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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
PROJECT MANAGEMENT GRADUATE  
PROGRAMME/REGULAR/**

*Assessing Factors Affecting Job Satisfaction of Employees in project-driven organization: the case of Onesimus Children Development Association (OCDA), Addis Ababa.*

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT (MAPM)**

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**ADDIS ABABA, ETHIOPIA**

## DECLARATION

I, the undersigned, declare that this research project is my original work and has not been presented for a degree award in any other university or Institute.

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This research project has been submitted for examination with my confirmation as a Supervisor to the candidate.

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2.                      \_\_\_\_\_                      \_\_\_\_\_                      \_\_\_\_\_

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## ACRONYMS /ABBREVIATION

EPM	Employee Performance management
HO	Head Office
MPM	Masters of Project Management
NGO's	Non-Governmental Organizations
OCDA	Onesimus Children Development Association

## ABSTRACT

*An essential feature of any successful organization is employees' satisfaction. One of the most important challenges facing managers is therefore the creation of a context within which employee satisfaction is enhanced and sustained. This motivates employees to act effectively enabling the organization to achieve its vision, mission and goals. Therefore, the perception of an employee towards employment has a direct effect on the quality of the expected output.*

*The purpose of this study was to assess the factors that affect employee job satisfaction in project-driven organization: the case of Onesimus Children Development Association (OCDA). More over this research also aims to find out the overall job satisfaction level in OCDA and to show the outcome of job satisfaction on employee performance. The researcher has used stratified sampling technique and sample size determination formula delivered by Yamane. The sample of the study consisted of 140 employees through semi structured questionnaire and of which all questionnaires were returned and processed. The statistical software version 20.0 and excel spread sheet have been used to analyze the generated data. The collected data were analyzed using descriptive and inferential statistics that includes frequencies, percentages, means and standard deviations. Some of the respondents appeared to be satisfied with, and well-motivated by their jobs. In the site of the findings, working environment seems to be one of the most important elements of job satisfaction followed by Training and leadership, Reward, Organizational structure, Organizational culture. The study also shown that the employee's job satisfaction can affect employee's productivity and performance, self-reliance level, actions, connection with coworkers, influence to the group and the excellence of jobs output. So, Onesimus Children Development Association/ OCDA/ needs to create an empowerment culture, gratitude and prizes to the employees for their hard work ,support the working method of the organizations with various technology and system mechanizations, establish employee recognition frame work, Provide training to meet the career needs of employees, formulate a fair promotion system ,and develop the leaders and managers capacity on teaching and mentoring and design or customize HRM practices in order to motivate the employees' and gain competitive advantage by establishing a fair rewarding system and provide equitable and competitive benefit package to the financial sector. And also there should be a constant communication between top management and all employees of the organization.*

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

## CHAPTER ONE: INTRODUCTION

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

### 1.1. Background of the Study

Human resource is the most important and valuable asset which is essential for a healthy operation of all other resources of the organization or a project. Especially in projects and project driven organizations like OCDA Human resource is an in-dispensable asset for the effectiveness and success of the organization. An essential feature of any successful organization is employees' satisfaction. One of the most important challenges facing managers is therefore the creation of a context within which employee satisfaction is enhanced and sustained. This motivates employees to act effectively enabling the organization to achieve its vision, mission and goals. Therefore, the perception of an employee towards employment has a direct effect on the quality of the expected output.

So, when human resource is satisfied in terms of their jobs, then productivity level goes up in the organization or a project. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives (Denton, 1991). So, it is very important for an organization to maintain a proper working culture for all the employees of the organization. Job satisfaction is the feeling that a worker has about his/her job or a general attitude towards work or a job and it is influenced by the perception of one's job (Simatwa, 2011). Again as Ongori expresses in the way that job satisfaction is the amount of overall positive effect (or feelings) that individuals have towards their jobs (Ongori, 2008).

Spector (1985) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson & Logsdon (2002), define job satisfaction as the extent to which employees like their work. They support the view of Spector. It is an attitudinal variable that illustrates how individuals experience about their job. Woodruff noted that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components (1999).

The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill & Wiens-Tuers 2002), With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (woodruff) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives.

The main reason to do this study was that the researcher had have a face to face conversation with some of the existing employees of the organization to know the reasons of continues turnover of employees from the selected organization.

The conversation has revealed that always employees leave the organization because of their dissatisfaction with the job. Based on this background the study therefore, analyzes factors influencing employee job satisfaction in Onesimus Children Development Association (OCDA).

The reason why the researcher selected this organization for this thesis work is that this organization is project-driven organization.

And this study focused on the employees of the organization who are working at different sites of the organization's project site.

So, doing this research on this project-driven organization can help to know and figure out factors those affect employees Job Satisfaction at this organization and would show directions on how to design strategies to motivate its employees to be more satisfied with their job and so that the organization's project works would be more efficient, effective and would be accomplished at the given time with the allocated budget and then the overall goals of the organization would be meet as it is planned.

## 1.2. Profile of the Organization

### Onesimus Children Development Association (OCDA)

Onesimus Children Development Association (OCDA) has been working with in Addis Ababa Lideta sub city since 2008. Originally, the organization focused its efforts solely on the rehabilitation and family integration of street children by running a Drop-in Center for street Children.

The Drop- in center offered a place for street children to come off of the streets, receive counsel and support from the Onesimus Children Development Association (OCDA) staff. As the

organization worked with these children it came in to contact with many children in the Lideta area who appeared to be heading in the same direction due to lack of their families' ability to care for their basic needs and Primarily education .

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

The organization has different project branches at different cities in Addis Ababa and outside of Addis Ababa. The Drop-in center branches are located at Mekanissa and Bethel in Addis Ababa and the Income Generating Activity (IGA) branch is located out of Addis which is in Chench Woreda. Chench woreda is located in Gamo Gofa Zone near Arba Minch town which is found at Southern Nations Nationalities and Peoples of Ethiopia.

Generally, this organization is project driven organization. It has different dimensions of project works. To mention some of the project dimensions are: Drop-in Center, Income Generation Activity/IGA/ that Includes poultry farm, Dairy farm, Integrating Children with their family and etc.

So, doing research on this organization in relation to the topic of this thesis which is Assessing Factors Affecting Employee Job Satisfaction would help to know in detail about the factors those would bring an impact on employees included in different projects.

### 1.3. Statement of the problem

Employees are the back bone of any organization. If Employees are not satisfied with their job, their moral would be poor and a lot of damage can be happened to the skilled manpower supply. Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Naylor (1999) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee can easily be retained in the organization and that would help the organization to be able to cut hiring cost of new employees. In working condition, the organization's physical design too, to some extent affects the job satisfaction of employees.

In relation to the above discussion, in the case of OCDA according to the answer gained from the face to face discussion with the existing employees and the result of the interview the researcher has done with the executive director of the organization have made it is clear that each year more than 10% of employees from the total employees leave the organization. In addition, the result of the discussion and the interview has disclosed that the reason for this continues turnover of the employees from the organization is the employee's dissatisfaction with the organization. And also the response shows that because of this continues turnover of employees, the projects of the organization are less productive, unsuccessful and mostly late to finish. So, based upon this revealed problem of the organization, the researcher has decided to study the factors that affect job satisfaction of employees in the selected organization and then to suggest some solutions to overcome the identified problem of the organization in the study area.

## 1.4. Research Questions

In this research the researcher attempted to answer the following key and leading questions:

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

## 1.5. Objectives of the Study

### 1.5.1. General Objective

The general objective of this study is to assess major factors affecting job satisfaction of employees at Onesimus Children Development Association and to arrive at plausible solutions for the identified problems in the study area.

### 1.5.2. Specific Objectives

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

- ❖ To identify the possible determinant factors of employee job satisfaction in the selected organization.
- ❖ To indicate the effect of determinant factors on employees job satisfaction.
- ❖ To describe the overall job satisfaction level among the employees of the organization.
- ❖ To suggest some solutions to overcome the identified problems the organization in the study area.

## 1.6. Definition of terms

**Leadership:** is a process whereby an individual influences a group of individuals to achieve common goals (Dubrin, 2004).

**Training:** is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Luthans, 1995).

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

**Job security-** Job Security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country (James, 2012).

### 1.7. Significance of the Study

The roles of human resource are crucial and important instrument for organization's goal achievement. By conducting this study, identifying the factors affecting job satisfaction of employees will provide information on which action or measure to be taken to encourage employee's job satisfaction and their commitment. Thus this research:

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

### 1.8. Scope and Limitation of the Study

Concerning the scope, the study was delimited to Onesimus Children Development Association focusing on the employees at the head office and the three project sites or branches of the organization.

About the limitation of the research, as the concept job satisfaction in organizations is broad and takes different forms, it is difficult to assess all factors of job satisfaction within short period of time, so this research only focuses on only six factors of job satisfaction in the selected organization. The sample size is limited, as the study will target only 64.5% of the total employees. And also since the research is conducted specifically in Onesimus Children Development Association and the result of the study is more relevant to the management consumption of OCDA. As a result of this, the findings of the research may not be generalized to all project driven organizations in Ethiopia and beyond.

## CHAPTER TWO: REVIEW OF RELEVANT LITERATURE

### 2.1. Introduction

This chapter deals with the review of the literature concerning factors of employees' job satisfactions. In order to establish a theoretical framework for the problem, the current state of knowledge related to the study was reviewed from the available literature.

Thus, the main topic and sub topic areas that are critically examined and discussed throughout this chapter are: concepts of job satisfaction, theories of job satisfaction, importance of job satisfaction, employee's commitment, factor for job satisfaction and other subtopics were presented.

### 2.2. Concept of Job Satisfaction

Up on reviewing various literatures, it has been found out that many experts have explored in the subject of job satisfaction and have come out with various kinds' definition of job satisfaction. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents.

Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered different authors have different approaches towards defining job satisfaction. The most commonly mention definitions on job satisfaction are:

**Job satisfaction:** can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job

satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Lee, 2003). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Sutherland, (2004) contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers. Sustainable competitive advantage requires satisfaction of employees for retention to the knowledge base of an organization.

According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation.

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

### 2.3. Theories of Job Satisfaction

Scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes,

but also why it results in such effects. Here the researcher chose two theories related with the topic of the discussion.

### 2.3.1. Herzberg's Two Factor Theory

The research conducted by Herzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as hygiene factors (Robbins, 2001).

According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context).

Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of employee's satisfaction in Telecommunication sector in Kenya.

### 2.3.2. Locke's Value theory

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

### 2.4. Effects of Reward on Satisfaction

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals.

Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job (Armstrong, 2010). As Sutherland (2004) expressed attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization.

Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significance of financial rewards for employee retention (Woodruffe, 1999). An organization's reward system can affect the performance of the employees and their desire to remain employed (Robbins, 2005). A valued employee is more likely to stay in employment than an unvalued employee is. Sutherland (2004) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention.

Recognition is one of the most important methods of rewarding people. Employees need to know not only how well they have achieved their objectives or carried out their work, but also that their achievements are appreciated.

Recognition needs are linked to the esteem needs of Maslow's hierarchy of needs. Recognition can be provided by positive and immediate feedback and praises where it is well observed (Armstrong & Murlis, 2008).

Reward is something that an organization gives to the employee so that the employees become motivated for future positive behavior (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (James, 2012). Recognition and reward programs are an important component of an employee retention plan.

The importance of these kinds of program is rooted in theories of positive reinforcement. By saying “thank you” to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Luthans, 1995). People who feel appreciated are more positive about themselves and their ability to contribute; employees who understand how their efforts contribute to the success of the organization overall are the most engaged, and therefore the least likely to leave. The Society for Human Resources Management (SHRM) says that rewards are one of the keys to avoiding turnover, especially if they are immediate, appropriate, and personal. The Hay Group and Fortune magazine study of the “Most Admired Companies” also cites rewards and recognition as a key driver of employee retention, as it create a culture that motivates and supports employees (Hay Group, 2007). In the absence of a structured program and an accompanying workplace philosophy about recognizing good work, it is easier for employees to leave.

## 2.5. Effect of Organizational Structure on Job satisfaction

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

between organizational structures and job satisfactions. Their result substantially supports positive effect of structure on job satisfaction.

## 2.6. Effects of Work Environment on job satisfaction

Working conditions is the factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general appearance of the work place. If the working conditions of an institution/organization are conducive, its performance will improve dramatically. The working conditions are conducive when administration provides their employees to safe and healthy environment. Furthermore, the availability of necessary equipment and other infrastructures are one that may reduce the effectiveness of employees as well as the organization. Therefore, organization managers put their effort in making the working conditions safe, health, adequately furnished and attractive to use the employee's knowledge, skill and creativity for the organization effective competitive advantage (VSO, 2002).

Working condition sensible impact on an employee's job satisfaction because the employees prefer physical surroundings that are safe, clean, and comfortable for works (Robbins, 2005).

## 2.7. Effects of Leadership on job satisfaction

The process of decision making adopted by the leaders can be a vital determinant to how far the progress of a give organization will take place, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Chen, 2006).

Although the brief summary above indicates that leadership has gone through periods of skepticism, recent interest has focused on the importance of the leadership role to the success of

organizations. Fiedler (1996), one of the most respect researchers on leadership, has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Indeed, it has been argued that one way in which organizations have sought to cope with the increasing volatility and turbulence of the external environment is by training and developing leaders and equipping them with the skills to cope.

## 2.8. Effects of training on job satisfaction

One of the most difficult thing people live within today's workforce is the constant feeling of needing to sell oneself with no time to achieve personal or professional goals Employee development programs can make a big difference in alleviating such feelings (Moses, 1999). Employees have a hard time caring about a company if they do not believe the company cares about them. People recognize the value of working for a company that is willing to invest money in them, even if that investment ultimately benefits the organization (Wilson, 2000).

According to Woodruff (1999) two factors those bring impact on employee satisfaction and commitments are, feelings that the organization can be relied on to carry out its commitments to its employees and feelings that the individual is of some importance to the organization. Not only do organizations need their employees to help them be successful, employees need to feel like they are making a difference in reaching business goals.

Companies utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates. According to Meyer, training builds company loyalty because employees know the organization is investing in their futures (Meyer, 2003).

## 2.9. Effects of Organizational culture on job satisfaction

Organizational culture is determined by organization's dominating values accepted by majority of employees, as well as common norms and beliefs of organization's members (Boyens, 2007). Organizational culture influences all aspects of business and life in a company and it is linked to numerous organizational results (Robbins, 2005), and one of them is job satisfaction. Connecting individual aims of employees to aims of the organization and reliance on responsibility of employees are the factors of organizational culture successfulness (Mello, 2007). So, Organizational culture is also one of significant factors of employees' job satisfaction.

## 2.10. Empirical literature

Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Career development is important for both the organization and individual.

It is a mutual benefit process because career development provides the important outcomes for both parties (Wright et al., 2005). It is an effective way to enhance employee retention. Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding.

Kyndt et al. (2009) implemented a study in which they wanted to analyze the reasons why employees stay in a company or what causes them to look for other job-opportunities. In their research, they put special focus on workers' learning because they assume that learning plays a very crucial role concerning retention. Learning opportunities have generally referred to three

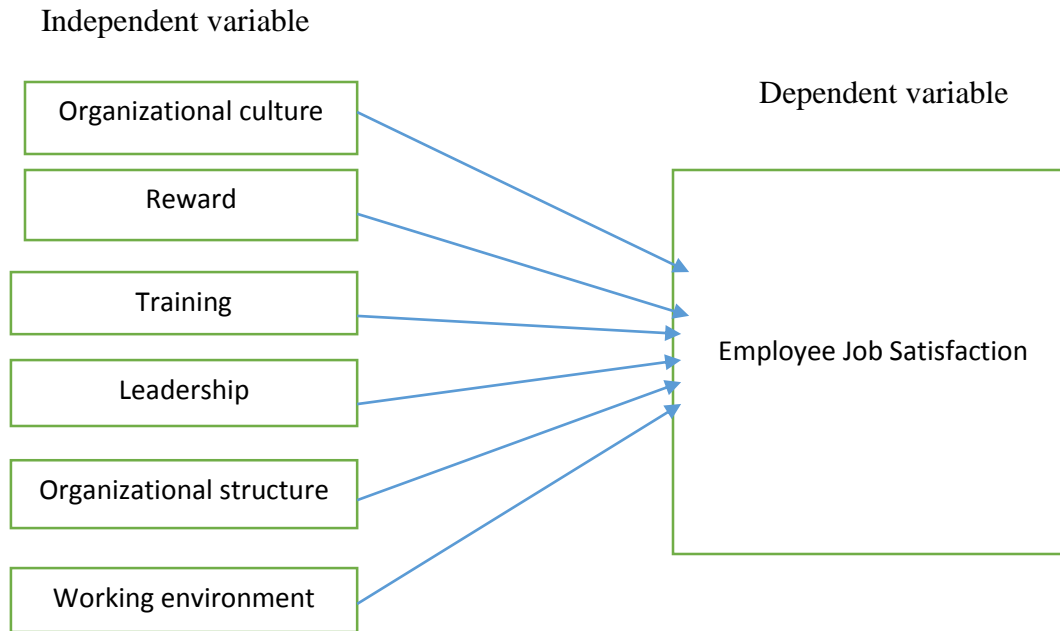
dimensions of learning on the job opportunities to learn new things on the job, having a job that requires one to be creative, and being able to influence what happens on the job. Ayele (2014) employed a research on Teachers' job satisfaction and commitment in general secondary schools of Hadiya zone, in Southern Nations Nationality and People of regional State in Ethiopia. In particular, the research objectives were to investigate relations of teachers' job satisfactions and their commitment in general secondary schools of Hadiya Zone. As per the analysis he concluded that the practice of recognition for teachers in general secondary school is low; it may hinder their level of job satisfaction on the job. Besides, it hinders them from using their full efforts in realizing the expected school goals as well as quality education, The teachers' benefits and incentive were inadequate for extra work, and in school meeting, cluster teachers meeting teachers lack refreshment this lead teachers dislike their profession. Therefore, lack of sufficient incentive and others benefits for their additional work influence teachers' level of satisfaction in job and may be limits level effort on the work.

when incentives is offered for meeting specific goals, the employee is likely to expend more energy and effort into the job and thereafter the incentive will be given to the employee as a reward when the goal is met.

#### 2.11. Conceptual Framework

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

Below is a diagrammatic representation of these factors:



**Figure 2.4.1** Conceptual Framework (Adopted from Odembo, 2013)

### 2.12. Research Hypotheses

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

1. H1: There is positive relationship between reward and employee job Satisfaction
2. H2: There is positive relationship between organizational structure and employee job Satisfaction
3. H3: There is positive relationship between working environment and employee job Satisfaction.
4. H4: There is positive relationship between organizational leadership and employee job Satisfaction
5. H5: There is positive relationship between training and employee job Satisfaction
6. H6: There is positive relationship between organizational culture and employee job Satisfaction

## CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

### 3.1. Introduction

This chapter presents details of the research design, sample size and sampling technique, data source and collection method, procedure of data collection, questionnaire and the method of data analysis.

### 3.2. Research Design

Descriptive study design has been used to conduct this research. The researcher used quantitative research method to analyze the data collected from respondents. Application of descriptive study design is chosen as the researcher is interested in describing the existing factors that lead to employee satisfaction. The study is also cross-sectional as relevant data was collected at one point in time.

### 3.3. Population, Sample Size and Sampling Technique

This research involved 140 employees out of 217 total population of Onesimus Children Development Association found at the head office and its three different project sites (Mekanissa, Bethel and Chenchu sites).

Stratified sampling technique was used to pick out appropriate samples. By classifying the population in homogeneous sub groups before sampling; this allowed the researcher for dividing the total population in to management and non-management employees as per organizations job category for better collection and management of data. This stratification also helps to make comparative analysis of the views of management staff and the rest of the employees. The population has two strata's: Management and non-management employees of the selected organization. The total sample size was determined by using the following sample size determination formula developed by Taro Yamane (1967).

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

Where:

n; The sample size

N; The population size

e; The level of precision or sampling error (0.05)

Accordingly, the total sample size for the total number of Onesimus Children Development Association is calculated as follow:

$$217 / 1 + 217 \times 0.0025 = 140$$

The size of the sample in the study was determined to be 140 respondents out of the total population of 217 employees. From the total selected samples, sixteen were top level managers, ten were supervisors and one hundred fourteen were employees who are working in different activities in Social work department of the organizations.

#### 3.4. Data Source and collection Instruments

For the proper achievement of the objectives of the study; the researcher used primary and secondary data sources. Primary data was collected using survey questionnaires. Questionnaires were distributed to all employees selected as sample of the study. The variables were attitudinal and measured using five Likert-scales labeled as strongly disagree, disagree, neutral, agree and strongly agree (1=SD, 2=D, 3=N, 4=A, and 5=SA). And the Secondary data were collected from document review of reports, previous research, Minutes, unpublished materials and strategic plan documents of which were more appropriate for descriptive type.

#### 3.5. Method of Data Analysis

Descriptive analysis was employed to analyze the data of the study.

### 3.5.1. Descriptive analysis

The descriptive statistical results were presented by tables, frequency distributions and percentages. Summary statistics, which includes the means, standard deviations values which are computed for each variable in this study.

### 3.5.2. Chi-Square test

In this study chi-square test was used to determine the relationships between the determinant factors (Reward, Organizational structure, working environment, Leadership, Training and Organizational Culture) and Employees job satisfaction.

## 3.6. Validity and Reliability Checks

### 3.6.1. Validity

Validity means that correct procedures applied to find answers to a question. To achieve the validity in the instruments of data collection, the instruments which are initially prepared in English language, and checked by advisor in order to comment the extent to which the items are appropriate in securing relevant information to the research. As discussed above, all the items that were develop to address the research questions under investigation made to maintain validity of the instruments of the study. Content validation was established by cross-referencing the content of the instruments to those elements contained in the basic research questions. That is, the items construct was in line with the answer to the research questions. Content validity addressed to what extent the appropriate content is representing in questionnaires and interview guide items. Validity looks at whether the instrument measures what it is intend to measure and whether the instrument draw accurate information. The researcher made change or replaces the construction of some items in the questionnaires and interview guide based on the consultation of the after feedback received from advisor. The main issue of reliability is addressing the

consistency of the instruments in relation to what they intend to measure. Accordingly, the basic idea of reliability is summarized up by the word consistency.

### 3.6.2. Reliability

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

**Table 4.12** Table Reliability Statistics

Cronbach's Alpha	N of Items
0.812	7

Source: Own Survey, 2018

**Table 4.13** Item total statistics

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

Source: Own Survey, 2018

### 3.7. Ethical Issues of the Research

The ethical issues considered in this study include worthiness, consent, and confidentiality. To ensure informed consent, respondents and all those who participated in this study were provided with all the relevant information about this study in order to ensure that they understood the nature of the study, objectives of the research and the benefits to the researcher. This process further ensured that the study did not misbehave the behavioral norms established by the

organization being under study. Also, findings were reported in a complete and honest fashion, without misrepresenting any responses given or intentionally misleading readers and researchers interested in this study.

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1. Introduction

This chapter presented a discussion of the final results and the process through which the results were obtained. In addition to this, background information of respondents is presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, a correlation analysis, and a multiple regression analysis computed using SPSS version 20.

In the study, different groups of people were included to obtain the necessary information. The groups that are included in the study were Social workers, Supervisors, Managerial Staff. These different groups of people of the organization included in this research study are from the head office and from the different project sites of the organization.

As it was already mentioned that this organization is project driven organization and doing research on this organization can help to know and see the different factors affecting employee job satisfaction at a project-driven organization like OCDA. Analysis and interpretation of the data gathered by different instruments, mainly questionnaire and unstructured interview and the summary of the data has been presented by the use of tables and various statistical tools.

### 4.2. Characteristics of the study population.

#### 4.2.1. Demographic characteristics of respondents

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

Totally there were 140 respondents from which 57.8 percent of them were males and the rest 42.2 percent were females as it is depicted below (Table 4.1).

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

Organization	Sex of Respondents				Total	%
	Male		Female			
	Frequency	%	Frequency	%		
OCDA	81	57.8%	59	42.2%	140	100%
Total	81	57.8%	59	42.2%	140	100%

Source: Own Survey, 2018

*4.2.1.2. Age and Marital Status of the Respondents*

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

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

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

Source: Own Survey, 2018

#### 4.2.1.3. Work Experience of Respondents

There are basically four different job category Social, supervisory, and managerial which takes 64.28, 27.14, and 8.58 percent of the respondents respectively. Moreover, the working experience of the respondents were classified in to five; the first one incorporates individuals who had less than 5 years of experience and this takes 36.42 percent of the respondents, the second group contains respondents who had working experience of 6 to 10 years, 45.71 percent of the respondents fall in this group. Individuals who had the experience of 11 to 15 years were the third group and this took 9.28 percent of the respondents. Workers who worked 16 to 20 and above 20 years took the fourth and fifth group which incorporate 7.58 and 0.71 percent of the respondents respectively (Table 4.3).

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

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

Source: Own Survey, 2018

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

Table 4.4 Education status and Salary level

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

Source: Own Survey, 2018

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

#### 4.3. 1. Reward

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

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

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

Source: Own Survey, 2018

Table 4.5 discusses about the reward behavior of the organizations. There were totally 19 items which was used to understand the rewarding system of the organization. Particularly the item “I feel I am being paid a fair pay for the work I do” had the maximum mean score of 3.91, and to the reverse the item “I am poorly paid in relatively to my hard work” got the minimum mean score of 2.65. For both items the minimum score was 1 i.e. “Strongly Agree” and the maximum score was 5 i.e. “Strongly Disagree”. The overall mean score of this particular variable for reward was 3.34, therefore, we can conclude that the status of this variable which was between neutral and disagree level.

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

#### 4.3.2. Organizational structure

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

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

Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree

Source: Own Survey, 2018

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

Out of the five questions “The staff awareness about the organizational structure is high” scored the highest with the mean of 3.74. For this particular item respondent’s maximum score was 5

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

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

#### 4.3.3. Work Environment

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

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

Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree

Source: Own Survey, 2018

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

In general, table 4.7 presents the attitude of employees towards the working environment of their organization. Overall there were 20 items that asked about working environment; among all these 20 items “I am satisfied with the present performance appraisal policy of the organization. Scored the highest mean of 4.10 for this particular item the maximum score was 5 i.e. “Strongly Agree” and minimum score was 1 i.e. “Strongly Disagree”. The minimum mean score was done by the items “Fulfilling my responsibilities gives me a feeling of satisfaction & personal achievement”, and it scored a mean of 2.51. Here, in the above table the overall mean score of working environment was 3.12 which is near to 3. So, we can conclude that working environment aspects lie on “Neutral level”.

#### 4.3.4. Leadership

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

Questions	SA%	A%	N%	D%	SD%	mean	Std. deviation
I am happy with the strategic /tactical/ way of the company	9.3	30.7	10	40	10	3.11	1.216
The organization Openly links its Vision, Mission, goals and strategies to me	12.1	58.6	5.7	11.4	12.1	2.53	1.208
The management team gives to the staff members a clear picture of direction the organization exists	5.7	52.9	2.9	23.6	15	2.89	1.262
Higher management seems eager to invest in the development of new team members	3.6	29.3	5.7	40	21.4	3.64	1.220
I established enough chance to interact with other employees on a official level	5	29.3	9.3	35.7	20.7	3.38	1.244
Higher management looks willing to agree faults made in the practice of trying new things	3.6	22.9	10	42.1	21.4	3.55	1.165
Higher management treats me with respect	15	64.3	2.9	10	7.9	2.31	1.093
My job requirements are clear	17.1	57.9	4.3	11.4	9.3	2.38	1.172
I frequently feel that I do have knowledge about what is going on in the organization	10	20.7	7.1	40.7	21.4	3.43	1.304
The presence of clear organizational based rule and regulation satisfied workers	2.9	35.7	6.4	39.3	15.7	3.29	1.190
<b>Total Leadership</b>	<b>8.43</b>	<b>40.23</b>	<b>6.43</b>	<b>29.42</b>	<b>15.49</b>	<b>3.05</b>	<b>1.2074</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own Survey, 2018

The above table discussed about the attitude of employees towards leadership of the organization. Looking in to these, more than 70 percent of the employees agreed that the organization openly links its Vision, Mission, goals and strategies to its employees, around 79 percent of the employee respondents also agreed that the higher management of the organization treats them with respect. Conversely, more than 63 percent of the respondents disagreed on that higher managements were willing to agree faults made in the practice of trying new things, also around 62 percent of employees confirmed that they didn't have knowledge about what is going on in their organization.

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

#### 4.3.5. Training

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

Questions	SA %	A%	N%	D%	SD %	Mean	Std. deviation
In my organization there are training policies and they are monitored.	7.1	6.4	6.4	63.6	16.4	3.76	1.038
My organization offers On-the-job trainings for employees	10	10	4.3	60	15.7	3.61	1.167
My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs	7.9	3.6	5.7	68.6	14.3	3.78	1.004
I will leave my current organization for other organizations where I can get promotional and learning opportunities.	9.3	36.4	9.3	29.3	15.7	3.06	1.291
I would need more training to improve my job	15.7	49.3	10	10.7	14.3	2.59	1.281
<b>Total Training</b>	<b>10</b>	<b>21.1</b>	<b>7.14</b>	<b>46.4</b>	<b>15.2</b>	<b>3.36</b>	<b>1.156</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: Own Survey, 2018

Table 4.9 discusses about trainings which is delivered for employees of the organization. Accordingly, more than 80 percent of the employees disagreed on that there were training policies and this policies were monitored well. Likewise, more than 82 percent of the respondents didn't agree on that their organization offers sponsorship programs that assist employees to pursue academic and professional education programs. Compared to other issue respondents agreed that they need more training to improve their job and this is confirmed by 65 percent of the respondents.

Furthermore, the table elaborates the grand mean score of training. Totally 5 questions were used under this variable. The question "My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs" had the highest mean score

of 3.78. The minimum score for this question is 1 i.e. “Strongly Agree” and maximum is 5 i.e. “Strongly Disagree”. The question “I would need more training to improve my job” has the lowest mean score of 2.59. In conclusion as observed in the above table the grand mean score of training is between 3 and 4. From these it is possible to conclude the feeling of the employee lies between “neutral” and “strongly disagree.” According to the result the relationship between reward and job satisfaction is positive and moderate. Therefore, from the result, there is positive relationship between reward and job satisfaction.

#### 4.3.6. Organizational Culture

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

Questions	SA %	A%	N%	D%	SD%	Mean	Std. deviation
I will generally describe my organization structure to be friendly that enables me to perform on my job.	9.3	42.9	2.9	32.9	12.1	2.96	1.274
My work environment produces some elements of risk.	5	40	5.7	35	14.3	3.14	1.230
I will leave my current organization if I get a more promising job with better work environment.	12.1	37.9	6.4	26.4	17.1	2.99	1.352
I am satisfied with the leaders in my workplace as positive role models.	7.9	43.6	9.3	27.1	12.1	2.92	1.230
Do you agree to accept organization style and culture?(Management systems, Organizational Factors include nature and size, formal structure)	11.4	34.3	10.7	34.3	9.3	2.96	1.234
<b>Total Organizational Culture</b>	<b>9.14</b>	<b>39.74</b>	<b>7</b>	<b>31.1</b>	<b>12.98</b>	<b>2.99</b>	<b>1.264</b>
<b>Where SD: Strongly disagree, D: Disagree; N: Neutral; A: Agree; SA: Strongly agree</b>							

Source: own Survey, 2018

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

There were 5 items under organizational culture aspects (Table 4.10). Out of the 5 questions "My work environment produces some elements of risk." scored the highest mean of 3.14. For this particular question respondent's maximum score was 5 i.e. "Strongly disagree" and lowest score was 1 i.e. "Strongly agree". The items which scored the lowest were "I am satisfied with the leaders in my workplace as positive role models." with the mean score of 2.92. In the Likert scale this question got the highest score "5" and lowest score "1". But looking at the above table the overall grand mean score of organizational culture was 2.99 and it is slightly below 3 which means, it is below the neutral

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

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

Source: Own Survey, 2018

#### 4.4 Chi-square Test

For the purpose of this study the researcher used chi-square to measure the relationship between the dependent and independent variables. The result for each individual variable is discussed in the following paragraphs.

The first test is done for reward and job satisfaction; a chi-square test was performed and a relationship was found between job satisfaction and reward,  $\chi^2 (2, N = 140) = 9.794, p = .044$ .

This means that the relationship between reward and job satisfaction is significant.

Therefore, from the result, there is relationship between reward and job satisfaction.

**Table 4.12.** Chi-Square Tests for Reward and job satisfaction

Let us see the Table below:

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

0 cells (0%) have expected count less than 5. The minimum expected count is 4.11.

Source: own Survey, 2018

The second variable which is considered as a determinant of job satisfaction was the working environment of the organization and a chi-square test were also running for this particular variable. From the analysis it is found that there is relationship between job satisfaction and working environment,  $X^2(2, N = 140) = 22.866, p < .001$ .

This means that the relationship between employee working environment and job satisfaction was significant. Therefore, we reject the null Hypothesis and accept the alternative hypothesis

**Table 4.13.** Chi-Square Tests for Working Environment and job satisfaction

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

0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.94.  
Source: Own Survey, 2018

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

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

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

0 cells (0.0%) have expected count less than 5. The minimum expected count is 1.83.  
Source: Own Survey, 2018

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

**Table 4.15** Chi-Square Tests for organizational structure and job satisfaction

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

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

Source: Own Survey, 2018

**Table 4.16** Chi-Square Tests for organizational culture and job satisfaction

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

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

Source: Own Survey, 2018

**Table 4.17** Chi-Square Tests for leadership and job satisfaction

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

0 cells (0.0%) have expected count less than 5. The minimum expected count is 2.74. Source: Source: Own Survey, 201

## CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

### 5.1. Conclusion

Job satisfaction is supposed to be one of the most important factors affecting the overall organization or projects performance and the success of organization's nowadays. The main purpose of this thesis is to analyze the factors affecting employee Job satisfaction at OCDA and suggesting some solutions to overcome the identified problems of the organization in the study area. Based on the results of the study, the following conclusions are drawn:

Generally, six possible factors were identified which was believed that they influence the job satisfaction of employees; reward, organizational structure, working environment, leadership, training and organizational culture.

Both bivariate and multivariate test was performed, however only three of the variables (reward, working environment, and training) were found statistically significant as influential factor on both tests.

According to the result the relationship between reward and job satisfaction is positive and moderate. Therefore, from the result, there is positive relationship between reward and job satisfaction. The importance of reward in this case should not be underestimated. Everybody needs Reward. Reward and compensation play an important role in the job satisfaction of the employees. The service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries and compensation. Good pays are one of the great motivators of employees.

According to the result there is positive relationship between working environment and job satisfaction. Thus, when perceived working environment is good, job satisfaction would also be high (Table 4.15). Working environment has also proven to be a strong influence on the job

satisfaction of employees. Healthy work environment and relations motivate the employees to do good, consequently increasing the level of their performance. Identifying the Elements that play the most important roles in making up the physical environment of a workplace and defining them is so much important.

A positive work environment makes employees feel good about the work and not to be absent from work hours and also it provides the motivation to sustain them throughout the work day. By creating a positive, safe and healthy environment for employees, you can increase morale, improve your employees' work-life balance and, in turn, positively impact your business.

The relationship between training and job satisfaction is significant. The null Hypothesis is not accepted and the alternative hypothesis is accepted.

According to the findings of this study two variables (organizational structure and leadership) had no statistically significant relationship with job satisfaction (Table 4.18). This indicates the structure and leadership of this organization didn't affect the job satisfaction level of their employees at this organization. Leadership was significant on multivariate analysis but it was not significant on bivariate/correlation analysis; likewise organizational culture was found statistically significant on bivariate/correlation analysis but it was not statistically significant on multiple regression analysis.

Generally from the results it is found that it can be said that the key factors that contribute to employee satisfaction at Onesimus Children Development Association are reward, working environment and training. The Study leads to the conclusion that OCDA should take care on improving the enumerated organizational Gaps to increase employee's job satisfaction. Otherwise they may lose their human capital. If the organization loose the experienced employees from its different project sites would impact negatively its project works so that the

overall the Organization's goal would not be achieved at the originally planned time and with the allocated budget.

#### 5.4 Recommendations

As it was mentioned earlier, the aim of this study was to identify the possible factors that affect employee job satisfaction at OCDA and to suggest some solutions to overcome the identified problems of the organization in the study area. So, below is the recommendations made based on the research findings.

In order to sustain and increase the job satisfaction of employees OCDA need to shape and improve the reward system (including financial and non-financial reward) and to be equitable and achievable. The management also need to motivate its employees by providing different incentives. Using both formal and informal rewards-recognition, praise and special assignments that must be achieved. In addition, the company should build the trust within the organization to believe that the effort will lead to a reward. Furthermore the management should have some investigation in employee satisfaction occasionally to make the decisions of what kinds of motivation should be used and make sure that solutions satisfy individual needs.

- Managers should make a maximum effort in the handling of employee and motivate dissatisfied employees. As training capacitates staff productivity, managers should work with its human resource policies and provide training programs in a fair manner to all levels of the project sites and categories of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization.
- OCDA's top management should consider Leadership is one of the most important skills of a leader and suppose it to be one of the assessment criteria for the leaders for

their improvement or promotion. So that, the organization should train their each project site leaders in relation to working skill, professional knowledge, encouragement, recognition of potential strengths of employees to make them work better. Moreover, creating a culture of leading within the organization and at different project sites where employees recognize that they are coached in every daily activity by anyone, especially their direct supervisors and managers.

- And the other thing is that the director general of the organization and managers of each project sites need to work in collaboration to provide necessary training at the right time, rewarding employees based on their work performance and achievement and how to make the working environment of the organization and each project site conducive to the employees. This would help the organization very much to be more effective in its all project site work and achieve its overall goal as it is planned.

Generally, results of this study should inspire strategy development for management particularly in the areas of financial factor and work condition of each project site and OCDA in general. And lastly, other researchers who have an interest in the related field can use this study as a reference material for their further study.

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## APPENDIXES

### **Appendix 1: Research Questionnaire**

**Addis Ababa University School of Commerce**

**Graduate studies**

**Department of Project Management**

Questionnaire to be filled by staffs of Onesimus Children Development Association (OCDA).

**Research Topic: assessing factors affecting job satisfaction of employees in project-driven**

**organization: the case of Onesimus Children Development Association (OCDA), Addis**

**Ababa.**

Dear Sir / Madam,

My Name is: Engida Anjulo,

With reference to the requirements of the Master's degree program of Addis Ababa University, School of Commerce in Project Management, I wish to collect data from you on the topic of assessing factors affecting Job Satisfaction of Employees in project-driven organizations. So I would like to keep privacy of the information and data that you provided to me. I assure this information is used only for the academic purposes. Therefore, this research was evaluated in terms of its contribution in understanding assessing the factors affecting job satisfaction of employees at Onesimus Children Development Association (OCDA) and its contribution to improvements in the research topic area.

## **GENERAL INFORMATION AND INSTRUCTIONS**

- ❖ Writing your name is unnecessary
- ❖ Circle the appropriate answer from the given alternative
- ❖ For the following Questions you are kindly requested to specify whether you:

Strongly Disagree (SA), Disagree (D), Neutral (N), Agree (A), or strongly agree (SA).

- ❖ The questions have been divided into sections based on the objectives of the study. Section A asks questions on general information about the employees. Section B – G asks questions on the research objectives.
- ❖ I want to guarantee you that this research is only for academic purpose approved by Addis Ababa University, School of Commerce. Definitely no other individual will have to access this data collected in any kind of report. I might publish but, I will not include any information that will make it possible.

*THANK YOU AGAIN FOR YOUR GREAT COOPRATION!*

## SECTION A – PERSONAL INFORMATION

Please Circle the appropriate Number that corresponds to your answer.

1. Sex? 1. Male                      2. Female
2. Age? 1. Below 30yrs    2. 30- 39yrs   3. 40- 50yrs   4. 51-60yrs   5. Above 60yrs
3. Marital status? 1. Married   2. Single   3. Separated   4. Divorced
11. How long have you worked with your current organization? 1. Below 5yrs   2. 6-10yrs   3. 11-15yrs   4. 16-20yrs   5. Above 20yrs
4. What is your level of education? 1. Secondary   2. Diploma   3. Degree   4. Masters   5. PhD.
5. What is your job role in the organization? 1. Social   2. Supervisory   3. Managerial  
4. Others
6. What is the range of your salary? 1. below 5000 Birr   2. 5001– 10000 Birr   3. 10000- 15000 Birr   4. 15001– 20000 Birr   5. Above 20000 Birr

## SECTION B - REWARD

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

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

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

## SECTION C –ORGANIZATIONAL STRUCTURE

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

S. No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The organizational structure of my organization is well-organized and practical					
2	My organization organizational structure s is sociable, empowers me to achieve on my job.					
3	My organization work process challenges me to implement tasks according to the organizational Structure.					
4	The staff awareness about the Organizational structure is high.					
5	The Staff relationships with coworkers, other department members and supervisors is fair according to the organizational structure					

### SECTION D –WORK ENVIRONMENT

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

S. No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am happy with the working environment of the organization.					
2.	I am satisfied with job place					
3.	I am satisfied with creating clean, initiating and comfortable working area.					
4.	I am satisfied with availability of transportation.					
5.	I am happy with the current working hours.					
6.	I am satisfied with contribution in group events in the organization.					
7.	I am happy & able to maintain a fit balance among work and family life.					
8.	I am satisfies with supply of sufficient amount of material, tools for my work process.					
9.	I am satisfied with work relationships with the people around me.					
10.	I am satisfied with refreshment material of within the organization (DSTV, Tennis)					

11	I feel comfortable in carrying out my responsibilities					
12	I am satisfied with various activities in the firm & love participating in them.					
13	I am satisfied with your overall job security.					
14	I am satisfied with the given right to put forward my opinions.					
15	I am happy with the leaders in my workplace as positive role models					
16	I am satisfied with the present performance appraisal policy of the organization.					
17	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement					
18	I am happy with the permission policy of the organization.					
19	I am satisfied employee support policy (e.g. dine & transport etc.) of the organization.					
20	I am satisfied with long term benefit & insurance policies of the organization					

## SECTION E – LEADERSHIP

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

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

## SECTION F –TRAINING

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

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

### SECTION G –Organizational Culture

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

### SECTION H. Over All Employee Job Satisfaction Level

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

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