



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

**EMPLOYEE JOB SATISFACTION:  
THE CASE OF ETHIOPIAN REVENUES AND  
CUSTOMS AUTHORITY**

**BY  
ENDALKACHEW ASEFA NEGI**

**AUGUST, 2016  
ADDIS ABABA, ETHIOPIA**

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AUTHORITY**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY  
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**AUGUST, 2016  
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Last but not least, I would also like to extend my deepest gratitude and unreserved thanks to Ethiopian Revenues and Customs Authority, Addis Ababa Airport branch management and staffs for their support.

## ***ACRONYMS / ABBREVIATIONS***

<i>ERCA</i>	<i>Ethiopian Revenues and Custom Authority</i>
<i>BA</i>	<i>Bachelor of Art Degree</i>
<i>BSc</i>	<i>Bachelor of Science Degree</i>
<i>MA</i>	<i>Masters of Art Degree</i>
<i>MSC</i>	<i>Masters of Science Degree</i>
<i>JSS</i>	<i>Job Satisfaction Survey</i>
<i>AAA</i>	<i>Addis Ababa Airport</i>
<i>VIE</i>	<i>Valence-Instrumentality-Expectancy</i>
<i>JCM</i>	<i>Job Characteristic Model</i>
<i>UK</i>	<i>United Kingdom</i>
<i>JDI</i>	<i>Job Descriptive Index</i>
<i>JSS</i>	<i>Job Satisfaction Survey</i>
<i>MSQ</i>	<i>Minnesota Satisfaction Questionnaire</i>
<i>SPSS</i>	<i>Stastical Package for Social Science</i>
<i>EAP</i>	<i>Employee Assistance Program</i>

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*ABSTRACT*

*This study is all about employee job satisfaction and the main objective of this study is to assess the level of employee's job satisfaction at Ethiopian Revenues and Customs Authority Addis Ababa Airport Branch. It is a survey research, the research design used for this study was a descriptive research design as it helps the researcher to gather, summarize, present and interprets information for the purpose of clarification. Interview and Paul E. specters' JSS Questionnaires ware used for primary data collection methods and secondary data were used for supporting the primary data. A sample size of 247 employees selected from 685 total population using systematic random sampling methods. A response rate of 86.2 %( 213) was obtained using the personal method of data collection and the remaining 13.8 %( 34) were missed. All the returned questionnaires were complete and considered for the analysis. The data was analyzed by using Statistical Package for Social Science (SPSS) version 20 for Windows mainly by using descriptive statistics frequencies and percentages. The major findings of the study suggest that nonappearance of aligning employee remuneration with employee job responsibilities was the main issue for dissatisfaction of employees, moreover lack of attractive benefit packages, work boredom, lack of appreciation input of the workers and as well job satisfaction decreases by the absence of creating opportunities for career advancement in the organization and conducive working environment in the organization. Based on this it can be conclude that currently employees of the organization perceived that they are not satisfied in terms of pay ,promotion, rewards, communication, and Compensation whereas least satisfied with supervision and co-workers relationship. Based on the results of the study some recommendations highlighted to top management that might enable the authority to keep employees stay in the company in this volatile and dynamic environment.*

*Keywords: Job Satisfaction, Pay, Promotion, Communication, Compensation, ERCA,*

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**DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Asst Professor). All sources of material used for this thesis have been fully

acknowledged. I further confirm that the thesis has not been submitted either in part or in full to the higher learning institution for the purpose of earning any degree. It is offered for the final fulfillment of the degree of MA in Business Administration (MBA)

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Signature and Date

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, school of graduate studies for communication with approval university advisor.

Shoa Jemal (Ass. Prof)

Advisor

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Signature and Date

St. Mary's University Addis Ababa

August 2016

## **CHAPTER ONE**

### **INTRODUCTION**

This introductory chapter deals with discuss briefly about background of the study, statement of the problem research questions, objective of the study, significance of the study, scope of the study, limitations of the study and organization of the study.

#### **1.1 Background of the Study**

Evidence shows that the most important factors for job satisfaction are creating a challenging work for employees, providing equal pay and rewards for them, supporting colleagues and workers, and having confidence with them. Confident workers prefer jobs that allow them use their skills and abilities to offer a variety of tasks, have freedom to perform efficiently and effectively their job, and get feedback on how well they perform.

As a result, the management of an organization introduces a strategy with pay systems and promotion policies, which is in line with employees' expectations. The payment and rewards have to be fair, based on job demands and skill levels. In this way, the work environment plays a vital role in job satisfaction: it creates personal comfort, security, belongingness, self-esteem and self-actualization. Since absence of job satisfaction causes low organizational productivity and high employee's turnover, Job satisfaction is a multidimensional and dynamic construct affected

by many factors relating to individual characteristics, to features of the working context and to specific aspects of the job

Different research shows that ERCA has been in challenge of wide-ranging turnover as a result of lack in employee job satisfaction. Thus, this study is generally Employee job satisfaction the case of ERCA Addis Ababa Airport Branch. Finally indicate what measure should be taken to improve the job satisfaction of ERCA Addis Ababa Airport Branch.

ERCA is the body responsible for collecting revenue from customs duties and domestic taxes. According to article 3 of the proclamation No .587/2008, the Authority is looked upon as "an autonomous federal agency having its own legal personality". The Authority came into existence on 14 July 2008, by the merger of the Ministry of Revenue, Ethiopian Customs Authority and The Federal Inland Revenue Authority who formerly were responsible to raise revenue for the Federal government and to prevent contraband. The ERCA traces its origin to July 7, 2008 as a result of the merger of Ministry of Revenues, the Ethiopian Customs Authority and the Federal Inland Revenues into one giant organization with 19 branches in Addis Ababa and 13 branches out of Addis. The ERCA in order to achieve its vision “To be a leading, fair and modern Tax and Customs Administration in Africa by 2020 that will finance Government expenditure through domestic tax revenue collection” ERCA ought to invest on human resource development, satisfaction and motivation of its employees because low job satisfaction causes low organizational productivity and high employees turnover, which is currently a critical problem at Ethiopian Revenues Customs Authority. (<http://www.erca.gov.et>)

## **1.2 Statement of the Problem**

Employee satisfaction is essential for the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees satisfied with their carriers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns seem to cause employees to ignore (Kirsten, 2011)

Employees can derive satisfaction from their jobs by meeting or exceeding the emotional wants and needs they expect from their work (Peptone 2006). The contemporary organizations must be

dynamic, flexible and understand their employees' needs. Therefore, there is a need for the organizations to create optimal climate which enable them to retain their experienced and most productive employees, even though, it is difficult to understand what type of satisfactory factor employees prefer because their perceptions and choices differ from time to time and from situation to situation. Therefore the researcher has made an attempt to tackle the problem of job satisfaction in ERCA. Countless investigations have been made with respect to employee turnover. The research made by ERCA cited in Solian Mulu (2015), shows the rate of turnover on three respective years as follows:

The authority was hired a total of 7569 employees in 2004E.C and 528 employees were quit their job. In 2005 E.c a total number of 8391 employees were hired and 933 employees were quite their job. In 2006E.C a total number of 9058 employees were hired and 1202 employees are quit their job.

The above table shows that the rate of turnover is extensively increasing throughout the years; this consequence indicates that the need to investigate towards the satisfaction level of staff is unquestioned. As result, the researcher of this study strongly believes that the nature and extent of the problem might be among others lack of employee job satisfaction on their carrier. However, the main purpose of this study is to assess grounds of job satisfaction at ERCA Addis Ababa airport staffs.

### **1.3 Research Questions:**

The study sought to answer the following basic research questions

- ✓ How do employees of ERCA Addis Ababa airport branch perceive their current level of satisfaction?
- ✓ What are the major sources of job satisfaction among employees of ERCA Addis Ababa airport branch?
- ✓ What is the extent job satisfaction at ERCA Addis Ababa Airport Branch?

### **1.4 Objective of the Study**

Objectives of the study are categorized into general and specific objective as follows:

### **1.4.1. General Objective**

The main objective of this study was to assess the level of job satisfaction of Employee at ERCA Addis Ababa Airport Branch.

### **1.4.2. Specific Objectives**

The specific objectives of the study are as follows:

- To identify the perceptions of ERCA Addis Ababa Airport Branch employees about the current satisfaction on their current job;
- To identify the major sources of job satisfaction among employees of ERCA Addis Ababa airport branch?
- To indicate the extent of job satisfaction action in the authority.
- To indicate what measure should be taken to improve the job satisfaction of Ethiopian Revenues and Customs Authority Addis Ababa Airport Branch.

## **1.5 Significance of the Study**

The main significance study helps to identify the employee's level of satisfaction upon the job they perform.

This study also aims to create the following specific benefits:

- This study is helpful to the authority for identifying the area of dissatisfaction of job of the employees.
- This study is helpful to individual researchers for conducting further research.
- This study also helps to create awareness and understand factors that hinder of job satisfaction and to make a managerial decision to the Authority, academics and policy makers.

## **1.6 Scope of the Study**



There are various types of research design to use but the researcher uses for this study only descriptive research design and the researcher used Paul E. specter's JSS questionnaires for primary data collection methods. The researcher also concentrates only Hertzberg theory of job satisfaction among others because it is the more harmonized literature review to topic raised by the researcher and in order to more strengthen Hertzberg's theory intrinsic, extrinsic and individual characteristics are used. It would have been more convenient if the study has been made in all branches, but ERCA is a huge governmental institution with 13 branches out of Addis and 19 branches in Addis Ababa. Finally this study is covers merely the time of 2016 G.C.

### **1.7 Limitations of the Study**

- Unfavorable situations associated with researchers working conditions and teaching learning process in collecting, analyzing and interpreting the data.
- Aversion of some individuals of the organization to provide the required information.. and 34 questionnaires are not returned due to respondents lack of cooperativeness
- The researcher was carried out in a short span of time where in the researcher could not widen the study.

### **1.8. Organization of the Study**

The research is structured in five chapters. The first chapter deals with the introduction which covers the background of the study, problem statement, research objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two of the study constitutes the review of literature, Empirical and Conceptual Frameworks on job satisfaction, Chapter three focused on research methodology, followed by data analysis and interpretation discussion of findings in chapter four. The final chapter that is Chapter Five concludes the study by summarizing the main findings and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITRETURE**

Literature review is just written information that could have a relation or relevance to the specific topic of the study. This support and inform the subject the study is covering. Therefore this chapter deals with theories and concepts about employee job satisfaction.

#### **2.1 Theoretical Literature**

Includes Definitions of Job Satisfaction, Concept of Job Satisfaction, Theories of Job Satisfaction, Job Satisfaction Factors, How to Improve Employee Job Satisfaction?, Measurement of Job Satisfaction and Job Characteristics Model

##### **2.1.1. Definitions of Job Satisfaction**

Job satisfaction is a multidimensional and dynamic construct affected by many factors relating to individual characteristics, to features of the working context and to specific aspects of the job (Koustelios, 2005). Various definitions of job satisfaction have been proposed but in general job satisfaction equates with how an individual feels about his job (Dinham and Scott, 1998).

According to Evans (1997), job satisfaction refers to a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to be being met. In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job dissatisfaction occurs when these expectations are not met. Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself (Parker, 2008).

Armstrong (2006) describes job satisfaction as the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. In addition, Baron (1991) explains that there is a vast difference between the individuals who has a positive outlook and negative outlook towards work. Naylor (1999) explains job satisfaction as an overall attitude turned out by the work and other factors like that of work load, salaries, advancement and other variables.

Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. Job performance on the other hand, comprises apparent behaviors that people observe in their job that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization.

On the other hand job dissatisfaction refers to “unhappy or negative feelings about work or the work environment” (Furnham, 1997) there exist many factors which may result in job dissatisfaction some of them are poor working conditions, overwork, low levels of pay, no scope of promotion or career advancement and lack of recognition. But what is the worst are the consequences of job dissatisfaction which is obviously affect both the employees and the

organization. It may result in loss of motivation, lack of interest, frustration, poor productivity, absenteeism and even high turnover rate

To sum up, looking through all these various definitions and concepts provided by various experts, one can see that there is various similarities and dissimilarities but however concludes in the similar note at the end. Therefore, it can be concluded that, the work itself is very vital and it determines job satisfaction and job satisfaction means overshadowing the glimmer aspects, it's the optimum level of positive feeling and attitude derived from the work and towards the work and other physical and environmental factors related to the work and the work place. It's the outcome of the appraisal of work and experiences while working, which befits perfectly the physical and mental needs.

Employee satisfaction is the individual employee's general attitude towards the job. It is also an employee's cognitive and affective evaluation of his or her job. One Several factors such as work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Compensation and benefit, promotions, training, work tasks, coworkers, supervisors, etc As a result of these and other factors can directly or indirectly affect the job satisfaction of employees. Thus, if we say satisfied employee is a valuable asset for the company, the company must have able to know whether these employee expectations are meeting or not

### **2.1.2 Concept of Job Satisfaction**

Job satisfaction is a multifaceted construct with a variety of definitions and related concepts, which has been studied in a variety of disciplines for many years to now. Many theories and articles of interest to managers, social psychologist, and scholars, focus on job satisfaction because most people spend their life-time for work, and understanding of the factors that increase satisfaction is important to improve the well-being of individuals in this facet of the living (Gruneberg, 1997).

Straus and Sayles (1960) explain that it is an optimum positive feeling derived after the completion of a task in lieu to achieving the target of the organization. Thereby benefits the organization and in return the worker is rewarded either in cash or kind. This definition gives importance to the commitment between the job satisfaction and the benefits of the work. On the

other hand Elaine and Marie (1984) explained that job satisfaction can be achieved if the individual needs and the job characteristics can go hand in hand and if the bar of expectation and the reality is decreased.

In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job dissatisfaction occurs when these expectations are not met. Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself (Parker, 2008).

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### **2.1.3. Theories of Job Satisfaction**

In order to gain a more meaningful insight into what influences the views and attitudes of employees towards their work, there are various theories of job satisfaction like The Expectancy

Theory; and Adam's Equity Theory, Maslow's Hierarchy of Needs Theory; Alderfer's E.R.G. Theory and, Locke's Value theories. But therefore the researcher believes that Herzberg's Two-Factor Theory is best matched and related theory to gain meaningful insight about the topic.

### **2.1.3.1 Herzberg's Two-Factor Theory**

Frederick Herzberg's theory of motivation is relative and realistic model of job satisfaction. Herzberg's theory consists of two main components: motivators and hygiene factors. Herzberg (1966) suggested that factors involved in creating job satisfaction were separate and distinct from factors that led to job dissatisfaction.

According to Herzberg (1966), intrinsic factors such as the work itself, achievement in the work, the possibilities of personal growth and recognition, and being charged with important responsibilities, seemed to result from the human ability to personally advance and grow. He called these factors motivators, satisfiers or intrinsic factors, and posited that they led to job satisfaction.

On the other hand, extrinsic factors were those elements that prevented job satisfaction and employee growth. The extrinsic factors such as working conditions, salary, job security, and relationships with others are not part of the work, but they refer to the environment, and prevent job dissatisfaction. Herzberg calls these factors hygiene, dissatisfies or maintenance factors, and proposed that, if absent, it led to job dissatisfaction (Herzberg, 1966).

Motivators or intrinsic (satisfier) factors are related to the actual performance of the work, or the content of the job. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to job satisfaction and higher motivation (Balkin, Cardy, and Gomez-Mejia, 2003). They are the factors that influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder or better. Akyeampong and Bennell (2007) state that intrinsic motivators such as responsibility, the challenging nature of a job, and achievement are motivators that comes from within a person. Herzberg's Two-factor Theory has been linked to that of Maslow's Hierarchy of Needs Theory. The Theory suggests that Maslow's higher-order needs are similar to Herzberg's satisfier factors,

and Maslow's lower-order needs are similar to Herzberg's hygiene factors (Ellsworth, Hawley, and Mau, 2008).

Applying these concepts to employees, Herzberg, et al. (1959) claimed that the intrinsic factors can lead employees to feel satisfied, but their absence does not necessarily lead to dissatisfaction. An employee who is not recognized and not given responsibility for his or her high-quality performance in the work-place will not necessarily quit working, as long as he or she is well-paid and has good relationships with colleagues.

If we want people to be encouraged, satisfied, and motivated about their jobs, Herzberg, et al. (1959) claimed, the emphasis should be on factors associated with the nature of the work, or with outcomes directly derived from the work, such as opportunities for promotion, for personal growth, recognition, responsibility and achievement. Thus, satisfaction with the intrinsic aspects of the job is long-lived and, therefore, enables employees to sustain their motivation over a long period of time.

Hygiene factors are extrinsic satisfiers that are associated with lower-order needs, and include organizational policy and administration, supervision, interpersonal relations with peers and supervisors, working conditions, status, job security, and salary. The extrinsic job characteristics reflect outcomes generated by performing the job, and are concerned with the context or environment in which the job has to be performed (Furnham, 2005).

According to Herzberg (1966), extrinsic hygiene factors, which are external to what a person does, do not contribute to job satisfaction when present, but rather to job dissatisfaction when absent. In other words, when the hygiene factors are satisfied, they do not motivate or lead to satisfaction; they only prevent dissatisfaction (Herzberg, et al., 1959). If, however, appropriate or positive hygiene factors are provided, the employees will not be dissatisfied with their jobs, but neither will they be motivated and satisfied to perform at their full potential.

Herzberg, et al.(1959) claim that the hygiene factors are necessary, but not sufficient conditions for the satisfaction of employees (Ololube, 2006). With regard to employees, an employee who feels that his or her salary is not ample will be dissatisfied, but improving the salary to an

acceptable level will not necessarily lead to job satisfaction. Similarly, when workers perceive that their working conditions (hygiene factors), are good, the reasons for job dissatisfaction are removed (Furnham, 2005). However, the fulfillment of hygiene factors cannot by itself result in job satisfaction, only in the reduction or elimination of dissatisfaction.

Herzberg offered the following analogy to explain the nature of the hygiene factors of job dissatisfaction, namely water and air pollution controls. Although water and air pollution controls do not cure any diseases, they serve to prevent the outbreak of disease. In the same way, Herzberg, et al. (1959) believed that hygiene factors do not cause satisfaction, but can help to prevent dissatisfaction (Furnham, 2005). Therefore, managers who try to eliminate factors that can create job dissatisfaction may bring about a more pleasant working environment, but not necessarily job satisfaction. As a result, Herzberg characterized conditions surrounding the job as quality of supervision, pay, company policies, physical working conditions, relations with others, and job security, as hygiene factors. Changes in these factors are short-lived, and merely help in removing dissatisfaction in the employees work. They are not important in the overall satisfaction of the employees with their work.

Herzberg's Two-factor Theory, as a theory of job satisfaction, remains influential in the area of organizational psychology, and has contributed very positively towards research. However, it is not free from criticism. The criticism of the theory includes the following:

- The procedure that Herzberg used is limited by its methodology (Robbins, 2009; Mullins, 2005). Individuals are more likely to attribute satisfying incidents at work to their own efforts. When things are going well, individuals tend to take the credit for themselves, and blame failure on the external environment.
- No attempt was made to measure the relationship between satisfaction and performance (Armstrong, 2006).
- The reliability of Herzberg's methodology is open to question (Robbins, 2009).
- Herzberg does not consider the effect of demographic variables on job satisfaction.

In spite of these criticisms, Herzberg's Theory continues to be influential, because it is easy to understand. Moreover, it seems to be based on real-life rather than academic abstractions, and also fits in well with the highly respected ideas of Maslow (1954) (Armstrong, 2006).



## 2.1.4. Job Satisfaction Factors

Job satisfaction is global concept which is determined by several factors. Factors affecting job satisfaction of employees are elaborated below.

### 2.1.4.1 Extrinsic Factors

Extrinsic job conditions are external variables which are generally regarded as primary sources of job dissatisfaction. These factors include:

- ✓ **Salary:** -According to Maslow's hierarchy of needs theory (1943) salary is the basic need for employees. Herzberg (1993) believes that salary belongs to hygiene factors and can prevent job dissatisfaction. It will lead to severe dissatisfaction and ultimately de-motivate if employees are dissatisfied with salary. Salary is seen by many managers as a major motivators or at least an important factors influencing employees' job satisfaction.
- ✓ **Supervision:** - Supervision is the affiliation between leaders and subordinates. A synergistic supervision is an appropriate instrument to enhance job satisfaction. It will establish open communication, trust relationships, supervisory feedback and evaluation. Supervisors should apply the appropriate strategies with their employee's status and act accordingly (Herzberg 1993; Hackman & Oldham 1976).
- ✓ **Working Conditions:** Working conditions are relevant to the environment impact, such as the space for operating and resting, criticality of the job, the degree of required technology and skill; equipments situation and so on. Working conditions are hygiene factors to prevent dissatisfaction (Herzberg 1993). Locke (1976) finds that working conditions, which are compatible with the individual's physical needs and work goals, are positively associated with job satisfaction.
- ✓ **Interpersonal Relationship:** - The theories of need such as Maslow (1943) and Herzberg (1993) show that man are also a social animal. One of the most important needs is belongingness such as love, both giving and receiving. Interpersonal relationship plays an important role in job satisfaction for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction (Herzberg 1993); second, good relationship may lead to positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs.

### 2.1.4.2 Intrinsic Job Characteristics

Intrinsic job characteristics are regarded as the core variables as well as motivators of job satisfaction. Here we listed the main factors as follow:

- ✓ **Achievement:** - Achievement is one of main things people want from their jobs. That means people can get satisfied when they get success (Herzberg, 1993).
- ✓ **Feedback:** - It is necessary to provide feedback for employees which allow them to know how well they are doing their jobs (Herzberg, 1993). Feedback could be from supervisors, co-workers and sometimes customers who get services from the organization. The effective feedback is specific but its function is general especially to job satisfaction. Feedback is closely related with respect and recognition. Individuals at all levels of the organization want to be recognized for their achievements on the job.
- ✓ **Responsibility and Autonomy** The job characteristic model (JCM) predicts that employees in autonomous or self-managing works have higher levels of job satisfaction than in traditionally designed jobs. High autonomy means that employees are trusted by the managers, and employees will trust the managers as well, which makes employees be more satisfied with their jobs (Hackman & Oldham, 1976).
- ✓ **Personal Development:** - According to Herzberg (1993), people report job satisfaction when they get promoted. In order to maintain and improve job satisfaction, it is very important to have an open position to employees. Even if there is no space for promotion, support employees by allowing them to pursue further education, which will make them more valuable and more fulfilled professionally. If the job gives employees an opportunity to become multi-skilled, employees' job satisfaction would increase. That is to say the more diversity of the job will reduce the likelihood of job dissatisfaction.
- ✓ **Work Value:** - Employees tend to prefer to jobs that are meaningful, interesting and challenging. The higher work value is; the higher job satisfaction will be (Hackman & Oldham, 1976).
- ✓ **Cooperation with other Departments:** -This concept is associated with task interdependence, the degree to which the job has impact on the work of others. Study show when other departments rely on work performed by the employee, job satisfaction will be

expected; while the employee relies on work flows from other departments, it is negatively related to job satisfaction.

### 2.1.4.3 Individual Characteristics

Research suggests that certain personal or demographic variables have an influence on job satisfaction in one way or another. The results of studies on work-related attitudes and/or behaviors and job satisfaction indicated that personal variables influence job satisfaction truly, to a significant extent; job satisfaction is rooted in individuals' personalities. Here the researcher interested in the basic demographic characteristics 'which have a likely target been for sources of variation in job satisfaction'. Those individual variables associated with job satisfaction are summarized as following:

- ✓ **Gender:** - Today's work environment is characterized by diverse workforce, with increasingly more women entering the labor market. Hence, for organizations to effectively manage this diversity to ensure the optimal efficiency and performance of their employees, they need to identify how men and women differ in their attitudes to work. The literature on the gender-job satisfaction relationship is inconsistent, some studies indicate that males are more satisfied than females; others find the converse to be true with women being more satisfied than men, while others again find no difference in job satisfaction based on gender. In Loscocco's (1990) studies of job satisfaction and gender, female employees were reported as demonstrating higher levels of job satisfaction than their male counterparts. According to Loscocco's (1990) findings, women experience higher levels of job satisfaction because they value rewards that are readily available, for example, relationships with co-workers. These values are in contrast to what men value as they desire autonomy and financial rewards, which are not as readily available, resulting in lower levels of job satisfaction.
  
- ✓ **Job Level:** - There are no adequate studies investigating whether job satisfaction increases with job level. Although, there were few studies concerning the relationship between job level and job satisfaction, there is no agreement on the relationship between the two variables. More recent research studies findings supported that there is a positive relationship between job level and job satisfaction. Kline and Boyd (1991) postulate that employees at the higher levels of the organization report higher levels of job satisfaction. However, research

conducted by Herman and Hulin (1973) found that there were only certain dimensions of the job where higher level employees reported higher levels of job satisfaction. Frances (1986), however, found that higher-level employees reported less satisfaction than lower level employees.

- ✓ **Tenure:** - It is postulated that length of service in a job may be an indication of employees' levels of job satisfaction (Oshagbemi, 2000). The rationale is simply that those employees who are less satisfied with their jobs are likely to resign, whereas employees who are satisfied with their jobs will remain in these positions. This is consistent with studies indicating a negative relationship between job satisfaction and turnover and job satisfaction and absenteeism, thereby indicating a higher average level of satisfaction by employees with longer tenure in a particular organization.

### **2.1.5. How to Improve Employee Job Satisfaction?**

One of leaders of the organizations responsibility is to motivate and develop employees in the direction of improves job satisfaction. Hence in order to maintain the satisfaction level of employee in an organization the following six points should be taken into consideration:- creating an excellent working environment for their employees, providing competitive benefit and fair salary, workforce engagement, developing skills of employees, recognition and reward and Continuous evaluation.

1. **Creating Positive Working Environment:** - Motivating working environment requires going over and beyond the call of duty and providing the needs for the workers. If the work place is not positive leaders cannot expect the workers to be. Communicating a shared mission and vision of the organization (In many organizations, employee doesn't know what is mission and vision is) and developing a corporate culture (communication in organization, Relationship with coworkers, Management must be fair treated with staff, ready to help them, full training for staff, ready to listen and respond to employee) that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. Build channel of (communication in organization, Relationship with coworkers)

2. **Providing Competitive Benefit and Fair Salary** are important and critical to keeping the workforce satisfied. Leaders can increase job satisfaction by Job rotation, job enlargement, knowledge enlargement, task enlargement and Job enrichment. If workers salary and benefit package is slim employees may look for other opportunities with firms that are more generous. Beyond insurance, benefits such as flextime, paid holydays (calendar day off), weekends and personnel days are more important factors to employee satisfaction.
3. **Workforce Engagement:-** when employees feel that they don't find their work is interesting or don't contribute the mission and vision of the firm will not be engaged. For employees to be satisfied they must feel like they are part of something bigger than just what their individual tasks are. Include gives them a sense of ownership and pride in their work and make them fit in the corporation framework to increase engagement and satisfaction.
4. **Developing Skills of Employees:** - training and education plays a great role by motivating workers and makes them more productive and innovative. Encouraging employees to fulfill potential that will increase engagement and satisfaction by giving short, medium and long-term training, management and career development,
5. **Recognition and Reward:-** Personal recognition is a powerful tool in building moral and motivation which leads to the way satisfaction on a job. Encouraging and acknowledging workers supervisors and managers and giving recognize the top achievers in each department of the organization in order to increase satisfaction and retention.
6. **Continuous Evaluation:-** Continuous evaluation of job satisfaction by making survey about how employees feel about benefits, attitude, moral, recognition, working environment , motivation of workforce other aspects. This allows leaders to measure the progress and determine what needs improving monitor levels to reduce turnover of experienced and back bone employees.

### **2.1.6. Measurement of Job Satisfaction**

To measure job satisfaction properly, one must have broad understanding of the construct to decide what direct factor to measure. Considering the fact that, there is no universally accepted definition of job satisfaction (Coverdale, 1997). Likewise no exclusively accepted theory to give detail, it is not surprising that there exist no single upon best way to measure job satisfaction (Wanous and Lowlor, 1972). The most fundamental forms of measurement might take into account an interview, a single item measure, or workplace observation, but other researchers prefer in-depth survey instrument (Spector, 1997). The mainly cited survey instrument identified in the literature comprises the Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ)

#### **2.1.6.1. Job Descriptive Index (JDI)**

Smith, Kendall, and Hulin's (1969) Job Descriptive Index is the most extensively used tool in measuring job satisfaction in recent times. More than 50% of articles available in management related journal use Job Descriptive Index to measure job satisfaction level. It is in this direction that Vroom's (1964) concluded that —the Job Descriptive Index (JDI) is without doubt the most careful constructed measure of job satisfaction in existence today. In connection with this, O'Reilly and Robert (1973) state that, Job Descriptive Index (JDI) as a research instrument and diagnostic gauge; is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure employees 'satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers

#### **2.1.6.2. Job Satisfaction Survey (JSS)**

Job Satisfaction Survey (JSS) is commonly used by organizations in training and maintaining valuable staff (Liu et al., 2004). The Job Satisfaction Survey targets nine aspects of job satisfaction including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed to evaluate employees 'attitude regarding specific facet of their job.

#### **2.1.6.3. Minnesota Satisfaction Questionnaire (MSQ)**

Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. It considers measuring particular facets of an employee's satisfaction with his or her work, and it gives details on the rewarding aspect of a job than broad measures of job satisfaction. According to Vocational Psychology Research (2002), Minnesota satisfaction Questionnaire has extensively been used in 25 investigating client vocational needs in counseling follow-up studies and creating information regarding reinforces in jobs.

### **2.1.7. Job Characteristics Model**

According to Job Characteristic Model jobs which contain intrinsically motivating characteristics would lead to higher levels of job satisfaction as well as other positive workout outcomes such as, enhanced job performance and lower withdrawal. This was model was introduced by Hackman and Oldham [1976] and focuses on 5 core job characteristics.

**Task Identity:** -degree to which one can see one's work from beginning to the end. Task identity encourages the feeling that the job is meaningful and worthwhile thus motivating the Employee to work smart.

**Task Significance:** -refers to how important the job is and its impact on the organization and/or to the external environment. Hackman and Oldham (1974) has been defined it as the degree to which a job has a substantial impact on the lives or work of other people whether in the immediate organization or in the external environment.

**Autonomy:** Hackman and Oldham (1974) explained that autonomy is the degree to which a job provides freedom, independence and discretion to the employees in scheduling his or her work and in determining the procedures to be used in carrying it out. It is the vertical expansion of responsibility, the amount of decision making and independence allowed for employee. Autonomy can motivate and enable employee to try new ideas and learn from consequences, and expend their domain- relevant skills.

**Feed Back:** refers to the degree to which the work itself provides feedback for how the employee is performing the job. Hackman and Oldham (1974) defined it as the degree to which carrying out the work activities required by the job results in the employee obtaining information about the effectiveness of his or her performance. Top management need to give feedback to the employee so that they know which areas that need to be improved and it can lead to better understanding of their work nature. Several research directly testing the relationship between job

characteristics and job satisfaction of employees has produced consistently positive results. It has been shown that there is a significant relationship between the situational variables of autonomy, feedback, skill variety, task identity and task significance, and job satisfaction

## **2.2 Empirical Framework**

Organizations are frequently difficult latest running trends and statement, fast change of technology, new policy, environment and public aspects. Attitude affects behavior and attitudes of employees mostly concerned with job satisfaction, job involvement, and organizational commitment. Many researchers found that Job satisfaction, Environment, pay, work place, and change in technology all of these are main factors that influences employee's behavior in any organization. (Igalens and Roussel, 1999; Brewer et al., 2008). Employee satisfaction relays on interpersonal skills, work place, pay, promotions, and relations with co-workers. These factors bring positive feelings about that job ensuing from assessment of its uniqueness. An employee among a high job satisfaction holds encouraging feelings about the work and vice versa.

Attractive job given that guidance, variety of surprises (Bonus), freedom, and control make happy most the employees. The majority of employees have a preference work that is tough condition. Happy workers are productive workers. Incentive increasing the efficiency of employee and recognition enhanced the confident for the employee. It is important that organizations monitor employees' attitudes. For this purpose attitude, surveys are most popular method. Using attitude surveys provides top management with valuable feedback on how employees perceive their working conditions. (Beer, Specter, Lawrence, Mills, & Walton, 1984. Physical and social facets involve in execution surroundings either the work is physical or cognitive type. Working circumstances is very important for satisfaction it includes work place, set aside lighting, interferences, thermal environment, and office equipments. Organization performances increase due to good sitting environment. Management must concern on work place setting to enhance employee's capabilities. Management provides such kind of ergonomics setting to their employees so they feel ease in performing work activities that is easily changeable and transferable. Communicating and coactions also better in workplace between employees and departments.



Broad (2007) described that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance effective intrinsic and extrinsic incentives must be given to employees. Monetary, non-monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship is a key factor in motivating employees to work hard. Intrinsic motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction.

Employee Reward System must be integrated and supportive with the corporate strategic objective; further reward system must be unbiased and discourage interdepartmental and organizational differences. (Gomez-Mejia and Balkin, 1992). Encouragement of employee's performance and creating sense of ownership in achieving tasks different business setups have been using various incentives, reward and pay system (Cameron and Pierce, 1977)

Team work is another concept used by organizations for improving employee's performance, teams and groups define work boundaries, limit and streamline scope of work and give the direction to the team members for achievement of team goal which is integrated with the achievement of organizational goal (Parker and Wall, 1998). Successful and effective team depends upon different factors i.e. composition of team, record of accomplishment and integrity, financial soundness, educational background and experience; further team working is not suited to all kinds of jobs (Cameo et al., 1993; Gradstein, 1984).

Employees are key resource of any organization. Organization invest lot of capital on employees in the form of organizing training and development sessions and seminars, further foreign training sessions are also arranged for executives and directors of organizations, this increases employees skills which in return increase the efficiency and effectiveness of the employees which results in increased in organizational productivity (Knoke & Kalleberg). Thus, need to experiment these factors in less developed country similar to Ethiopia where workers face different working situation by work burden, fewer economic support, and centralize structure of strategy making. This study shows that the satisfaction of employee job purpose to examine the impact of justice of actions, training and development, workplace environment, reward recognition and team work, on employee job satisfaction.

## **2.3 Conceptual Framework**

The following figure of conceptual framework is developed by the researcher by considering the basic research questions, related literature review and empirical framework,



Figure: 2.1: *Conceptual Framework.*

## CHAPTER THREE

### RESEARCH METHODOLOGY

Research methodology is a systematic and scientific way to find out solution as result of a given problem on as specific matter. This mainly deals with research design, population and sampling techniques, data sources, instrument of data collection, procedures of data collection, data analysis methods and ethical considerations.

#### 3.1. Research Design

The research design is a descriptive research design as it helps the researcher to gather, summarize, present and interprets information for the purpose of clarification. Therefore a descriptive research survey were selected and employed to conduct the study a situation as it is to better understand and answer basic research questions by the title called “Employee Job Satisfaction the case of ERCA Addis Ababa Airport Branch”.

### 3.2. Population and Sampling Techniques

The sampling technique play enormous role for the accuracy and validity of information. Sampling is the procedure of selecting a sample of population from the entire population of the organization. Selecting sample would be fundamental for research study. Because taking the total population was impossible due to time constraints. So the sample techniques were used.

Therefore, the researcher has to determine sample which is representative for the total population. Yamane (1967:886) provides a simplified formula to calculate sample sizes of finite population, which is used to determine the sample size for this study paper.

A 95% confidence level was assumed for this formula to determine the sample size. At  $e = 0.05$ . The sample size is determine by the following formula

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

Where:  
n = is sample size  
N = is the population size and  
e = is the level of precision (0.05)

Applying the above formula:  $n = \frac{685}{1 + 685(0.05)^2} = \underline{247}$

As a result, questionnaires were distributed to 247 employees among 685 total population of the company by using systematic random sampling methods. Systematic random sampling method were employed to stand equal chance of being selected to avoid sample bias and ensure that the results are reliable and enough to be generalized. The general manager or vice manager were selected from the organization and human resource head would be also be part of the researcher investigation by interview.

### 3.3. Data Sources

Both primary and secondary sources were used to collect data for the research. In order to collect primary sources of information secure, adequate and reliable data from the respondent's questionnaire and interview surveys and were used. The secondary research data also was carried out through different publications, books, articles, research studies and web sites of the organization were used.

### **3.4 Instrument of Data Collection**

In order to collect the primary data structured questionnaires and interview were selected. Because Questionnaires are helpful instrument for observing data beyond the physical reach, easy and quick and also allow large coverage. Paul E. specters' job satisfaction Standard questionnaires were used for developing the data collection questionnaire. This helps researcher to employ and gather information and views from employees of the organization. Therefore, pilot testing is not prepared, because of the researcher is used validity and reliability is already tested JSS Paul E. specters' standard questionnaire

The secondary data were collected from accessible and accurate sources of the organization's web site, brochures, journals, special reports documents and news review of previous works with actual supported facts.

### **3.5. Procedures of Data Collection**

The researches has obtained support letter from St. Mary's University to enable him for smooth way of communication when approaching respondents to provide answers. Questionnaires were distributed to eligible staff and management of ERCA. A cover letter was attached to the questionnaires to introduce respondents to the research topic to avoid any suspicion or mistrust respondents might have about the study. The cover later is also expected to help motivate respondents to participate in the study and answer the question and assure them of anonymity and confidentiality, and show them how to fill questionnaires. The survey period for data collection was 10 days. The advantage for selecting this method is that, it will ensure confidentiality and keep track on those who may not return the questionnaires on time and need to be reminded. After collecting data from the representative sample through the questionnaire,

data were checked for completeness, consistency, and reliability of the data. The next step was coding the response in the coding sheet by transcribing the data from questionnaire by assessing characters symbols (alpha numeric). This was followed by screening and cleaning of data to make sure there are no errors. After this the data was transferred to SPSS version 20 for analysis.

### **3.6. Data Analysis Methods**

The data would be analyzed through different tools. Primarily the study will summarize the data collected by the aforementioned data collection mechanisms. Descriptive statistics such as tables, frequency distributions and percentages were used to give a condensed picture of the data. The collected data were coded and entered in to a statistical package for social science version 20 (SPSS) for analysis. Content analysis was also used to analyze the data collected through interviews. Findings were analyzed and described in light of relevant theoretical and empirical frameworks.

Furthermore to investigate the job satisfaction Likert-type scale ranging from strongly agree =1 agree= 2 neutral= 3 = disagree= 4 strongly disagree=5 would be used to make easy interpretation for degree of respondents.

### **3.7. Ethical Considerations**

In this research study the researcher complied with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research. In this study, no attempt was made to harm participants deliberately and those who could experience any form of harm be it through victimization, emotional or otherwise, were informed in advance of their right to withdraw from participating in the study. Confidentiality means that information from participants was not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants was treated with confidentiality, and also assured respondent that all responses would be treated with utmost confidentiality and anonymity.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATIONS**

This chapter deals with demographic variable of the respondents discussions, analyses and interpretations of collected data related with the study objectives.

#### **4.1. DEMOGRAPHIC VARIABLES OF THE RESPONDENTS**

The demographic profile of the respondents was presented in this section. The personal profile of the respondents is discussed as per their gender, age, marital status, experience or years of service in the organization, levels of educational achievements, employment status and current salary of respondents. Descriptive statistics was performed on the demographic variables as a means of describing the respondents.

Table 4.1 Demographic Variables of the Respondents

Item	Background	Distribution	Frequency	Percentage	Cumulative
1	Gender of Respondents	Male	130	61.0	61.0
		Female	83	39.0	39.0
		Total	213	100.0	100.0
2	Age of Respondents	less than 21	3	1.4	1.4
		21-29	146	68.5	70.0
		30-39	50	23.5	93.4
		40-49	9	4.2	97.7
		50 and above	5	2.3	100.0
		Total	213	100.0	
3	Marital Status of Respondents	Single	115	54.0	54.0
		Married	93	43.7	97.7
		Divorced	5	2.3	100.0
		Total	213	100.0	
4		5 or less years	115	54.0	54.0
		6-10 years	51	23.9	77.9
		11-15 years	31	14.6	92.5

	Respondents	16-20 years	12	5.6	98.1
		21 and above years	4	1.9	100.0
		Total	213	100.0	
5	Level of Education of Respondents	High School	6	2.8	2.8
		Technical School	13	6.1	8.9
		Diploma	25	11.7	20.7
		BA/BSC Degree	149	70.0	90.6
		MA/MSc (Masters	20	9.4	100.0
		Total	213	100.0	
6	Respondents Employment status	Management	19	8.9	8.9
		Staff	194	91.1	100.0
		Total	213	100.0	
7	Present Salary of Respondents (Birr)	less than Birr 2000	12	5.6	5.6
		between Birr 2000-	128	60.1	65.7
		between Birr 5000-	72	33.8	99.5
		between Birr 10000-	1	.5	100.0
		Above Birr 20000	0	0.00	
		Total	213	100.0	

As table 4.1, indicate that, the demographic profile of the respondents indicates that, most of the respondents are Male i.e. 61 %( 130) and 39 % (87) of the respondents are female from 213 the total respondents. The age of the majority of the respondents found within the age between” 30 to 39 age group followed by respondents aged 21 to 29. Therefore, most of the current sample employees of the ERCA are less than age of 30 and considerably young. Concerning the experience 54 %( 115) of respondents have less than five years experience, this figure indicates that more than half employees of the ERCA has no more experience in their job. And 23.9 %(51) of the respondents are between 6-10 years experienced employees, others 14.6%(31) , 5.6%(12),1.9%(4) of employees respectively has 11-15 years, 16-20 years and 21 and above years experience the organization

Regarding the marital status of the respondents 54% of the total respondents are single and 43.7 % of the respondents were married whereas the remaining 2.3% of the respondents were divorced. Most of the respondents are first degree holder’s indicating 70. % (149) and majority has been working in the organization respectively 9.4%Mastres Degree, 11.7% Diploma, 6.1% Technical School Graduates, and 2.8% high school graduates.



Regarding employment status of respondents 91% which means 194 are staffs/officers and others 8.9 %( 19) are management. The present salary of the respondents indicate that most of the employees are in category between Birr 2000-5000 which means 60.1% (128), subsequently 33.8%(72) of respondents has been got category between Birr 5000-10000 and others category respectively less than Birr 2000 5.6%, between Birr 10000-20000 0.5% has been paid in the organization.

## 4.2. Data Analysis Pertaining to the Study

This section deals with the data analysis of the study, The Paul E. Specter globally accepted reliable and valid standard questionnaire were used in five likert- scales ranging from one to five; where 1 represents strongly agree, 2 agree, 3 Neutral, 4 disagree, and 5 strongly disagrees. Accordingly, 247 questionnaires have been distributed of which 86.2 %( 213) were collected and the remaining 13.8 %( 34) were missed. All the returned questionnaires were complete and considered for the analysis using SPSS version 20. The researcher also tries to triangulate the interview results with questionnaires analysis. The results of the analyses are presented with the tables below.

**Table: 4.2. Satisfaction with Pay**

The following table illustrate respondents 'opinion on satisfaction pay and pay raises in ERCA

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	I feel I am being paid a fair amount for the work done.	Valid	Strongly Agree	13	6.1	6.1	6.1
			Agree	27	12.7	12.7	18.8
			Neutral	37	17.4	17.4	36.2
			Disagree	82	38.5	38.5	74.6
			Strongly Disagree	54	25.4	25.4	100.0
			<b>Total</b>	213	100.0	100.0	
2	Raises are too few and far between.	Valid	Strongly Agree	28	13.1	13.1	13.1
			Agree	47	22.1	22.1	35.2
			Neutral	85	39.9	39.9	75.1
			Disagree	36	16.9	16.9	92.0
			Strongly Disagree	17	8.0	8.0	100.0
			<b>Total</b>	213	100.0	100.0	

3	They feel unappreciated by the organization when they think about what they paid.	Valid	Strongly Agree	67	31.5	31.5	31.5
			Agree	37	17.4	17.4	48.8
			Neutral	54	25.4	25.4	74.2
			Disagree	37	17.4	17.4	91.5
			Strongly Disagree	18	8.5	8.5	100.0
			Total	213	100.0	100.0	
4	They feel satisfied with their chances for salary increases.	Valid	Strongly Agree	28	13.1	13.1	13.1
			Agree	46	21.6	21.6	34.7
			Neutral	59	27.7	27.7	62.4
			Disagree	46	21.6	21.6	84.0
			Strongly Disagree	34	16.0	16.0	100.0
			Total	213	100.0	100.0	

Table 4.2 item 1 indicates that a total of 63.9% (38.5%+25.4%) of the respondents are dissatisfied by the amount of fair payment for the work they do in their organization. While 18.8% (6.1%+12.7%) of the respondents are agreed. The remaining 17.4% were neutral.

Table 4.2 Item 2 illustrate that a total of 35.2% (13.1%+22.1%) respondents were agreed that raises are few and far between and 39.9% of the respondents were neutral whereas 24.9% (16.9%+8.0%) respondents were disagreed.

Table 4.2 Item 3 illustrate that a total of 48.8% (31.5+17.4%) the respondents were feel unappreciated by the organization when they think about what they pay them and 25.4% of the total respondents were neutral. Whereas the remaining 25.9% (17.4%+8.5%) of the respondents were disagreed.

Table 4.2 Item 4 illustrate that 34.7% (13.1%+21.6%) the total of respondents were satisfied with their chances for salary increase, and 27.7% of the respondents were neutral While, 37.7% of the total respondents were not satisfied with their chances for salary increase.

In this regard, the result of interview management and employees of the authority strongly believe that there is a salary package and scheme problem with government, The salary package of ERCA in compression with similar positions in the market administered by governments budget were said to be fair however salary package in compression with similar positions in the market of government development enterprises it was not fair and equitable.

From the above discussions and analysis it can be conclude that absence fair remuneration, raises, appreciation and satisfaction with salary in the organization employees cannot stay in the organization and it is difficult to retain employees.

In this regard, Grobler, (2000:579), state that staff turnover may be caused by low remuneration, job dissatisfaction and unfair treatment. Herzberg (1993) believes that salary belongs to hygiene factors and can prevent job dissatisfaction. It will lead to severe dissatisfaction and ultimately demotivate if employees are dissatisfied with salary.

**Table: 4.3. Satisfaction with Promotion**

The table illustrates that respondent’s reflection on promotion and promotion opportunities in the Authority.

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	There is really too little chance for promotion on my	Valid	Strongly Agree	39	18.3	18.3	18.3
			Agree	46	21.6	21.6	39.9
			Neutral	66	31.0	31.0	70.9
			Disagree	42	19.7	19.7	90.6
			Strongly Disagree	20	9.4	9.4	100.0
			Total	213	100.0	100.0	
2	Those who do well on the job stand a fair chance of being promoted.	Valid	Strongly Agree	7	3.3	3.3	3.3
			Agree	33	15.5	15.5	18.8
			Neutral	36	16.9	16.9	35.7
			Disagree	79	37.1	37.1	72.8
			Strongly Disagree	58	27.2	27.2	100.0
			Total	213	100.0	100.0	
3	People get ahead as fast here as they do in other places.	Valid	Strongly Agree	29	13.6	13.6	13.6
			Agree	31	14.6	14.6	28.2
			Neutral	78	36.6	36.6	64.8
			Disagree	41	19.2	19.2	84.0
			strongly Disagree	34	16.0	16.0	100.0
			Total	213	100.0	100.0	

4	I am satisfied with my chances for promotion.	Valid	Strongly Agree	17	8.0	8.0	8.0
			Agree	26	12.2	12.2	20.2
			Neutral	38	17.8	17.8	38.0
			Disagree	66	31.0	31.0	69.0
			Strongly Disagree	66	31.0	31.0	100.0
			Total	213	100.0	100.0	

Table 4.3 Item 1 illustrate that a total of 39.9 %( 18.3%+21.6%) respondents are agreed that there was little chance for promotion in their job and 31% of the respondents were neutral While 29.1% (19.7%+9.4%) were disagreed.

Table 4.3 Item 2 illustrate that a total of 18.8% (3.3%+15.5%) respondents were agreed for the question asked those who do well on the job stand a fair chance for being promoted, and 35.7% of the respondents were neutral Whereas, 64.3% of respondents were disagreed.

Table 4.3 Item 3 illustrate that a total of 28.2 %( 13.6%+14.6%) agreed that people get ahead as fast here as they do in other places. And 36.6% of the respondents were neutral. Whereas the remaining 25.2 %( 19.2%+16.0%) of the respondents were disagreed.

Table 4.3 Item 4 illustrate that a total of 20.2 % (8.%+12.2%) the respondents were satisfied with their chances for promotion and 17.8% of the respondents were neutral. While, the remaining 62% of the total respondents were not satisfied by chances of promotion in the organization

In this regard the interview result indicates that there is no clear criteria for promoting employees it is simply completed by committee:- suggesting the strongest quality service provider individuals among employees which is full of bias judgment.

From the above discussions and analysis it can be conclude that employees of the organization who do well on the job if cannot be promoted fairly or discriminated and their needs are not fulfilled and finally decrease their commitment. Career advancement opportunities could become a critical aspect of employee engagement in the workplace.

Employees who are using their skills and abilities in their work and contributing fully in their organization could become disillusioned if opportunities to advance in their career are not available within the organization. These employees will be more likely to look for opportunities outside of their organization as the economy improves. SHARM 2012:10

**Table: 4.4 Satisfactions with Supervision:**

The table presents employees opinion with immediate supervisor

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	My supervisor is quite competent in doing his/her job.	Valid	Strongly Agree	22	10.3	10.3	10.3
			Agree	60	28.2	28.2	38.5
			Neutral	94	44.1	44.1	82.6
			Disagree	25	11.7	11.7	94.4
			Strongly disagree	12	5.6	5.6	100.0
			Total	213	100.0	100.0	
2	My supervisor is unfair to me.	Valid	Strongly Agree	5	2.3	2.3	2.3
			Agree	23	10.8	10.8	13.1
			Neutral	82	38.5	38.5	51.6
			Disagree	68	31.9	31.9	83.6
			Strongly Disagree	35	16.4	16.4	100.0
			Total	213	100.0	100.0	
3	My supervisor shows too little interest in the feelings of subordinates.	Valid	Strongly Agree	20	9.4	9.4	9.4
			Agree	49	23.0	23.0	32.4
			Neutral	66	31.0	31.0	63.4
			Disagree	49	23.0	23.0	86.4
			Strongly Disagree	29	13.6	13.6	100.0
			Total	213	100.0	100.0	
4	I like my supervisor.	Valid	Strongly Agree	35	16.4	16.4	16.4
			Agree	54	25.4	25.4	41.8
			Neutral	65	30.5	30.5	72.3
			Disagree	41	19.2	19.2	91.5
			Strongly Disagree	18	8.5	8.5	100.0
			Total	213	100.0	100.0	

Respondents are asked about their supervisor was quite competent in doing his /her job in the organization. The result of the questionnaires illustrate in Table 4.4 Item 1 that a total of 38.5% (10.3%+28.2%) respondents were agreed about their supervisor is quite competent in doing his/her job, and 17.3% (11.7%+%.6%) were disagreed whereas, 44.1 % of the respondents were neutral.

Table 4.4 Item 2 illustrate that a total of 13.1 %( 2.3%+10.8%) respondents were agreed that their supervisor is unfair for them. And 38.5 % of the respondents were neutral whereas 48.3% of the total respondents were disagreed or do not believe their supervisor is fair for them.

Table 4.4 Item 3 illustrate that a total of 32.4%(9.4%+23%) the respondents were agreed that their supervisors shows too little interest in the feelings of subordinates and 31% of the respondents are neutral about the question asked. Whereas the remaining 36.6 %( 23%+13.6%) of the respondents were disagreed.

As it is indicated in table 4.4 Item 4 a total of 41.8% the respondents were like their supervisors at the work and 30.5% of the respondents were neutral whereas, the remaining 27.7% of the total respondents were not like their supervisor.

The result of the interview shows that supervision and administrative support within the organization has two approaches the first approach is to motivate and help and encourage employees of the authority. The second is tolerance approach which is followed for employees who make minor fault there is advice and recommendation in order to do not make the mistaken again, as well as aggressive approach was followed for those who made corruption and other serious errors from warning letter to fired up.

From the above discussions and analysis it can be conclude that, It is important that supervisors set clear expectations and provide feedback about work performance so as to avoid any potential frustrations on employees. Without excellent employee-supervisor relationship it is difficult to employees sustain in an organization even productivity cannot achieved. The relationship employees have with their supervisors is directly connected to their success and growth at work. Supervisors who develop a positive relationship with employees may be more likely to learn their employees' strengths and weaknesses, making it easier for supervisors to use their employees' talents for the good of the organization.

In this regard SHARM 2012:15 states that employees who have a favorable relationship with their supervisors—a relationship in which they feel safe and supported—may be more likely to go above and beyond what is required of them. They also may share with their supervisor job-related problems or even personal problems,

**Table: 4.5. Satisfaction with Fringe Benefits:**

The table shows reflections of respondents about fringe benefits in the authority.

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	I am not satisfied with the benefits I receive.	Valid	Strongly Agree	97	45.5	45.5	45.5
			Agree	35	16.4	16.4	62.0
			Neutral	42	19.7	19.7	81.7
			Disagree	14	6.6	6.6	88.3
			Strongly Disagree	25	11.7	11.7	100.0
			Total	213	100.0	100.0	
2	The benefits we receive are as good as most other organizations offer.	Valid	Strongly Agree	13	6.1	6.1	6.1
			Agree	24	11.3	11.3	17.4
			Neutral	47	22.1	22.1	39.4
			Disagree	40	18.8	18.8	58.2
			Str. Disagree	89	41.8	41.8	100.0
			Total	213	100.0	100.0	
3	The benefit package we have is equitable.	Valid	Strongly Agree	10	4.7	4.7	4.7
			Agree	51	23.9	23.9	28.6
			Neutral	35	16.4	16.4	45.1
			Disagree	44	20.7	20.7	65.7
			Str. Disagree	73	34.3	34.3	100.0
			Total	213	100.0	100.0	
4	There are benefits we do not have which we should have.	Valid	Strongly Agree	40	18.8	18.8	18.8
			Agree	30	14.1	14.1	32.9
			Neutral	54	25.4	25.4	58.2
			Disagree	55	25.8	25.8	84.0
			Strongly Disagree	34	16.0	16.0	100.0
			Total	213	100.0	100.0	

Respondents are asked whether they are satisfied or not with the benefits they receive from their organizations. Table 4.5 Item 1 illustrate that a total of 62% (45.5%+16.4%) respondents are not satisfied with the benefit they receive from the organization and 19.7% of the respondents are neutral. Whereas, 18.3 %( 6.6%+11.7%) of the respondents are satisfied with the benefit they receive from the organization.

Table 4.5 Item 2 illustrate that a total of 17.4% (6.1%+11.3%) of the respondents were agreed that the benefit they receive from their organization are as good as most other organizations offer. But 22.1% of the respondents were neutral. Whereas 60.6 % of the total respondents were disagreed

Table 4.5 Item 3 illustrate that a total of 28.6 %( 4.7%+23.9%) the respondents were agreed that the benefit package they have is equitable and 16.4% of the respondents were neutral. Whereas 55% (34.3%+20.7%) of the total respondents were disagreed or the benefit package they have is unfair.

Table 4.5 Item 4 illustrate that a total 32.9% of the respondents were agreed that there was benefits they do not have which they should have, and 25.4% of the respondents were neutral. Whereas 41.8 %( 25.8%+16%) of the total respondents were disagreed.

In this regard, the interview result indicates both management and employees of the authority strongly believe that there is no any kind of fringe benefit offerings starts from no insurance, no free medical, house and other allowances even, the authority is not paying overtime payment for the work done over 60 hours per month.

From the above discussions and analysis it can be conclude that it is difficult to satisfy each and every employee's interest of compensations as of complex their preference but in order to keep employees the authority needs to consider benefit packages offerings based on cost of life and organizational strategy.

In this regard, Grobler, *et al.* (2002:203), states that employee compensation and retention is directly related to employee satisfaction. In good times and bad, employees have a basic need to work where they feel their efforts, expertise and input are appreciated.



**Table: 4.6. Satisfaction with Contingent Rewards**

The table illustrate respondents opinion regarding contingent rewards.

Item	Statement		Level of Agreement	Frequen cy	Percent	Valid Percent	Cumulative Percent
1	When I do a good job, I receive the recognition for it that I should receive	Valid	Strongly Agree	14	6.6	6.6	6.6
			Agree	11	5.2	5.2	11.7
			Neutral	33	15.5	15.5	27.2
			Disagree	84	39.4	39.4	66.7
			Strongly Disagree	71	33.3	33.3	100.0
			Total	213	100.0	100.0	
2	I do not feel that the work I do is appreciated.	Valid	Strongly Agree	30	14.1	14.1	14.1
			Agree	40	18.8	18.8	32.9
			Neutral	86	40.4	40.4	73.2
			Disagree	36	16.9	16.9	90.1
			Strongly Disagree	21	9.9	9.9	100.0
			Total	213	100.0	100.0	
3	There are few rewards for those who work here.	Valid	Strongly Agree	37	17.4	17.4	17.4
			Agree	54	25.4	25.4	42.7
			Neutral	41	19.2	19.2	62.0
			Disagree	36	16.9	16.9	78.9
			Strongly Disagree	45	21.1	21.1	100.0
			Total	213	100.0	100.0	
4	I don't feel my efforts are rewarded the way they should be.	Valid	Strongly Agree	34	16.0	16.0	16.0
			Agree	47	22.1	22.1	38.0
			Neutral	64	30.0	30.0	68.1
			Disagree	35	16.4	16.4	84.5
			Strongly Disagree	33	15.5	15.5	100.0
			Total	213	100.0	100.0	

Table 4.6 Item 1 illustrate that a total of 11.7% (6.6%+5.2%) respondents were agreed about when they do a good job they receive recognition for that they should receive and 15.5 % of the total respondents are neutral Whereas, 72.7% (33.3%+39.4%) of respondents are disagreed.

Table 4.6 Item 2 illustrate that a total of 32.9 %( 14.1%+18.8%) respondents were agreed that they do not feel that the work they do is appreciated and 40.4 % of the respondents are neutral. Whereas 26.8 %( 16.9%+9.9%) of the total respondents were not satisfied.

Table 4.6 Item 3 illustrate that a total of 42.7 %( 17.4%+25.4%) the respondents were believe that there are few rewards for those who work there. And 19.2% of the respondents were neutral whereas the remaining 38% (16.9%+21.1%) of the respondents were disagreed.

Table 4.6 Item 4 illustrate that a total of 38 %(16%+22.1%) the respondents were agreed that they do not feel their efforts are rewarded the way they should be. Whereas,30% of the respondents were neutral. The remaining 31.9 %( 16.4%+15.5%) of the total respondents were disagreed.

It is obvious that people have a basic human need to feel appreciated and proud of their work. Thus appreciation cost nothing simply writing letter of admirations is sometimes enough to see employees being satisfied and feel that they are part of the organization at large. If workers salary and benefit package is slim employees may look for other opportunities with firms that are more generous. Beyond insurance, benefits such as flextime, paid holydays (calendar day off), weekends and personnel days are more important factors to employee satisfaction

In this regard, SHARM 2012:16 states that Management's recognition of employee job performance is one of the ways that organizations use to keep employees satisfied and engaged. Employees may feel more committed to their organization if they believe that their efforts are valued. Acknowledging and rewarding employees' job performance is important

#### **Table: 4.7. Satisfaction with Operating Conditions**

The table illustrates opinion of respondents about operating conditions, and rules and procedures of the Authority

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	Many of our rules and procedures make doing a good job difficult.	Valid	Strongly Agree	54	25.4	25.4	25.4
			Agree	30	14.1	14.1	39.4
			Neutral	68	31.9	31.9	71.4
			Disagree	46	21.6	21.6	93.0
			Strongly Disagree	15	7.0	7.0	100.0
			Total	213	100.0	100.0	
2	My efforts to do a good job are seldom blocked by red tape.	Valid	Strongly Agree	26	12.2	12.2	12.2
			Agree	45	21.1	21.1	33.3
			Neutral	81	38.0	38.0	71.4
			Disagree	32	15.0	15.0	86.4
			Strongly Disagree	29	13.6	13.6	100.0
			Total	213	100.0	100.0	
3	I have too much to do at work.	Valid	Strongly Agree	42	19.7	19.7	19.7
			Agree	55	25.8	25.8	45.5
			Neutral	62	29.1	29.1	74.6
			Disagree	44	20.7	20.7	95.3
			Strongly Disagree	10	4.7	4.7	100.0
			Total	213	100.0	100.0	
4	I have too much paperwork.	Valid	Strongly Agree	35	16.4	16.4	16.4
			Agree	45	21.1	21.1	37.6
			Neutral	65	30.5	30.5	68.1
			Disagree	45	21.1	21.1	89.2
			Strongly Disagree	23	10.8	10.8	100.0
			Total	213	100.0	100.0	

Table 4.7 Item 1 illustrate that a total of 39.4% (25.4%+14.1%) respondents were agreed with the question asked many of their rule and procedures makes do a good difficult, and

28.6%(21.6%+7.0%) of the total respondents were disagreed Whereas, 31 % of respondents were neutral.

Table 4.7 Item 2 highlights that a total of 33.3 % (12.2%+21.1) the respondents were agreed by the question asked that their efforts to do a good job are seldom blocked by red tape and 38% of the respondents are neutral whereas 28.6 % of the respondents were disagreed.

Table 4.7 Item 3 illustrate that a total of 45.5% the respondents were agreed that they have too much to do at work but 29.1% of the respondents were neutral whereas 25.4%(20.7%+4.7%) of the respondents were disagreed.

Table 4.7 Item 4 illustrate that a total of 37.6% (16.4%+21.1%) the respondents were agreed that they had too much paperwork in their organization whereas 30.5% of the respondents were neutral. The remaining 31.9 %( 21.1%+10.8%) the total respondents disagreed.

The result of the interview indicates employees and management of the authority agree that most employees of the organization sometimes lead to delays in decision making as a result of fear of rules and regulations which was several of subjectivity and sometimes the rules and regulations application were not governed by standard way and applied in a situational means.

From the above discussions and analysis it can be conclude that if the efforts of employees are seldom and blocked by red tape and the rules and procedures of the organization are not define clearly employees become dissatisfied and stressed finally try to find out the loophole to go away from the authority.

In this regard, Tyani (2001:41), states that no employee wants to work with subordinates that have high level of stress. High level of stress leads to employees making unnecessary mistakes/accidents and low morale leads them to not caring about what they do. The cost of stress is not only financial but must also be measured by the damage to staff morale and deficits in meeting organizational needs.

**Table: 4.8. Satisfaction with Co-workers**

The table below illustrates about employees satisfaction with their co-workers.

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	I like the people I work with	Valid	Strongly Agree	41	19.2	19.2	19.2
			Agree	63	29.6	29.6	48.8
			Neutral	70	32.9	32.9	81.7
			Disagree	32	15.0	15.0	96.7
			Strongly Disagree	7	3.3	3.3	100.0
			Total	213	100.0	100.0	
2	I find I have to work harder at my job because of the incompetence of people I work with.	Valid	Strongly Agree	23	10.8	10.8	10.8
			Agree	41	19.2	19.2	30.0
			Neutral	72	33.8	33.8	63.8
			Disagree	56	26.3	26.3	90.1
			Strongly Disagree	21	9.9	9.9	100.0
			Total	213	100.0	100.0	
3	I enjoy my coworkers.	Valid	Strongly Agree	28	13.1	13.1	13.1
			Agree	76	35.7	35.7	48.8
			Neutral	66	31.0	31.0	79.8
			Disagree	22	10.3	10.3	90.1
			Strongly Disagree	21	9.9	9.9	100.0
			Total	213	100.0	100.0	
4	There is too much bickering and fighting at work.	Valid	Strongly Agree	26	12.2	12.2	12.2
			Agree	59	27.7	27.7	39.9
			Neutral	62	29.1	29.1	69.0
			Disagree	45	21.1	21.1	90.1
			Strongly Disagree	21	9.9	9.9	100.0
			Total	213	100.0	100.0	

Table 4.8 Item 1 demonstrate that 48.8 %( 19.2%+29.6%) of the total respondents were like the people they work with, and 32.9% of the respondents were neutral whereas, 18.3% of the respondents are not like their colleagues.

Table 4.8 Item 2 highlights that a total of 30. %( 10.8%+19.2%) the respondents were agreed by the question asked that if they found they have to work harder at their job because of the incompetence of the people they work with. And 33.8 % of the respondents were neutral whereas, 36.2% of the total respondents were disagreed.

Table 4.8 Item 3 illustrate that a total of 48.8 %( 13.1%+35.7%) the respondents were enjoy their coworkers and 31% of the respondents were neutral whereas 20.2% of the total respondents were not agreed.

Table 4.8 Item 4 illustrate that a total of 39.9% (12.2%+27.7%) the respondents were agreed that there was too much bickering and fighting at the work While 29.1% of the respondents were neutral. Whereas the remaining 31 %( 21.1%+9.9%) of the total respondents were disagreed.

The results of the interview shows both management and employees are strongly believe that the relationship with coworkers is said to be great,

From the above discussions and analysis it can be conclude that it is obvious that interpersonal relationship is back bone to the organization development as a work is accomplished mostly through team members by being motivated to work together for a one common goal in the organization. For that reason the authority is advised to uphold co-workers relationship more and more.

In this regard Dalton and Mesch (2001:810) state that unhealthy competition and lack of team spirit among the employees themselves may cause lowered group cohesiveness leading to staff turnover. According to Neo, *et al.* (2006:442), interpersonal relations refer to personal and working interactions between the employee and other people he works with. These include cooperation, teamwork and sharing of common goals.

**Table: 4.9. Satisfaction with Nature of Work**

The table illustrates the opinion of respondents about the type of work done.

Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	I sometimes feel my job is meaningless.	Valid	Strongly Agree	37	17.4	17.4	17.4
			Agree	33	15.5	15.5	32.9
			Neutral	59	27.7	27.7	60.6
			Disagree	63	29.6	29.6	90.1
			Strongly disagree	21	9.9	9.9	100.0
			Total	213	100.0	100.0	
2	I like doing the things I do at work.	Valid	Strongly Agree	29	13.6	13.6	13.6
			Agree	33	15.5	15.5	29.1
			Neutral	89	41.8	41.8	70.9
			Disagree	46	21.6	21.6	92.5
			Strongly disagree	16	7.5	7.5	100.0
			Total	213	100.0	100.0	
3	I feel a sense of pride in doing my job.	Valid	Strongly Agree	23	10.8	10.8	10.8
			Agree	32	15.0	15.0	25.8
			Neutral	88	41.3	41.3	67.1
			Disagree	38	17.8	17.8	85.0
			Str. Disagree	32	15.0	15.0	100.0
			Total	213	100.0	100.0	
4	My job is enjoyable.	Valid	Str. Agree	12	5.6	5.6	5.6
			Agree	37	17.4	17.4	23.0
			Neutral	51	23.9	23.9	46.9
			Disagree	74	34.7	34.7	81.7
			Str. Disagree	39	18.3	18.3	100.0
			Total	213	100.0	100.0	

Table 4.9 Item 1 illustrate that a total of 32.9 % ( 17.4%+15.5%) respondents were sometimes feel their job is meaningless and 27.7% of the respondents were neutral. Whereas, 39.5 % ( 29.6+9.9%) of the total respondents are sometimes do not feel their job is meaningless.

Table 4.9 Item 2 highlights that a total of 29.1 % ( 13.6%+15.5%)/ the respondents were like doing the things they do at work. And 41.8% of the respondents were neutral, the remaining 29.1 % ( 21.6%+7.5%) of the respondents were do not agree.

Table 4.9 Item 3 illustrate that a total of 25.8% the respondents were feels a sense of pride in doing their job. But 41.3% of the total respondents were neutral while 32.8% of the respondents were not agreed that they feel a sense of pride in doing their job.

Table 4.9 Item 3 illustrate that a total of 23 % ( 5.6%+17.4%) the respondents agreed that their job was enjoyable while, 23.9% of the respondents were neutral. Whereas the remaining 53 % ( 34.7%+18.3%) of the total respondents were answered that their job was not enjoyable.

In this regard, the interview result shows most of the respondents like to keep neutral to respond the question.

From the above discussions and analysis it can be conclude that when employees find their work to be meaningless and not fulfilling, they are more likely to be dissatisfied therefore organizations should reduce boredom working conditions and needs to provide employee assistant, training and development program and make sure that office surroundings are conducive and recognition, intensive benefits and compensations are fulfilled.

In this regard (Nel, *et al.*, 2004:344) state that If employees are happy with the current working conditions they will enjoy coming to work every day, but if the working conditions are not conducive they will leave the organization. Working conditions include the organization of the work such as: working hours, work schedules, work shifts, overtime, daily and weekly rest periods, emergency work, weekend work and holidays to mention just a few

#### **Table: 4.10. Satisfaction Communication:**

The table illustrates the respondent's opinion about communication within the Authority.



Item	Statement		Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
1	The goals of this organization are not clear to me.	Valid	Strongly Agree	43	20.2	20.2	20.2
			Agree	33	15.5	15.5	35.7
			Neutrals	56	26.3	26.3	62.0
			Disagree	50	23.5	23.5	85.4
			Strongly Disagree	31	14.6	14.6	100.0
			Total	213	100.0	100.0	
2	I often feel that I do not know what is going on with the organization.	Valid	Strongly Agree	25	11.7	11.7	11.7
			Agree	63	29.6	29.6	41.3
			Neutral	75	35.2	35.2	76.5
			Disagree	31	14.6	14.6	91.1
			Strongly Disagree	19	8.9	8.9	100.0
			Total	213	100.0	100.0	
3	Work assignments are not fully explained	Valid	1.00 Strongly Agree	27	12.7	12.7	12.7
			2.00 Agree	66	31.0	31.0	43.7
			3.00 Neutral	57	26.8	26.8	70.4
			4.00 Disagree	33	15.5	15.5	85.9
			5.00 Strongly Disagree	30	14.1	14.1	100.0
			Total	213	100.0	100.0	

Table 4.10 Item 1 illustrate that a total of 26.3% (10.8%+15.5%) respondents were agreed that communication seems good within their organization. But 36.6% of the population was neutral whereas 37.1 % ( 21.6%+15.5%) of the total respondents were disagreed.

Table 4.35 highlights that a total 35.7% (20.2%+15.5%) of the respondents were agreed by the goal of their organization are not clear for them and 26.3 % of the respondents were neutral. Whereas the remaining 38.1 % ( 23.5%+14.6) of the total respondents were disagreed or the goal of the organization were clear for them.

Table 4.10 Item 2 illustrate that a total of 41.3 % ( 11.7%+29.6%) the respondents were often feel that they do not know what was going on within their organization, and 35.2% of the respondents

were neutral whereas, the remaining 23.5 % ( 14.6%+8.9%) of the total respondents were disagreed. .

Table 4.10 Item 3 illustrate that a total of 43.7 % ( 12.7%+31%) The respondents were agreed that work assignments are not fully explained and 26.8% of the respondents are neutral whereas, the remaining 29.6% (15.5%+14.1%) of the total respondents not agree.

The result of the interview shows that there is no clear job description in the authority along with most of the employees were not eager to know the tax laws and support their daily work with rules and regulations rather they adopted working with experiences and asking those who had work experiences in the office,

From the above discussions and analysis it can be conclude that if there is no presence of good employee communication within an organization everybody goes to the way s/he beliefs and the common goal is become blurred and the tendency of making wrong decision will increased.

Gaylor (2001:123) states that if employees do not know what is going on with the company, they are more likely to conjure up their own scenarios. There is a need to create horizontal lines of communications so that members of different departments can collaborate when needed to make decisions. Employee involvement is key to employee satisfaction and employee retention.

## **CHAPTER FIVE**

### **FINDINGS CONCLUSIONS AND RECOMMENDATIONS**

This chapter deals with summarizing the research results based on the research objectives and the results of assessment. This is followed by discussion on the findings, limitations of the study and concludes with recommendations for future research.

#### **5.1. Summary of Major Findings**

The major findings of the study were presented as follows:

- Employees of ERCA were believed that benefits within the organization were not equitable and dissatisfied by the factor benefit package, payment and pay raises compared to others organizations.
- Employees are not satisfied with promotion and career development opportunities for growth.
- Employees of the authority are not satisfied with working conditions; communications and recognition within the organization were poor.
- In addition to this most of the authority employees expressed least satisfaction with co-workers relationship, supervision and they like and enjoy the people they work with.
- Finally, the result of the findings indicate that employees of the authority were not satisfied with remuneration, promotion, fringe benefit, recognition, operation, nature of the work and communication within the authority whereas the report also shows that most of the ERCAs employees were least satisfied with supervision and coworkers.
- Therefore, the overall satisfaction level of ERCA staff and management were 29.53% and 29.48% were neutral whereas the remaining 40.54% were level of dissatisfaction.

## **5.2. Conclusions**

This study is focused on employee job satisfaction the case of ERCA Addis Ababa Airport Branch. Accordingly data was collected analyzed and interpreted using descriptive statistics. Employee satisfaction is a measure of how satisfied workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. Employee Job Satisfaction if not taken into consideration will harm the attitude of the employee's results high rate of staff turnover, damage image of the organization, where customers will lose trust in the organization. Moreover, productivity of the organization

will also decrease. Paying employees a market related salary, Developing good and harmonized employee supervisor relationship, providing training and development programs, employee remuneration , compensation and retention, conducive office atmosphere and working conditions (working hours, work schedules, work shifts, overtime, daily and weekly rest periods, emergency work) , employee assistant program , providing healthier promotional opportunities, two way communication and employee participation in decision making may help management in retaining valuable employees. Therefore employees of ERCA perceive their current level of satisfaction extent as poor (29.53%).

#### **5.4. Recommendations**

Based on the data analysis and presentation results the following recommendation has been given:-which is relevant, practical & advocate how to be applied.

- Management of ERCA is supposed to create opportunities for career advancement in the organization. Creation of opportunities for career advancement may help staff to become more competent and to enjoy their work even better.
- It is advisable if management of the authority give due recognition to its internal employees when there are new positions within the organization. Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs (Mathis and Jackson, 2007:116).
- It is better if management of the authority improves working conditions within the organization. The working environment should be conducive for employee's health and safety in the organization. To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity. When the adverse effects of the physical work environment are not attended to by management, employees may lose interest in the work and might leave the organization (Del Val, and Fuentes, 2003:151). 103
- The researcher recommends if management of the authority to involve employees in the decision making process. Top management should involve employees in any issue that

will affect them in the organization. Employee involvement may be through meeting with their representatives.

- The researcher also advises to top management make sure that employees are aware of these programmes in the organization. According to Erasmus, *et al.* (2003:487), the introduction of Employee Assistance Programme is of vital importance whereby troubled employees could get-in-house assistance in order to be able to cope with problems that have a negative impact on their performance that may affect service delivery.
- The researcher also recommends to top management to appreciate employee's input in the organization when they meet organizational goals. Appreciation can be through announcement or writing a letter of commendation and placing it in the notice board or provide some incentives
- The researcher also believes that management of ERCA to reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become bored by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organization (Erasmus, *et al.*, 2003:41).
- The researcher also recommends to top management of ERCA by considering capacity of the organization and cost of life to provide benefits that will attract the best employees to remain in the organization in order to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance.
- It is better if management of the authority ensure that a reasonable salary is paid to employees in the organization. Top management should pay a market related salary to employees in order to prevent them from dissatisfaction and moving to other organizations.

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