

According to the findings of the research, the management of the organization had not a practice to inform its employees about the policies, rules and regulations of the organization. Besides to that the employees argued that the content of the organization policy had not offered sufficient consideration for the sake of employees. Even though the employees were unhappy regarding to the content of the organization policy, they were also miserable about the way in which the policy implemented.

With regard to the relationship among employees and with the management, the finding shows that employees of the organization had not close friendship among them. Besides, there were poor personal relationship between the management and employees.

In accordance with research findings, the way of the management to administer the organization had not been suitable and up-to-date. Furthermore, there were no appropriate grievance handling systems and opportunities to accept grievances. In line with this majority of the employees in the organization were unhappy about the technical know how of their supervisor and the management.

As the finding of this research indicates the management supportiveness in order to keep the interests of employees and to help employees in case of hard problems were poor and made them to be dissatisfied.

This research has some positive findings like that of the organization had an attractive offices and working environment with a suitable office structure to perform duties. Appropriate location of the organization for transport facilities is also one of the positive findings of the research.

Overall, the findings of the study suggest that the situation of employees' satisfaction in the organization is in a serious condition, there are many serious factors /problems/ that influence the employees' satisfaction in the organization, there are lots of consequences of employees dissatisfaction such as high turnover rate and lawsuit cases, which harms the company both in the short and long term because the company will keep losing experienced staff.

Besides, employees of the organization had not used their optimum effort to be productive and achieve the organizational objective. As a result, since the continuation of the organization depends on the assistance of different donors, at some point its existence will be in question. Therefore, all these situation calls for change to improve the level of employee satisfaction by addressing the above mentioned factors.

4.3. Recommendations

In light of the above findings and conclusions, the researcher suggests the following recommendation to improve the level of employees' satisfaction in Ethiopian Aid.

☞ Since freedom provides the employees an opportunity to use their initiative and be productive, the management of Ethiopian Aid should allow them to do freely and manage their own job.

☞ The management should revise the salary scale of the organization and have to set up a fair and compatible payment system. Moreover, there should be fair criteria for salary increment and promotion, which should be based on qualification, year of service and employee performance.

☞ Since providing fair benefits is one method of handling employees to retain them in the organization, great attention should be given to arrange different benefit packages. It is important to provide satisfaction for the employees and minimize turnover.

☞ Providing recognition and incentives for good work is one of the main factors to give employee satisfaction. In line with this, listening the worker's suggestions and ideas is one of successful and effective approaches and devices for providing job satisfaction to employees. So the management should have to give proper consideration for employees' suggestions. Generally, the management should develop these factors as the norm or culture of the organization.

☞ The management must inform its employees regarding to the policies, rules and regulations of the organization and also revise their contents. This may help to develop smooth and conducive working condition in the organization.

☞ The management should set up opportunities to develop close friendship with the employees since the relationship between the employees and the managers has an important bearing on job satisfaction. Therefore, the management should understand this and be committed to develop the opportunities.

☞ The management should establish an appropriate grievance handling system and way of receiving grievances from the employees.

☞ The management should be transparent, participatory and give priority for the interest of the organization and its employees.

☞ As mentioned in the previous sections this paper employees of the organization are unhappy with the majority of issues or factors stated earlier. However, the management is not taking any significant measure to resolve the problem of employees' satisfaction. This implies that if the situation is continue indefinitely, this will affect to a great extent the motivation, productivity, the relationship with donors and finally the continuation of the organization.

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