

ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY
GRADUATE PROGRAM

THE IMPACT OF UNDEREMPLOYMENT ON PERMANENT EMPLOYEE
SATISFACTION AND INSTITUTIONAL DEVELOPMENT: THE CASE OF ETHIOPIAN
PUBLIC HEALTH INSTITUTE, ADDIS ABABA.

BY

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JULY, 2021

ADDIS ABABA, ETHIOPIA

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ABABA.

A THESIS SUBMITTED TO THE DEPARTMENT OF SOCIOLOGY PRESENTED IN PARTIAL
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This is to certify that the thesis prepared by Haregwoyin Menkir, entitled with the Impact of Underemployment on Employee Satisfaction and Institutional Development: the case of Ethiopian Public Health Institute, Addis Ababa; and submitted in partial fulfillment of the requirements for the Master Degree of Arts in Sociology complied with regulation of the University and meets the accepted standards with respect to originality and quality.

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I, the undersigned, declare that this thesis paper is a presentation of my original research work that has not been presented anywhere for any degree. Whatever contributions of others are involved, every effort is made to indicate this clearly and all sources material used for the thesis has been duly acknowledged.

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ABSTRACT

The impact of underemployment is a widely witnessed phenomenon in the world we live in today. Studies suggested that the causes of underemployment have been attributed to adverse economic conditions. For instance, economic recession that occurs when there is decline in economic activity, it can also be caused by workers supply that is greater than the demand. It reflects the underutilization of the productive capacity of the employed population in relation to an alternative employment situation in which persons are willing and able to engage. Even if exhaustive studies have not been conducted so far to make a sweeping generalization, available works allude to the existence of underemployment as a phenomenon throughout Ethiopia in general and at institute level in particular. Thus the purpose of this thesis was to explore the impacts of underemployment at institutional level. Specifically, the study aimed at identifying the impacts of underemployment on permanent employee satisfaction and institutional development with special reference to Ethiopian Public Health Institute (EPHI). To meet the objective of this study, the researcher employed mixed research approach which combines both quantitative and qualitative research techniques. Purposive sampling technique was applied in order to select target population. Accordingly 278 respondents have participated to fill in the prepared questionnaires. Focus Group Discussion (FGD) and In-depth interviews were also used to solicit the opinion and perception of informants concerning the topic. The study findings convey that underemployment mainly affects the productive work force between 31 and 40 age category followed by 21 up to 30 age groups. Furthermore, it was revealed that underemployment seriously impacts employee satisfaction, carrier and self-esteem. On average around 84% of respondents strongly believed that underemployment has negative impact on employee commitment to work, affect the level of performing task with due diligence and utmost care. Nearly 90% of respondents were less committed to their work owing to the state of underemployment in which they find themselves. Lack of commitment to work in turn led to rampant absenteeism which stood at 76% compared to other indicators. There is moderate association between income status and satisfaction variables. This implies that as an employee receives higher educational training, the level of expectation to earn high or commensurate remuneration/payment will be high, if the opposite is true the level of commitment to deliver a given service with due diligence and utmost care will be affected. This means that underemployment has a negative relationship with employee satisfaction. The study further pointed to the fact that the aggregate socio economic impacts of underemployment may cause higher health related problems, for instance exposing employees to NCDs (Non Communicable Diseases) such as hypertension, diabetics, cancer and etc., which arise from permanent state depression, stress and anger. In general, the current study suggests that unless seriously addressed, underemployment can be an obstacle to overall institutional Performance. Prevailing low employee self-esteem, low labor productivity, low effectiveness and efficiency and attendant decline in institutional commitment engendered by rampant underemployment could results in low per-capita output, which in its turn hampers the overall development of Ethiopian Public Health Institute. Thus, the researcher proposes institutional overhaul pertaining to employee engagement status to identify gaps and put in place knowledge driven intervention mechanisms that would enhance both employee satisfaction and institutional development.

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ACRONYMS AND ABBREVIATIONS

BLS: - Bureau of Labor Statistics

CSA: - Central Statistical Agency

EHNRI: - Ethiopian Health and Nutrition Research Institute

EPHI: - Ethiopian Public Health Institute

FGD: - Focus Group Discussion

HR: - Human Resource

ICLS: - International Conference of Labor Statisticians

ILO: - International Labor Organization

JEG: - Job Evaluation & Grading

KSAs: - Knowledge, skills, or abilities

LUF: - Labor Utilization Framework

MOLSA: - Ministry of Labor and Social Affairs

NCD: - Non Communicable Diseases

NEPS: - National Employment policy strategy

NGO's: - Non Governmental Organizations

OECD: - Organization for Economic Cooperation and Development

QLFS: - Quarterly Labor Force Survey

RDT: - Relative Deprivation Theory

UEIQ: - Underemployment Impact Questions

SPSS: - Statistical Packages for Social Science

WHO: - World Health Organizations

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Underemployment is a global phenomenon. It is primarily defined by economists and sociologists in terms of lower wages, over education, and intermittent employment. It attracts the attention of researchers, business institutions, employees and the government as it affects job, career growth, poverty levels, business growth and the emotional health of underemployed workers (Lee, 2005).

The concept of underemployment came up for discussion for the first time in 1925 during the 2nd International Conference of Labor Statistician (ICLS). However, the first international statistical definition was only adopted in 1957 (Brown and Pintaldi, 2006:43). As pointed out by Wilkins (2004:4), a formal resolution to clarify the definition of underemployment was later adopted in 1966 during the 11th ICLS. In 1998, a more comprehensive measurement of underemployment was the subject of discussion at the 16th ICLS (Greenwood, 1999:1). At this point of discussion there was a hope that makes the term 'Underemployment' easily identifiable and measurable (Cited in: Emmanuel Baidoo, 2016).

However, there is no single and internationally agreed up on definition of underemployment. What exists to date is a contextual definition relative to disciplinary inclination. For instance, Hauser (1974) defined subcategories of underemployment which include underemployment when an employee is overeducated and job service mismatches with his skills, when an employee doesn't make adequate amount of money with the required skills and efforts, and when he is involved in a job that has low hours for engagement. A mismatch therefore often leads to ineffective and inefficient work which ultimately gets the employer at risk of not generating enough value at the price he is paying. This means that such employees' capacities are underutilized.

Recent studies suggested that underemployment can be occurred due to various external and internal factors. The period during and after a recession, when companies downsize and lay off qualified workers, is characterized by underemployment. Underemployment jumped to its highest levels in the recession following the financial crisis. Business cycles can also result in underemployment. As Chen(2020) indicated seasonal staffing trends, especially in the hospitality industry can result in more workers opting for the easiest available job and staying on. According to some estimates, nearly half of restaurant workers consider themselves underemployed. Besides that, changes in the job market due to shifts in technology also taken as the causing factors of the problem. As job descriptions change or are automated, laid off workers can be retrained or retired from the workforce. Those who do not have the resources or means to retrain themselves are generally susceptible to underemployment(James,C. 2020).

Moreover there are also other factors that can cause underemployment in an economy, which all force skilled and educated workers to take low-skilled, part-time jobs. Some of them are lack of job accessibility i.e., there's a lot of recent graduates, which means that there are a lot of educated people and not enough jobs for them all. According to Houliis (2020) explanation employees who were underemployed have no full-time work experience, so they don't have the experience to gain full-time work when it does become available, thus perpetuating underemployment(Anna, M.H. 2020). On the other hand there is also internal factors that affected patterns of underemployment, some of them are education, occupational group, initial labor market experience, perceptions of the labor market (interviewees' view of labor market conditions), and organizational socialization practices (the strategies employers took to integrate the young workers into their first jobs). In addition organizational and societal factors appear to have had greater influence than behavioral variables such as job search strategies and demographic variables such as gender and age (S. Antonio, *et al.*, 1996).

Many times it is also witnessed that underemployment leads to zero improvement or motivation of the employees; the literature on the topic also suggests that underemployment has effects that are not evident through number but through behaviors and attitudes(Farah,N.A., *et al.*, 2017).This implies that if employees are demotivated on

their job he/she became ineffective and inefficient on their work, and then the collective consequence of this will be negatively affecting the institutional progressive development.

During the 16th ICLS, the ILO stipulated that any worker is underemployed in at least one of three ways: when he/she engaged in involuntary part-time work, low-income work, and job mismatch (ILO, 2013b). As the ILO adopted the new underemployment framework (i.e., LUF), it sparked the creation of new theories that conceptualized underemployment the scholarly world. According to Hauser (1974), Labor Utilization Framework (LUF) categorized the overall workforce into either those whose labors are used adequately or those whose labors are used inadequately. It categorized inadequate work to anyone experiencing labor underutilization as either: unemployed, part-time employed, low wage employed, and over skilled or over-educated employed (Slack & Jensen, 2003). Similarly underutilization of any worker can be taken as underemployed, because a job does not use the worker's skills, is part-time, or leaves the worker idle. Examples include holding a part-time job despite desiring full-time work, and over qualification, in which the employee has education, experience, or skills beyond the requirements of the job.

Existing studies provided both a framework for understanding underemployment and have identified the harm it has on organizations and individuals. (See Nunley et al., 2017 and Maynard et al. 2006).According to them underemployment adversely impacts individuals' job prospects. It was also found that a lot of negative outcomes are associated with underemployment. Some of them are lower job satisfaction, higher employee turnover, and a poor work attitude. These findings regarding underemployment appear to be the fate of many recent graduates.

Studiesconducted in the United States by Abel and Deitz in 2016 shows that 45% of Americans are underemployed, with recent college graduates making up a fifth of that population. That statistic translates to millions of underemployed college graduates working in occupations that do not require a college degree, such as part-time involuntarily jobs, working in a low paying position, or having more skills or formal education than required.

Rochelle, B.,*et al.* (2017) indicated that 3 to 6% of workers in South Africa were underemployed. The prevalence of underemployment was greater for individuals who were blacks, females and working in elementary occupations or private households and the informal sector.

Unfortunately an employee can be simultaneously in different types (forms) of underemployment. Very often one form of underemployment leads to another type of underemployment. It is a vicious cycle in which each effect is linked to the next. For instance underemployed workers generally have less disposable income. Therefore workers have a tendency to spend less which impacts business growth, poverty levels and the underemployed workers emotional outlook. Empirical data further show that a positive relationship between time-related and skill-related underemployment exists. According to Linsley, (2005) over education also imposes costs on individuals, reducing earnings by between 10 and 20 per cent and lowering job satisfaction.

More recently, researchers have tried to identify the variables that may moderate the relationship between underemployment and job attitudes and behaviors. For instance, Erdogan and Bauer (2009) demonstrated that psychological empowerment moderated the relationship between perceived over qualification and job attitudes, voluntary turnover, and intent to remain such that the negative impact of perceived over qualification on job attitudes and behaviors occurred only when individuals were not psychologically empowered. When individuals were psychologically empowered, there was no relationship between perceived over qualification and these negative job attitudes. This indicates that psychological empowerment mitigates the negative effects of perceived over qualification on job satisfaction, intent to remain, and voluntary turnover.

Ethiopia as country with a rapidly growing population and backward economy immensely suffers from the problem of underemployment of its workforce, the proper management and efficient utilization of which however is essential. According to CSA report (2001) the capacity of the national economy in absorbing the potential labor force is extremely low, and appropriate employment policies to mitigate the imbalance is yet to mature. Though the problem of unemployment is a global issue at the moment and every nation is striving to

control it at its minimum level, in developing nations like Ethiopia it is getting worse mainly due to the unbalanced relationship between the rate of economic development and the rapid population growth. Rapid urban growth unaccompanied with economic advances in modern Ethiopia is aggravating the problem as accelerated rural to urban migration converts the meager employment opportunity into nil real working prospects. This in turn precipitates a slide into some form of underemployment or remaining idle for productive citizens (CSA, 2001).

Globally issues around unemployment are well documented in the labor economics literature, but underemployment is not well established yet. In Ethiopia several studies have been conducted regarding unemployment in the last many few years. According to Macro trends.net, in 2018 and 2019 the unemployment growth rate for Ethiopia was similar. It stood at 2.08%. Compared to 2016 where the rate of unemployment was a bit higher (2.17%), the above figure showed improvement. However, this figure seems to have concealed the disguised employment that manifests itself in the form of underemployment. Recent Government policies aimed at increasing rate of youth employment also seem to focus on nominal provision of job opportunities without due concern about bulging level of underemployment whose latent effect leads to declining employee satisfaction and institutional stagnation. Little attention is paid to the extent to which jobs occupy people in terms of work hours and the way in which it utilizes their skills and qualifications.

Thus, while exploring the issue of unemployment as a general indicator of economic well-being, this study specifically scrutinizes the impact of underemployment on permanent employee satisfaction and institutional development taking the Ethiopian Public Health Institute as a case study.

1.2 Statement of the Problem

Research on the impacts of underemployment is still in its infancy. Underemployment is a serious and pervasive problem both in terms of its impact on those individuals affected, and for the economy as a whole according to JlnJng,L., *et al.*,(2015). Their study that is underemployment among Mature-Age Workers in Australia, failed to consider other young and productive age categories, since underemployment may significantly affect these age groups.

A study conducted in Singapore by Michael, R. B. (2011) have given more emphasis on the impact of underemployment on individual and organizational Performance, this study mainly focused on when underemployed will perform well, and on which dimensions of performance. This study failed to consider various mismatches including educational level, skills/experience and remuneration with job requirements and job position which contributes for high prevalence of underemployment.

Job satisfaction is an important measure of utility that employees derive from their jobs and is related to various features of the job such as pay, security, intrinsic values of work, working conditions, career growth opportunities, working hours, and the like (Samuel,N.A., *et al.*,2012). Their study solely analyzes the relationship between underemployment and overall job satisfaction among other personal and job characteristics of the workforce in Alabama, they failed to address the impact of underemployment regarding on organizational perspectives.

A study by Mong Vang(2020) on the first-generation, Hmong college graduates mainly focused on how underemployed among Hmong colleges graduates describe their experience finding adequate employment after graduation, and their perceptions of the primary factors affecting or influencing their underemployment. This study has also a gap regarding to identify the impact of the problem on their work commitment to perform the task properly.

The experience of underemployment, whether it is through over-education, lower wages, benefits and hours than desired, is expected to have negative consequences for the health and well-being of individuals. This is the study concept by Heather, L. M. (2012) and mainly failed to consider the social related impact of underemployment on individual well-being, since health is not merely the absence of disease/infirmity rather it is a state of complete physical, mental and social well-being according to WHO(1948) definition. However this study shows that inadequate employment, through unemployment or underemployment is expected to have consequences for the health and well-being of Canadians. In order to see the full picture and make sure regarding the health and well-being of a person's, considering the social related issues with underemployment problem is vital.

The main essence of a study by Anita, H., Merja, K., and Jouko, N. (2011) was underemployment and part-time work in the Nordic countries i.e., they intended to explore partial unemployment along with related concepts, such as part-time unemployment, underemployment and involuntary part-time work. Their statistical finding suggests that the probability of time-related underemployment is higher for women than for men in the four Nordic countries. The greatest probability of underemployment is among the youngest age group and the smallest probability in the oldest age group. But what about the impact of underemployment on permanent employment arrangements across all age groups and both sex looks like, it shows that there is a gap in this regard.

In our country Ethiopia several studies have been conducted regarding unemployment for the last many few years. However, to my best knowledge, there are no parallel studies in the country dedicated to examination of the impacts of underemployment on permanent employee job satisfaction and institutional development both at macro and micro level with the exception of the study conducted by Berhanu Denu, Abraham Tekeste and Hannah van der Deij in 2005. Specifically their studies were focused on the characteristics and determinants of youth unemployment, underemployment and inadequate employment in Ethiopia. This study failed to adequately examine the overall impact of underemployment on commitment to work, on employee self-esteem and organizational productivity in the country.

Previous studies failed to identify the impact of underemployment on permanent employee satisfaction and institutional development. In similar case research related with this topic is almost nonexistent in Ethiopia. This seems to have emanated from a misunderstanding or neglecting of the severity of the problem of underemployment and its consequences on the one hand and the disguised nature of the impact of underemployment itself as a phenomenon. Because once an individual gets employed and a perception that he/she is engaged in a productive work is established, little attention is given to the extent of his/her full engagement or issues of earning commensurate remuneration for the work done.

Thus, this study attempted to bridge the existing epistemological gap on the one hand and unravel the magnitude of underemployment as it seriously affects the employee satisfaction (including self-esteem), commitment to work, organizational productivity, full scale utilizing of skills/knowledge and effectiveness. The study was driven by a personal knowledge about prevalence of widespread underemployment at one of the leading food and drug research institutes in Ethiopia called **Ethiopian Public Health Institute** (EPHI) and a desire to furnish possible intervention strategies to address the problem.

1.3 Research Questions

Seven research questions were posed to guide the study. These are:-

- ☞ What is underemployment as a phenomenon?
- ☞ What are its manifestations?
- ☞ Is there a problem of underemployment in EPHI?
- ☞ What is the magnitude of a problem (s) exerted by this phenomenon?
- ☞ What is the level of perception/awareness of EPHI employees about it?
- ☞ How does it impact employee satisfaction?
- ☞ What is its impact on institutional development?

1.4 Objectives of the Study

1.4.1. General objective

The main objective of this study is to investigate the impacts of underemployment on employee satisfaction and institutional development in Ethiopia with special focus on Ethiopian Public Health Institute.

1.4.2. Specific objectives.

The specific objectives of the study are:

- ☞ To explore about underemployment as a phenomenon with its manifestation.
- ☞ To assess the existence of the problem of underemployment and the magnitude of this phenomenon in EPHI.
- ☞ To identify the impact of underemployment on employee satisfaction and institutional development.

1.5 Significance of the Study

Some national studies pointed out that a high level of underemployment is one of the critical socio-economic problems facing Ethiopia. Unfortunately there is no literature which conveys about the impact of underemployment on employee satisfaction and organizational development, and this indicates the challenge of underemployment has needed to be investigated more. The concept has been intended to assess the existence of the problem of underemployment and the magnitude of this phenomenon in EPHI, to identify the impact of underemployment on employee satisfaction and its impact on organizational development.

Previous studies attempted to explain on unemployment challenge rather than underemployment and its consequences. In assessing the impact of underemployment on employee satisfaction and institutional development this study would be different from other studies conducted so far. Thus, though the study were confined to a single institute (i.e., EPHI), its findings would be helpful for better understanding on the impact of underemployment in the country in general and of the study area in particular, it shed some light on the nature and extent of the problem that had been observed within employees.

Since this research studies was caring out based on truth and reliable data, it could be greatly problem solving, taken as ingredient for policy and decision makers of the country in the process of identifying and taking as a remedy solution for the problem of underemployment. The finding would be also helpful in order to conduct further studies on the issue, or at the end of this study more comprehensive information on the major trends associated with the impact of underemployment in EPHI would have provided, which might be vital for further research on the topic.

1.6 Scope of the Study

The depth of the study was focus on Ethiopian public health institute(EPHI) in Addis Ababa as a point of reference. This study delimited to the examination of the impact of underemployment on job satisfaction and institutional development through focusing the employee by taking the case of EPHI in Addis Ababa.

1.7. Limitation of the Study

Alike with other research studies, this research faced some problems which are mainly occurred during data gathering process. Some of them are incomplete response, double answering on single questions, unrelated response with essence of the question and delay of the questionnaire to back. This is happened may be due to lack of attention, negligence and shortage of time and others. Due to this the researcher was taken some overcoming mechanisms of the above problems, such as avoiding the questionnaire which is incomplete and unrelated one, because it would be misled the study to the wrong dimension, reminding them to respond the questionnaires on timeand others.

1.8 Organization of the Study

This thesis paper organized with five chapters. The first chapters contains background of the study, statement of the problems, objectives of the study, delimitation/scope of the study, significance of the study and limitation of the study. The second chapter is all about literature review, i.e., it deals with conceptual and theoretical review, and empirical review of the study. The third chapter presents about methodology of the study and includes research design, data collection method, sampling techniques, sources of data and data analysis techniques. The fourth chapter is talks about data analysis, which has been accomplished with the help of SPSS and interpretation of the study. The last chapter is entails about findings, conclusion and recommendation of the study.

1.9 Definition of Key Terms

Underemployment:- refers to "the condition in which people in a labor force are employed at less than full-time or regular jobs or at jobs inadequate with respect to their educational training, skills, experience or economic needs" (Merriam Webster,1913).

Underemployed: refers to Workers looking for full-time work but employed in part-time or temporary jobs, and workers who are employed in jobs with wages below their training level or without benefits (Panter & Tweedy, 2007).

Job Satisfaction: is a feeling and beliefs that people have about their current job. People's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. (Farwin and Kumar, 2018)

Job satisfaction is an important measure of employee utility derived from the job and is related to various features of one's job, such as pay, security, intrinsic value of work, working conditions, working hours, career growth opportunities, and the like. (Kifle, Kler and Shankar, 2014)

Employed: includes those persons who were engaged in productive activity during the reference period as paid or self-employed (ILO, 1992).

Permanent Employee:- is an employee someone who works for a company on a permanent basis, which really means until one or the other decides it's time to part ways. Employees can work part- or full-time, and they are paid either an hourly wage or a weekly salary. (M.T. Wroblewski,2020)

It is generally defined as “Workers who work all year and have an expectation of continuing employment” (Allan et al., 1996).

Contract Employee:- A contract worker works for a company but usually signs a “contractual employee contract” that spells out a specific project he will work on, for a specific length of time and for a specific hourly, weekly or project rate. Contract workers retain a sense of autonomy, and so are best known as independent contractors (ICs). (M.T. Wroblewski,2020)

Over qualification: defines as "having more education, training, or experience than a job calls for. (Webster's Ninth New Collegiate Dictionary,1988)

Institution: - noun an organization that has particular purpose, especially one that is connected with particular education, or profession. (Advanced English dictionary)

Development: - is a stage of growth or advancement (Oxford dictionary of current English)

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual and Theoretical Review

2.1.1 Conceptualizing Underemployment

The broadly accepted definition of underemployment is the one from ILO: it reflects underutilization of the productive capacity of the employed population in relation to an alternative employment situation in which persons are willing and able to engage (ILO, 1998).

According to Sugiyarto (2007, 5) explanation underemployment is a situation wherein a worker is employed but not in the desired capacity, i.e., in terms of compensation, hours, skill level, and experience; this makes differ from unemployment. Hence, employment is inadequate in relation to a specified norm or alternative employment(Cited in: Sabina, *et al.*2016).

Internationally the total workforce (those employed and unemployed) are divided into those whose labor is utilized adequately versus inadequately. Those whose labor is utilized inadequately (the underemployed) would fall into one of four categories: those unemployed, those working less than full time, those with very low income, and those substantially overqualified for the occupation they have(Hauser, 1974 pp. 4–5). For this study conceptual LUF has been applied with the context of an employee whose labor is utilized inadequately with income level (i.e., imbalance between remuneration/payment and educational level) and substantially overqualified including mismatch between educational level and occupation/job position, imbalance between skill/experience and job requirements.

2.1.2 Underemployment in Global Context

In more developed countries the problem of underemployment got in the focus because of the reductions and reorganizations in the demand for labor, such as lack of work opportunities, lack of adequate work opportunities and the rise of various forms of non-standard employment (Greenwood, 1999, Hussmanns, 2007).

The Existing study suggests that underemployment rate should be observed with the income levels and structure of the economy. On one hand, higher income countries tend to have less underemployment, most likely because of increasing marginal utility of leisure, that is, individuals prefer to consume more leisure as their wealth increases. On the other hand, higher underemployment rate can be expected in developing countries with a high proportion of agricultural workers and significant number of workers living in rural areas (See Wilkins and Wooden, 2011:23, and Pratomo, 2015).

The relevance of measuring underemployment is critical for both developing countries as well as more developed countries. In many developing countries, because of high prevalence of self-employment, limited coverage of workers by unemployment insurance/benefits or social security systems and other reasons, the level of measured unemployment is consistently low. According to Hussmanns, (2007, 17) Sugiyarto et al., (2006), and Pratomo, (2015) this has been explained by the fact that only few people can afford to be unemployed for some period of time, whereas the bulk of the population must engage themselves in some economic activity in order to survive, however little or inadequate that may be (Cited in: Sabina, *et al.* 2016).

2.1.3 Underemployment in Africa

According to Golub & Hayat (2014) the main reason for underemployment in Africa as a dualistic labor market that is deficient of labor demand. A predominance of informal-sector employment and agricultural activities exists, which results in underemployment rather than open unemployment. In a report presented at the G20 Labor and Employment Ministerial Meeting (OECD2014:7), underemployment was

characterized by workers in informal, low-paid, part-time and low-productivity agricultural employment.

It was also found that informal employment in many low-income Sub-Saharan African countries accounted for 80% of total employment. The formal sector was not successful in creating sufficient jobs to absorb the labor force, thereby resulting in growing underemployment.

2.1.4 Unemployment and Underemployment in Ethiopia

Despite of some improvements in recent years, a high level of unemployment and underemployment is one of the critical socio-economic problems facing Ethiopia. While the labor force grows, with an increasing proportion of youth, employment growth is inadequate to absorb labor market entrants. As a result, youth are especially affected by unemployment. Moreover, young people are more likely to be employed in jobs of low quality, underemployed, working long hours for low wages, engaged in dangerous work or receive only short term and/or informal employment arrangements (Berhanu *et al.* 2005).

Particularly in the major urban centers these problems are observed in extensive ways. Urban unemployment, specifically youth unemployment has been and is growing areas of concern for the government. This is mainly a result of rapid population and labor force growth (on the supply side) and limited employment generation capacity of the modern industrial sector of the economy (on the demand side). It is recognized that poverty is less an outcome of open unemployment than of low labor productivity and inadequate levels of income. The agricultural sector and the informal urban sector employ a large size of labor force in Ethiopia. However, employment in these sectors is characterized by low earning and contributes significantly to the problem of “working poor” (MoLSA, 2009).

The gender based disparity and the shortage in created opportunities is another manifestation of youth unemployment in Ethiopia. According to a study by Nzinga & Tsegaye (2012), while unemployment in urban areas remains widespread, it declined

markedly since 1999 for the economy as a whole and for youth. However, while the economy has demonstrated impressive reductions in unemployment, women have not benefited as much as men. They have significantly higher unemployment rates than their male counterparts and are often confined to the informal sector.

Since underemployment is disguised phenomenon that hides itself in the guise of employment, disguised/hidden unemployment is a feature of the rural labor market while open unemployment is prevalent in urban areas. Indeed, the country has one of the highest urban unemployment rates worldwide, at about 50 per cent of the youth labor force. However according to CSA (2011), urban unemployment rate is reported as 18.9% while urban youth unemployment is 24.5%. Either way it is worth learning that the magnitude of the problem is high (Berhanu *et al*, 2005).

In Ethiopia, there had been significant increases in educational attainment; however, there has not been as much job creation to provide employment opportunities to the newly educated job seekers. On the other side, regarding to combat underemployment challenge little/no attention is paid to the extent to which jobs occupy people in terms of work hours and the way in which it utilizes their skills and qualifications.

2.2 Theoretical Review

2.2.1 Underemployment and its impact on personal satisfaction

Job satisfaction can be explained with job attitudes and intentions, and weak organizational commitment might be affect the future institutional development. Underemployment has a negative relationship to job satisfaction (McKeeRyan & Harvey, 2011). For graduates working unsatisfactory positions, their jobs are viewed as a means to an end a stepping-stone for future career opportunities. As many underemployed workers believe they will transition to better positions, their motivation to excel in their current roles diminished. Instead, underemployed individuals do not excel at their jobs, have a low commitment to their work, are unlikely to be involved, and have low motivation. Underemployment also leads to lower levels of life satisfaction overall (Maynard et al., 2006).

According to Feldman & Turnley, 1995; Virick & McKee-Ryan (2017), underemployed individual's also experienced learned helplessness, is leading to lower self-esteem, increased depression, and a feeling of having no control over one's personal life.

Many individuals are frustrated with their underemployment, leading to negative job attitudes (McKee-Ryan & Harvey, 2011) since they felt constrained by their disliked positions. This potentially translates to underemployment being a strong factor in influencing the attitudes of underemployed graduates, since most expect to graduate and find optimal and rewarding employment afterward graduation (Bui, 2002; Feldman 1996). Feeling like failures, graduates felt discouraged and unobligated to perform at high levels.

On the other hand, the negative relationship between perceived underemployment and life satisfaction might indicate that employees become less satisfied with their own lives when they are in positions of perceived underemployment. Employees should increase their awareness of the negative implications of underemployment not only on their workplace attitudes but the negative implications underemployment may have on their satisfaction of life as well. (Savannah M. Trakes, 2016) In addition to that perceived underemployment was negatively related to job satisfaction and intent to remain.

2.2.2 Impacts of Underemployment on Institutional Effectiveness

At organizational level various types of underemployment significantly affect the level of employee engagement and with it associated performance outcomes (productivity, profitability, customer ratings, turnover, absenteeism, safety incidents, shrinkage (theft), and quality/defects). Underemployment may ultimately hinder organizational effectiveness (Maynard et. al., 2006, 510).

Samuel N. *et al.* (2012) study indicated that low job satisfaction has been identified as one of the major causes of voluntary employee turnover. Many employers track job satisfaction as part of their human resource departments but there is no comprehensive analysis of job satisfaction at the regional, state or national level.

Tracking job satisfaction as well as a comprehensive measure of underemployment could be helpful in measuring organizational effectiveness and in identifying strategies for workforce and economic development which will lead to a more productive and satisfied workforce.

The study that has been conducted three years before (i.e., staff satisfaction survey report of EPHI) indicates that, 98% of employees were dissatisfied with their monthly earned salary and due to job safety and security related problem. In addition, as the study suggested that career growth opportunity, internal employee transfer and other incentive packages are not fully transparent for the employees. The cumulative impact of this may affect the working environment/condition, the level of commitment to accomplish a certain work with dedication, and the productivity and effectiveness of the institute at large. This implies due to the real existence of the underemployment problem, the employee had been suffered by the challenge and the institute also faces or incur huge amount of losses (Institutional satisfaction survey, 2010).

The consequence of underemployment is cyclical and every employee may have passed through this problem once a time or till retirement period. If an employee of a certain organization is dissatisfied with his/her job, they couldn't be performing their activities with commitment, due to this the progress and success of the institution will be stagnated, and lastly the ultimate goal of the institute (i.e., satisfying the customer) might be unachievable.

2.2.3 Health/psychological impact of underemployment

According to the Society for the Psychological Study of Social Issues, underemployment has some health related impact on employee's life condition. These are poorer mental health, relationship stress and physical health issues.

- Poorer mental health: - it is said that people who are employed at stable jobs have better mental health than those underemployed. It has to do with stress and anxiety that comes with being unable to make ends meet or too much work that mismatch their skills.

- Relationship stress

Relationship will suffer as a result of underemployment. In line with mental health, when underemployed staff cannot deal with the feeling of anxiety and stress, it will eventually affect how they treat others. They can also have a profound impact on relationship with jobs, co-workers, or even family.

- Physical health issues: - it is found that there are links between reduced life expectancy and underemployment which later will result on individual's physical health such as dizziness, stroke, or any other illness. Additionally, alcoholism and other addictive behaviors can result from these situations as you try to self-medicate.

The socio-economic costs of underemployment by Sabina *et al.* (2016) study indicated underemployment is commonly associated with depression, loss of self-esteem, anger, sadness, worry, suicidal ideation, and stress-related illnesses, increased alcohol abuse, lower birth weight, but is less consistently associated with major diseases and other physical health problems.

2.2.4 Social Impact of Underemployment

Underemployment has a significant impact on the social condition of the employees. The strain of underemployment appears to hurt family and friendship networks, with relationships between spouses and partners, between parents and children, and between underemployed workers and their friends all suffering to some extent (Maynard and Feldman, ed., 2011, 2). For the family, these negative consequences include a lower standard of living, lower social status, greater marital discord, and greater strain in relationships with children, decreased interaction with extended family members, and isolation in friendship networks.

At the aggregate level within communities, higher levels of underemployment are associated with higher levels of property crime, lower participation in voting, loss of corporate philanthropic support, and loss of social services (Cited in: Sabina, *et al.* 2016).

2.2.5 Impact of Underemployment on Economic conditions

According to the 16th International Conference of Labour Statisticians (ICLS), underemployment reflects an underutilization of the productive capacity of the employed population, including underutilization which arises from a deficient economic system (Husmanns, 2007, 18). Family income and wage are important factors in determining the probability of being underemployed. In particular, wage is the most direct variable that is used to compare the costs and benefits of searching for a new job since, through consumption; it indirectly affects the utility of individuals (Bell and Blanch flower, 2013)(Cited in: Sabina *et al.* 2016).

Low economic returns to labor as well as high unemployment indicate poverty. Poverty makes it difficult to make investments in education and health that would increase a person's productivity according to Berhanu *et al.* 2005/07. This is not only true for individuals; families face an inter-generational poverty trap. Families face the choice between sending their children and young family members to school and sending them to earn much-needed income (Berhanu *et al.* 2005/07).

All in all, the persistency of underemployment has a bad impact on employee job/life satisfaction, as well as on socio economic and health conditions of the workers. If the employee motivation for their work decline, the level of commitment to perform their job with diligence will be diminish. As a result the organization goal attainment towards its vision and mission will be highly affected.

2.2.6 Types of Underemployment

According to Study.com there are three types of underemployed workers, including skilled employees in low-paying jobs, skilled employees in low-skill jobs, and part-time workers preferring full-time hours. Underemployment is a situation in which workers are employed below their educational skills or ability.

Various literatures have been given different classification of underemployment based on their ways of perception. Nevertheless majority of the studies are circulating in four directions of underemployment including skill related, time related, over qualification and inadequate employment situation. Thus, the previous international standards on underemployment identified two principal forms of underemployment: this are:-

2.2.6.1 Visible/Time related/Quantitative underemployment

Visible underemployment is underemployment in which an individual works fewer hours than is necessary for a full-time job in their chosen field. That means it reflects insufficient volume of work. Due to the reduced hours, they work two or more part-time jobs in order to make ends meet according to James, C. (2020). A person who is in visible/time related underemployment he or she engaged on less than full time employment but they are desired to work more hours.

The study by Holger & Eric (2001) tells that, visible underemployed tends to occur in the less educated workers and is more likely to occur in the private sector. According to Rochelle *et al.* (2017) noted that in the QLFS time-based underemployed represent workers who: (1) are willing and available to work additional hours and (2) only worked fewer than 35 hours during the reference week and (3) are able to start the extra work within the next four weeks.

2.2.6.2 Invisible/Skill related/Qualitative underemployment

Invisible underemployment is refers to the employment situation in which an individual is unable to find a job in their chosen field. Consequently, they work in a job that is not commensurate with their skill set and, in most cases, pays much below their industry standards. In this case an individual can be accepting a given employment which is below their experience, skill and qualification to escape from unemployment challenges (James, C. 2020).

Additionally, invisible underemployment is working full-time but in endeavors with very low productivity, very low economic returns, and/or that underutilize the skills of workers. Or it reflects an insufficient use of skills and experience or low productivity as a result of the misallocation of labor resources or a fundamental imbalance as between labor and other factors of production.

Since invisible underemployment is one component of inadequate employment situations, in this case the underemployed stand for the situation where workers find themselves in professions or jobs where their skills, training and experience are underutilized (Bonnal et al., 2009:317; Wilkins & Wooden, 2011:14). This in turn implies that these persons are not given the opportunity to fully utilize their productive ability, despite the fact that they are willing to work more effectively (Greenwood, 1999:3).

Skills-related underemployment could be classified into **intra-skill** and **inter-skill** underemployment (Glyde, 1977:258). The former (intra-skill) occurs when individuals who belong to a particular skill group are unable to utilize their skills in the same way as the others in the same skill group, due to reasons like discrimination by employers. The latter (inter skill) takes place when the individuals in a particular skill group have trouble employing a particular skill because it is less sought after when compared with other skills that entail the same investment cost.

2.2.6.3 Other Types of Underemployment

- **Over qualification**

Over-qualification or skills under-utilization occurs if the persons find themselves in a particular work situation where the qualifications and skills they possess are too advanced (Kazan, 2012:1). This happens because the tasks and competencies their jobs require them to do and have respectively do not require 'that level' of expertise and skill. Thus, the persons' skills are under-utilized and they are over-qualified for the position (Beukes, *et al.* 2017).

According to indeed.com overqualified employees have more skills or a higher education level than their job uses. For example, an employee with a law degree would be overqualified if they are working at a retail store. They cannot use their full knowledge and skills in their current job setting.

- **Overstaffed**

A company may hire more employees than they need. This situation can cause a business having multiple staff members work part-time hours instead of fewer employees working full time. As indeed.com indicated companies may experience a decline in business, which forces them to decrease staff hours to save money. Businesses that have strong seasonal sales, such as retail stores, may encounter this throughout the year. General overstaffing in an industry can result from older employees declining to retire or the popularity of a certain area of study.

This implies that overstaffed employees is obliged to working much hour with low salary/wage for survival, furthermore they will be underemployed for the rest of their life.

- **Objective and Subjective Underemployment**

Objective underemployment is traditionally measured in comparison to an individual's previous job or those with similar education and experience. In contrast, subjective underemployment, or perceived underemployment, occurs when employees feel that their skills or abilities are not being fully utilized or that their knowledge or skills exceed the requirements of their current job (Khan & Morrow, 1991).

According to Khan and Morrow, (1991) argument subjective underemployment may have a greater effect on an individual's job attitudes and behaviors because of its alignment with the individual's perceptions of his or her current employment situation.

2.2.7 The Difference between Underemployment and Unemployment

An Article published at May/6/2020 on internet.com clarifies the difference between unemployment and underemployment, they are not the same but the one is disguised on the other.

- Underemployment occurs when a job does not use an employee's full capabilities. This may include not giving them enough hours, such as having them work part-time hours when they wish to work full time. The employee might also be overqualified for the position and unable to use their experience or skills in their job. Underemployed employees may work several jobs to make enough money for their living expenses.
- Unemployment is when a person is actively looking for a job but experiences an extended period without getting hired. These people desire a job but struggle because of a lack of jobs in their industry, either not having enough qualifications for open positions or having too much competition with others who are unemployed.

Both unemployment and underemployment are reflects the failure to make use of an important factor of production, labor, for fostering economic growth (Berhanu *et al.*2005).Even if many employers track job satisfaction as part of the duties of their human resource departments, but the comprehensive impact of underemployment on employee satisfaction and organizational development that we focus in this paper is rarely measured by institutions or the government.

2.2.8 Underemployment as Disguised Unemployment

Underemployment is a disguised phenomenon which conceals/hidden itself in the guise of employment.It affects the employee happiness, commitment to work, the organization productivity, hinders from utilizing skills/knowledge effectively, and in general it affects mutually the individual & institutional progress. As Julian Kagan (2021) indicated disguised (hidden) unemployment can refer to any segment of the population not employed at full capacity, but it is often not counted in official unemployment statistics within the national economy. This can include those working well below their capabilities, those whose positions provide little overall value in terms

of productivity, or any group that is not currently looking for work but is able to perform work of value.

Another way to think about disguised unemployment is to say that people are employed but not in a very efficient way. They have skills that are being left on the table, are working jobs that do not fit their skills (possibly due to an inefficiency in the market that fails to recognize their skills), or are working but not as much as they would like.

There are varying types of disguised unemployment, including people working jobs beneath their skill set, unutilized workers who are ill or disabled but still able to be productive, and job seekers who are demoralized by their inability to find work and so stop looking for it. In certain circumstances people doing part-time work may qualify as disguised unemployment if they desire to obtain and are capable of performing full-time work. It also includes those accepting employment well below their skill set. For example, a person with a master of business administration (MBA) accepting a full-time cashier position due to the inability to find work in their field may be considered underemployed, as the person is working below their skill set. Additionally, a person working part time in their field who wants to work full time may also qualify as underemployed (Julian kagen,2021).

2.2.9 Causes and Consequences of Underemployment

The trend toward increasing underemployment has many causes. Some of them are connected with demand constraints such as business cycle conditions, slow job growth, unemployment rate, technology and industrial relations (e.g. automation, the export of routine manufacturing jobs), institutional and employer preferences, job characteristics (Simic, 2002). The other are connected with supply constraints such as poor health or unavailability of child care services, changes in the skills composition of the workforce, an increase in the number of college graduates, and the increased expectations of college-educated workers (Pratomo, 2015, O'Toole, 2014, Wilkins and Wooden, 2011).

On the other hand, the institutional factors also affect the rate of underemployment: minimum wages, welfare and taxation systems, employment protection legislation and trade unions (Wilkins and Wooden, 2011, 18).

Underemployment occurs also for various personal reasons, including spousal employment and income, family constraints (extended family relationships or responsibilities may limit workers' ability to find jobs that make full use of the value of their education, training, skills and experience), spatial restrictions (geographic immobility due to family constraints or personal preferences), or other personal preferences (Van Ham et al., 2001).

One of the aggravating factors of underemployment is economic recession which is caused for several problems.

- **Economic Recession**

An article on underemployment rate and its impact on job satisfaction by talentvis.com noted that in most cases, the causes of underemployment have been attributed to adverse economic conditions. For instance, recession that occurs when there is decline in economic activity, it can also be caused by workers supply that is greater than the demand. Thus, the high recession, unequal supply and demand, layoffs, downsize qualified workers, as well as technological changes often displace workers which will cause to underemployment. Moreover, these reasons also lead to employees who want to find a new job have to accept low-paying, low-skilled position, or part-time work to earn some pocket money.

According to James Chen, (2020) underemployment jumped to its highest levels in the recession following the financial crisis. As BLS report indicated, the number of underemployed individuals in the US economy rose from 7.2 million during the fourth quarter of 2008 to 9.2 million in the same period a year later. On an overall basis, the agency estimated that there were 28.9 million underutilized and un-utilized or discouraged workers who had stopped looking for work in November 2009; the highest that figure had been since 1981-1982.

As it is mentioned on the previous chapter not only economic recession but also business cycle and shift in technology also the most causing factors of underemployment, it may bring to negative consequences on individuals socio economic and health conditions.

Because of poor person-job fit, breaches of psychological contracts, lack of need fulfillment, and loss of attachment to meaningful work and relationships which are all the reasons of inadequate employment situations. (Maynard and Feldman, 2007) Long-term underemployment leads also to erosion or atrophy of skills which negatively affects prospects for future jobs. As Amadeo(2016) examination in longer term, if underemployment continues workers lose the ability to update their skills with on-the-job training, retain for different fields or downscale their lifestyle and accept long term underemployment.

2.2.10 Merits and Demerits of Permanent and Contract employment

Both permanent and contract employment arrangements have their own pros and cons. According to Wroblewski, (2020) permanent employees have more chance to enjoys with job security, can count on a regular paycheck, paid for holidays and vacation and sick time, pays less in out-of-pocket insurance costs, protected by anti-discrimination and workplace safety laws and it is part of a team and has the opportunity to experience this sense of teamwork develop into friendship. In contrast depending on the company permanent employee must work when the boss directs him to, not necessarily when he wants to, paid for 40 hours a week no matter how much overtime he puts in and feels stymied by a job, especially if he is not offered new projects or continuing education opportunities.

On the other hand independent contractors i.e., contract workers, they have at least broach the subject of working flexible hours or to work remotely, often receive a higher hourly rate than full-time employees (to compensate for the lack of health benefits), work for several companies at once, time allowing, and broaden their

skillset and try out a company with fewer entanglements before committing to a full-time role.

However on the downside, independent contractors must accept that their roles can be unceremoniously cut with little or no warning, may be saddled with an outsider status that may prevent strong bonds from developing with colleagues and may be ineligible for unemployment and worker's compensation benefits (M.T.Wroblewski, 2020).

2.3. Review of Empirical Literature

2.3.1 Findings of the problem of underemployment in general

As Groot & Maassen van den Brink (2000) indicated the issue of underemployment is one of increasing concern for countries across the globe. For example, in the USA estimates have put the number of underemployed as high as 20.3%, while in Europe the number of overqualified workers (just one dimension of underemployment) has been estimated at 21.5%. Unfortunately, given the current global economic crisis, this situation can only be expected to worsen in the near future. As the studies confirmed that in 2020 underemployment continues to be an increasing problem because there are over 13 million graduates across the globe seeking adequate jobs, but not enough positions to meet that demand (Federal Reserve Bank of New York, 2020; Vedder et al., 2013).

It exists in every stratum of society, affecting not only lower level employees but executive-level employees as well (Feldman, *et al.* 2002). According to McKee-Ryan and Harvey (2011), underemployment is widespread across professions, and the prevalence of underemployment has been highest among individuals aged 18 to 29 and those without a college education, with underemployment rates of 28.9% and 23.1%, respectively (Jacobe, 2011).

Underemployment affects individuals across a variety of professions including youth, older workers, women, ethnic minorities, and immigrants (De Jong & Madamba, 2001;

Prause & Dooley, 2001, 2011; Slack & Jensen, 2002; Weststar, 2011). In some instances, underemployment overshadowed unemployment (Cited in: Mong Vang , 2020).

2.3.2 Previous findings related with the Socio economic, health and demographic factors

Anna, M. H. (2020) pointed out that underemployment is a problem that significantly affects society. Among the major effects of underemployment; it contributes to rising poverty levels, since people pay for schooling and training and then don't get jobs that compensate them to pay off their debts, let alone earn what they should be earning given their backgrounds and credentials.

Underemployment can lead to psychological problems in those who are underemployed. They may experience high stress and anxiety as a result of not being able to make ends meet. On top of that, they may feel like they've wasted their time and money when they're not able to utilize their skills. Moreover underemployment can lead to unemployment, since underemployed workers won't be able to update their resumes with skills and on-the-job training, etc. This, of course, can hinder them when they go to apply for jobs in the future, and it may even prevent them from being able to land another job.

A study of college graduates in their twenties indicates that 44% of them are stuck in low-wage or dead-end jobs, making this one of the highest rates of underemployment in decades (Abel, Deitz, & Su, 2014), and the number of recent graduates making an annual salary lower than \$25,000 has also increased to the highest level since 1990 (Desilver, 2014).

Studies conducted in America by Li et al., 2015, Davidson, 2017 and Vedder et al., 2013 suggested that underemployment and over education are of major concern in the U.S. with research revealing that approximately 48% of the labor force is overeducated for their positions. There are also arguments that a college degree has lost its value due to rising tuition costs and the heavy student debt burden. High student debt forces job

seekers to take any job and they suffer wage penalties taking on employment in an unrelated field.

With an exception for those who studied business or a business related field (e.g., accounting, logistics, and international business) where the wage penalty was smaller, all other fields did not experience a wage premium.

The risk of underemployment also is strongly related to age, with those in the youngest age category (18–24) having by far the highest risk. Underemployment prevalence decreases steadily with age, but increases again among those who are nearing retirement age (55–64) according to Jensen and Slack (2003).

Underemployed individuals believe that higher education increases career opportunities, but experienced a harder time gaining employment opportunities commensurate with their knowledge and skill set (Nunley et al., 2017). However upgrading oneself timely through training is an essential thing which helps to be competent at any time for particular job.

Jensen and Slack(2003) noted that, the influx of low-skilled workers has lowered wages and labor demand, and increased the risk of underemployment for those who are most vulnerable. Consistent with cross-sectional research, they found that economically marginal groups (e.g., those with low education, racial/ethnic minorities, and women) were more likely to slide into more severe forms of underemployment, and had a more difficult time moving into adequate employment once underemployed.

2.3.3 Empirical findings related with satisfaction

Due to the challenges of underemployment a lot of workers have been suffering in the world. A study conducted by Guntur Sugiyarto (2008) on underemployment shows that mismatch employed workers shares of 23 percent and 33 percent of total workers. It is the same as 21.3 million workers suffer from underemployment. Additionally, this issue cannot be ignored because underemployment can cause a huge bad impact on job satisfaction as well as employee's personal life. The effect of underemployment is

just the same as to those who are unemployed. Usually, underemployed workers will perform poor in their workforce as they are not satisfied with their job position.

Studies conducted in Australia by T. Kifle , P. Kler and S. Shankar(2014) suggested that underemployed are less satisfied than those who report no working hour mismatch between actual and desired hours. Likewise, underemployment will also cause higher poverty levels and employees lose their ability to update their skills. According to them underemployment is becoming increasingly prevalent within the Australian job market, and the part-time underemployed (of either gender) do suffer from lower levels of job satisfaction, potentially affecting productivity given findings in the literature researching the relationship between job satisfaction and productivity. Nevertheless, underemployed females do enjoy higher levels of job satisfaction relative to their male peers, consistent with the majority of findings in the job satisfaction literature. This is particularly pronounced with respect to hours worked, and points to the strong possibility that males in part-time work are far more likely than their female reference group to be unhappily settling for part-time employment when they would instead prefer to be engaged in full-time employment or at least be engaged in working additional hours relative to the female reference group according to T.Kifle.,*et al.* (2014).

Employees with inadequate employment may feel disillusioned with the job, frustrated with the lack of career opportunities, and unfulfilled due to underutilization of their skills (Borgen, Amundson, & Harder, 1988; Burriss, 1983a). Majority of studies have found a negative relationship between job satisfaction and perceptions of underemployment, perceptions of skill under-utilization, perceived or actual mismatch between education level and the position's requirements, employment outside one's field and the degree of pay difference between previous and current job.

This indicates that there is negative association between underemployment and job satisfaction and due to underutilizing of the employee full capacity it can precipitates organizational ineffectiveness as well. Various researches conducted outside Ethiopia pointed out that underemployment situation affect financial, emotional and social

well-being of the individual. A study by Sabina, *et al.* (2016) conveys that there are more negative job and work attitudes among underemployed workers.

They report lower job satisfaction, lower life satisfaction greater intentions to leave their jobs, and they experience poorer psychological and physical health, as well as wage penalty (this penalty can continue to depress an individual's earnings for years afterward). Persistently lower income is the reason for lower access to credits and lower savings.

In addition the study on the Role of Underemployment in Employee's Overall Job Satisfaction by Samuel *etal.*(2012) pointed that being underemployed as well as personal and job characteristics are key determinants of overall job satisfaction in Alabama. Employees with higher educational attainment and those earning higher wages are found to be more likely to be satisfied with their jobs than those with lower earnings and educational attainment. Older and married workers are also more likely to be satisfied with their jobs than the young and unmarried. However, the number of hours worked and the length of time in a certain job are not important factors to employee's overall job satisfaction.

Underemployment could be seen as a stagnating situation for an individual as he or she fails to grow or even lose skills or abilities, but it may also be seen as a stepping-stone and an opportunity to reach better employment. The perspective taken and the strategy an employee enacts may depend on the duration and the trajectory of one's underemployment (Kristof-Brown & Jansen, 2007).

In summing up, empirical findings suggest that underemployment has an effect on every employee who is hired in private or governmental institution starting from top to bottom or from higher level to lower level employees. Nevertheless especially recent college graduates are more vulnerable for this challenge than others because they viewed their job as a means to an end a stepping-stone for future career opportunities. Several research studies has reported that underemployed individuals do not excel at

their jobs, have a low commitment to their work, are unlikely to be involved, and have low motivation.

This implies that underemployment has a negative association with employee satisfaction; because it's adversely affecting the whole life of the individual. The expected outcome from unsatisfied or demoralized employee will be unsatisfactory, and the comprehensive impact of underemployment might damage the institutional progress.

2.3.4 Some findings related with the problem in Ethiopia

Even if research on underemployment and performance in Ethiopia is still in its infancy level, some studies indicate that significant differences exist within the youth cohort across location (urban/rural), gender, and education regarding unemployment and underemployment. While the unemployment rate is 7.2 per cent for rural youth, it is 37.5 per cent for urban youth. By contrast, rural youth face higher levels of underemployment, as more than a third work less than 12 hours a week, and as the average number of hours worked was 21.3, compared to 23.1 for all youth in 1999 (Berhanu, et al. 2005/07).

This finding indicated that because of illiteracy or having only primary education the rural employees are highly exposed for underemployment situation than urban employees, as a result of this majority of the rural workers are working in the informal economy.

2.4 Legislation and Convention on Underemployment

As high unemployment and underemployment are common and persistent problems in many parts of the labor market, one of the most pressing policy questions is how unemployment and underemployment can be reduced" (Findeis, et al., 2009, p. 7). In addition, unemployment is not the only problem in the labor market, but underemployment is also a major issue that needs to be evaluated to understand the labor market according to Lukas P, (2015).

In September 2000, the Millennium Summit – the largest gathering ever of Heads of State and Government recognized the political urgency and relevance of addressing the problem of youth unemployment and underemployment.

Achieving full and productive employment and decent work for all, including women and youth, is a target of Millennium Development Goal(MDGs), which aims to eradicate extreme poverty and hunger (Alebachew, 2016).

Further to an effort to address the dazzling socio-economic threat, the Ethiopian government developed the National Employment policy strategy (NEPS) in 2009. In accordance to a study by Nzinga & Tsegay (2012) the strategy is devised by recognizing the weakness of the current labor market system and the need to integrate it with economic growth and poverty reduction strategies.

According to MoLSA (2009) report the NEPS of Ethiopia provides a framework to guide interventions aimed at improving employment and its poverty outcomes in the country. The NEPS aims to address problems of unemployment, underemployment, poor working conditions, and the lack of job protection particularly in the informal sector through a coordinated employment policy that ensures a smooth operation of labor demand, labor supply and labor market institutions.

But in reality,the primary intention and target of the government is it seems minimizing the unemployment rate through providing new job access for recent graduates and involving or participating them in small and micro enterprises.Whereas the given concern for the bulging level of underemploymentis rare, little attention is paid to the extent to which jobs occupy people in terms of work hours and the way in which it utilizes their skills and qualifications. There is a policy gap in terms of identifying the problem of underemployment and addressing through considering on adequate interventional strategies.

2.5 Moderating factors that helps to tackling Underemployment

Challenge Interesting work and fair treatment

Numerous studies have begun to examine factors that might moderate the relationship between underemployment and job outcomes such as interesting work and fair treatment. For instance, Wald (2005) found that when overqualified employees felt that their work was interesting or that they were being treated in a fair manner, their active pursuit of another job was reduced compared to their counterparts who felt their work was not interesting.

Thus, to bring interesting work environment first considering the individual current qualification and placing them to the proper position, secondly providing commensurate remuneration including other incentive packages will be very important to treat fairly.

Psychological empowerment

Studies conducted in Turkey by Erdogan and Bauer (2009) conveys that psychological empowerment as a moderator of the relationships between perceived over qualification and job satisfaction, intent to remain, voluntary turnover, and objective sales among a sample of 224 Turkish sales associates.

Consistent with their hypotheses, results showed that psychological empowerment moderated the relationship between perceived over qualification and voluntary turnover, intent to remain, and job satisfaction. There was a negative relationship between perceived over qualification and these outcomes only when employees did not feel psychologically empowered and there was no relationship between them when employees reported higher levels of psychological empowerment.

Emotional support

Emotional support is also another moderating factor which helps to avoid or minimize the underemployment problems. Johnson and Johnson (1997) found that emotional support moderated the relationship between perceived over qualification and health such that the negative effect of perceived over qualification on health was smaller among those who received high emotional support compared to those perceiving low emotional support.

The above three findings indicate that some variables (e.g., interesting work, psychological empowerment, and emotional support) attenuate the negative effects of underemployment on job attitudes and behaviors, and hence the negative consequences of underemployment could be avoided.

According to Savannah M. Trakes (2016) study, perceived underemployment was negatively related to job satisfaction and intent to remain. Therefore, it is important that organizations seek to better understand the negative implications of perceived underemployment and take measures against it.

Given the potential negative consequences associated with perceived underemployment, it is important for organizations to address the issue of underemployment within their workforce. On-the-job training or mentoring is a low cost option that organizations may wish to consider to enhance their workforce. This may be especially beneficial for the underutilized or underemployed workforce as these particular employees typically have additional capability or capacity. With workplace mentoring or on-the-job training, these workers might contribute to the success of the organization.

These on-the-job training and mentoring programs are likely to be beneficial for individuals as they improve their knowledge, skill set or professional growth and the organization will benefit from increased contributions with the same number of resources. Additionally an article that is written on indeed carrier guide.com is noted some steps which are help to attenuate the underemployment challenges; these are:-

creating a job search strategy, considering vocational training, gaining more work experience, improving personal resume and strengthen social networks are mentioned (Savannah, M. T., 2016).

2.6 Theoretical Framework

Nowadays several theories were developed /applied to study underemployment and therefore represent a research base of both theoretical and empirical studies on underemployment: some of them are person-job fit, relative deprivation, social capital theory and others. For this study the following three theories are intentionally selected to understand clearly the magnitude of the problem based on observing various sociologists and other theorist perspectives.

2.6.1. Person-job fit (P-J fit) Theory

Existing theoretical studies explained that person-job fit (P-J fit) observed on a situation where an individual's knowledge, skills, or abilities (KSAs) align with the KSAs required to successfully complete the job. As P-J fit framework suggested the greater the degree of perceived fit between the person and his or her job, the more the positive work outcomes will be. In contrast, when the KSAs of individuals do not align with those of their jobs, these employees are less likely to be happy with their employment situations and are expected to eventually leave the position for one which better matches their skill set. In the context of underemployment, subjective underemployment or perceived underemployment can be considered a poor P-J fit because employees feel that they have more KSAs than a job requires (See O'Rielly and Caldwell 2001, Kristof-Brown *et al.*, 2005 and Lee & Mitchell, 1994).

Besides, P-J fit researchers assert that to achieve a good fit between individuals and their environment, individuals must have self-awareness and environmental awareness (Singh and Greenhaus, 2004:202). That is, individuals must be aware of their abilities, values, and beliefs while also being cognizant of the demand, opportunities, and constraints within the environment (Cited in: Emmanuel, B. 2016). Underemployment

occurs as a result of the lack of person-job fit (P-E fit) as the one of the hallmarks of a healthy employee-employer relationship (Kristof, 1996; Kristof-Brown, 2000).

Because underemployment refers primarily to the quality of one's job, however the diversity of operational definitions and approaches used, including direct perceptions of fit and more "objective" comparisons of the separate P and J components are complicated, which is taken as weakness of this theory. On the other side it provides information regarding alignment of individual KSA with their current job and having self-awareness and environmental awareness that supports to achieve a good fit this inturn may attenuate underemployment problems to some extent.

2.6.2 Relative Deprivation Theory(RDT)

This theory postulates that an individual's thoughts and behaviors are dependent on his or her evaluation of the situation. Therefore, individuals may experience feelings of deprivation if their expectations of employment are not met, and may experience negative attitudes or behaviors if they feel that they are worse off compared to some standard or when they compare their situations to others (Smith, Pettigrew, Pippin, & Bialosiewicz, 2001).

The comparison is made between themselves and others, such as friends, family, neighbors, or someone holding a specific status (e.g., wealthy doctor, female college professor). As such, relative deprivation theory focuses specifically on the concept of comparison to an aspect of the past, present, or future.

RDT is relevant to the underemployment context because it allows employees to use their past, present, or future employment situations as a referent standard for comparing their current employment. It also provides a deeper understanding between underemployment and its negative psychological outcomes on individuals (Erodogan & Bauer, 2009; Fine & Nevo, 2008; Sweeney *et al.*, 1990). It also helps to explain job satisfaction, voluntary turnover, and income and pay satisfaction and also it is relevant this can be considered to as the strength of this theory. According to Smith *et al.*, (2012) RDT helps to develop a working framework for understanding the

discontent of the underemployed workforce because comparisons lead to resentment if individuals perceive themselves as not being in a situation they deserve. This resentment is a result of relative deprivation.

Individuals experience relative deprivation under three conditions: Firstly the individual makes a personal comparison; secondly a stressor deemed by the individual to put them at a disadvantage is present; and thirdly there is an unfair disadvantage deemed by the individual leading to resentment. This theory places little emphasis on the persistence of resentment that may precipitates bad outcomes on the individual social and health conditions.

2.6.3. Social capital theory (SCT)

Bourdieu's (1986) conceptualization of social capital recognizes that capital not only exists as an economic means, but also a social entity related to relationships and connections. He framed social capital as accrued resources acquired by individuals or groups through mutual acquaintance or recognition (Bourdieu & Wacquant, 1992).

Social capital approach focused on the strength of the social tie used by a person in the process of finding a job. Granovetter (1973), states that strong ties or social networks among people are frequent, emotionally intense ties with friends, advisors and co-workers. The information possessed by any member of this circle is quickly shared with the other members. He also noted that weak ties are infrequent, not emotionally intense, and restricted to one narrow type of relationship. Individuals with weak ties will be deprived of information from distant parts of the social system and will be confined to the provincial news and views of their close friends. This theory provides adequate information regarding strengthening social networks with colleagues, boss and companies which in turn support to find decent job with commensurate remuneration. Nevertheless this theory failed to consider employment through relatives/jingoism (i.e., it is a sign of bad governance) which hinders the organization from recruiting competent person.

In summing up, the above three theories are fit with aim of this study. Firstly P-J fit theory gives relevant information especially for the underemployed with regard to improving level of awareness of personal abilities/values and environmental situations which helps to attenuate the underemployment challenge timely.

And also there must be alignment between individual KSA's and their current job position in order to be happier and satisfied with his/her current job, unless otherwise poor person job fit might be brings negative work outcome which may affects both the individual as well as the organization.

Secondly RD theory also fit with the study objectives, because it focuses specifically on the concept of comparison to an aspect of the past, present, or future; RDT can be taken as an alarming message for any employee because it provides a deeper understanding between underemployment and its negative psychological outcomes on individual's life. Even if comparison oneself with spouses leads to resentment it has given energetic power to escaped from the underemployment problems. In addition this theory has given insight for the organization to identify the discontent of the underemployed workforce timely, because comparisons lead to resentment if individuals perceive themselves as not being in a situation they deserve, this in turn may affect the work effectiveness and efficiency.

Thirdly, social capital theory also has been supportive to address the problem of underemployment. Since, individuals with weak ties could be missed job opportunities available through social networks. Not only this but also an employee who have weak social network could constantly being underemployed for a long period of time, so that having a strong social capital is vital in labor market because it is the one way to improve our chances of working full-time hours and to get decent job as well. Besides it is among the ways that helps to tackle the underemployment problems through searching new job.

2.7 Conceptual and Operational framework of Underemployment

The concept of “underemployment” refers to types of employment that are inadequate for the worker. These could include over-qualification through the inability to use one’s education, inadequate wages, or involuntary part-time work when full-time work is desired. Even the perception of being underutilized can constitute underemployment (Heather L. M., 2012).

Underemployment is seen as a troublesome condition, with most researchers hypothesizing that underemployed individuals experience negative outcomes. Past research in underemployment is relatively sparse, coming from various fields (e.g., sociology, labor economics, industrial, and organizational psychology) and varying widely in how underemployment is conceived and operationalized. (Standing,1981). Currently it seems the examining interest in the topic may be growing. (Cited in:Heather, *et al.* 2012)

Feldman (1996) argued that underemployment can be broken down into five dimensions: (a) more education than required by the job, (b) more skills or experience than required by the job, (c) involuntary employment in a field outside of area of education, (d) involuntary employment in part time, temporary, or intermittent work, and (e) low pay, relative to either a previous job or to others with similar educational backgrounds (sometimes referred to as underpayment; Sheets, Nord, & Phelps, 1987). Others (e.g., Dooley & Prause, 2004) have more broadly defined underemployment as any type of insufficient or inadequate employment situation, including unemployment.

To meet the purpose of this studythe four underemployment dimensions of Feldman (1996) are selected with exception of involuntary employment in part time, temporary, or intermittent work. Based on my perception in EPHI temporary/contract workers are not totally underemployed because ofearningmuch amount of salary than other permanent employees. However study conducted at New Zealand by Gail, *et al.*,2003, indicated that 40 percent of temporary /non-permanent workers would prefer a permanent job, which is an indication that a substantial number of these workers were

not satisfied with their current employment type. This study suggests gaining commensurate remuneration by itself doesn't give any guarantee to being satisfied and to retain on their current job, which means it needs further investigation to make generalization in this regard. Nevertheless, in order to concentrate on the initial scope of this study the researcher would like to leave this part for the coming practitioners/authors who are interesting with the topic.

In examining the impact of underemployment on permanent employee satisfaction and institutional development, underemployment is taken as independent variables whereas its impact on employee job satisfaction and institutional development would be taken as dependent variables.

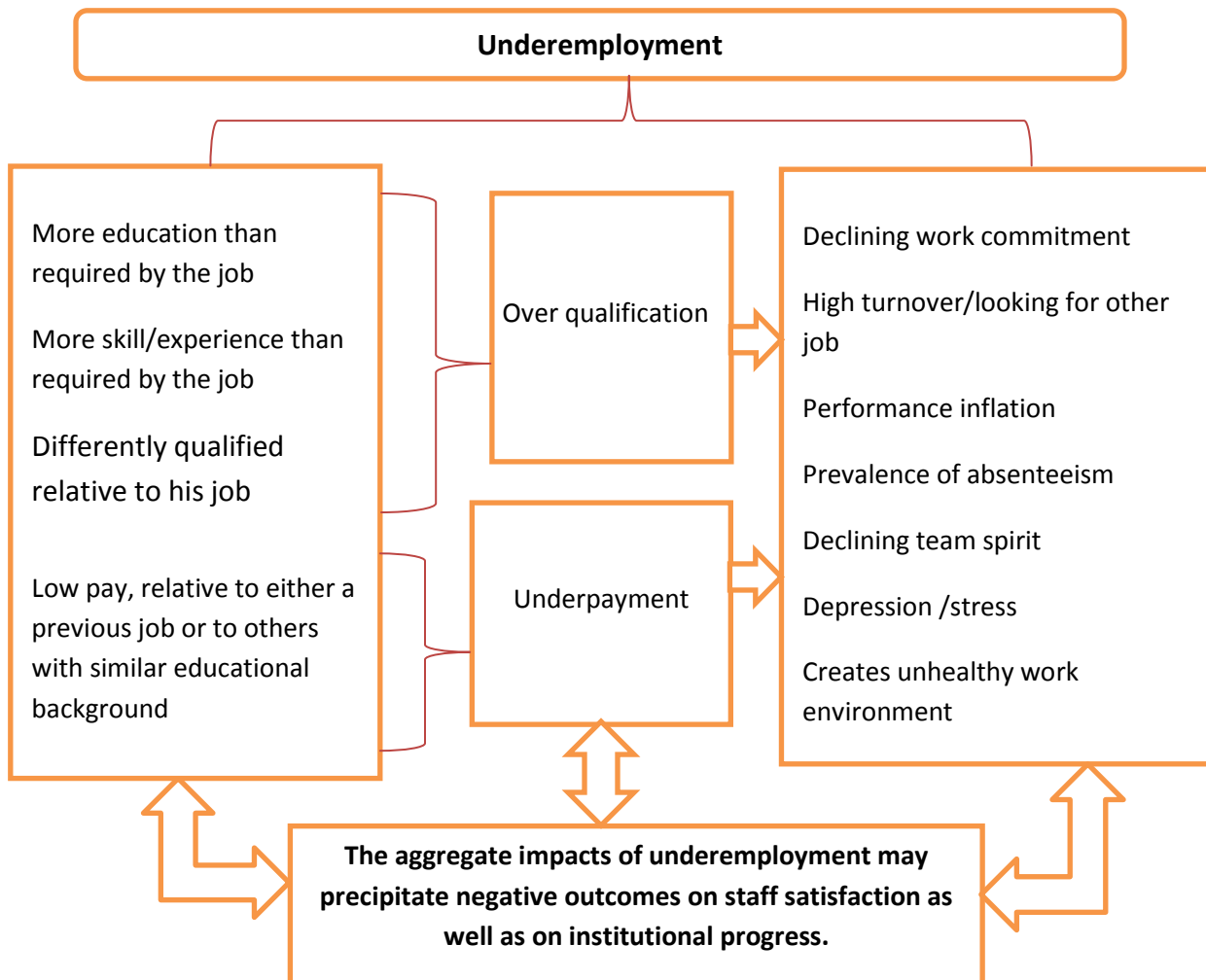


Figure 1:- Conceptual Framework developed by the Researcher, 2021

Over qualification and employment outside one's Educational Background

According to Khan and Morrow (1991), O'Brien (1986) explanation the first two underemployment dimensions of Feldman's (1996) i.e., surplus education and surplus skill and/or experience are often collectively referred to as over qualification.

The third dimension is employment outside one's educational background may co-occur with over qualification, or might instead suggest that an employee is "differently qualified" relative to his job (Maynard, 1998).

Although over qualification can be measured objectively via the match between one's education or experience level and the requirements of the held position, in practice, the few researchers studying over qualification have typically measured an employee's perception of mismatch. Johnson and Johnson (1996, 1997, 1999, 2000a,b) have adapted the perceived over qualification measures of Khan and Morrow (1991) to explore relations with health (both physical and psychological) and job attitudes. This adapted measure contains two subscales: mismatch and no-grow. The mismatch subscale taps perceptions of surplus education, experience, and talent, whereas the no-grow subscale assesses the employee's perception of opportunities for learning, growth and change in his/her job.

For this research study only the mismatch subscales which represents over qualification as it is currently understood. As Maynard (1998) indicated hiring managers, applicants, and employees tend to define over qualification as surplus education, experience, and/or KSAs; a lack of growth or learning opportunities was not mentioned as being indicative of over qualification.

Underpayment

The fourth dimension of underemployment described by Feldman (1996) is underpayment, which can be measured by asking an employee to subjectively compare his or her salary to one of these standards on a Likert scale (e.g., much less to much more).

A common cause of underpayment, not surprisingly, seems to be job loss. For example, Feldman and Leana (2000) found that 43 per cent of laid-off executives in their sample earned less in their subsequent job than their original job.

For the aim of this study underemployment as it is applied refers to the experience of employment as unsatisfactory for the individual in comparison to their expectations or previous employment. It is based on the individual's metric of comparison between past and present employment, including a comparison of the income and benefits provided by a previous position to their current position, having more education and skill required by the job, the type of job they prepared for through educational attainment, or the perception of their own underutilization. Thus, underemployment is a condition for the individual and not necessarily an inherent feature of the job itself and an individual who simply dislike their job or are experiencing dissatisfaction with their work are not necessarily underemployed person.

Organizational Commitment

Some researchers suggested that organizational commitment is typically conceptualized as being comprised of three parts: affective (one's emotional attachment to the organization), continuance (the costs associated with leaving the organization), and normative (a sense of duty or obligation to remain with the organization). An employee who perceives him or herself to be underpaid, overqualified, or otherwise underemployed may feel less emotionally attached to the organization. However, actual research on this relationship is scarce, and a consistent pattern of findings has yet to emerge. (See Meyer & Allen, 1997 and Borgren et al., 1988).

Feldman and colleagues (Feldman et al., 2002; Feldman & Turnley, 1995) found consistent negative relationships between various dimensions of underemployment (over qualification, employment in an unrelated field, and part-time work) and affective commitment. Johnson et al. (2002) pointed a negative relation between

mismatch (i.e., over qualification) and affective commitment, but no relation with continuance or normative commitment.

In sum, underemployed workers will perform poor in their workforce as they are not satisfied with their job position, as a result their level of affective commitment to serve his/her organization with utmost care and due diligence will be diminished and this may ultimately hinder organizational effectiveness/development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

The Ethiopian Public Health Institute (EPHI) is the result of the merger in April 1995 of the former National Research Institute of Health (NRIH), the Ethiopian Nutrition Institute (ENI) and the Department of Traditional medicine (DTM) of the Ministry of Health. The merger was affirmed by the council of ministers regulation No 4/1996, which recognized the Institute as an autonomous public authority having its own legal personality (Institutional website, 2021).

EPHI was initially founded by American Dr. Thomas Lambe in 1914. The Institute began its service with human and animal medication. In 1987 it was renamed as Ethiopian Health and Nutrition Research Institute (EHNRI). In 2013 EHNRI was reconstituted as autonomous federal government office taking a new name, Ethiopian Public Health Institute (EPHI). As a public legal entity, the Institute was charged with a task of undertaking three main functions stipulated in its establishment document known as Regulation no 301/2013. The three functions are conducting problem solving research, providing public health emergency and response, and quality laboratory services.

The Institute conducts research on the cause and spread of diseases, nutrition, traditional medicine and medical practices and modern drugs and there-by supports the activities for the improvement of health in the country. It also contributes to the development of health science and technology; moreover it hadbeen given the mandate to serve as a referral medical laboratory services relating to the occurrence, prevention and diagnosis of major diseases of public health importance and to establish and support National Laboratory Quality Assurance programs and systems (Institutional website, 2021).

Currently EPHI is managed by two major directors that are general director (DG) and deputy director general (DDG). It is structured with 15 directorates and 5 offices, under this structure there are 57 case teams which operate different activities. Under the institute

human resource management there is 908 permanent and 128 temporary/contract employees.

This makes the total number of the institute human resource 1,036. The institute employees are structured with two major divisions that are scientific and supportive/administrative staff division. From the total number of permanent employees 497 are scientific and 411 are administrative staffs. The scientific staffs mainly perform the research and referral laboratory activities (i.e., known as objective implementer), whereas the administrative staffs are focus on supporting the scientific division.

The institute is accountable for Federal Ministry of Health (FMOH) and it has been delivered so many referral laboratory services and public health emergency/response throughout the country. For instance the recent global pandemic Covid-19 virus which is highly affecting our nations, the laboratory medication service had been given by this institute.

This study aims to assess existence of the problem of underemployment and the magnitude of this phenomenon in EPHI and to identify the impact of underemployment on employee satisfaction and institutional development.



EPHI is located around Piassa- Ascoo district and it is found near to Saint Paulo's hospital.

Figure2: The Institute main gate pic taken from communication directorate.

3.2 Research Design

Nowadays mixed method research technique is the most acceptable and preferable for social studies, and to meet the objectives of this study the researcher applied mixed method research. Both quantitative & qualitative approaches were used to generate the required information. As Scott and Deirdre (2009) indicated, quantitative research approach helps to specify numerical assignment to the phenomenon under the study and also findings from the sample under study will more accurately reflect the overall population from which the sample was drawn. Hence, in order to see the general picture of the population of the study area the researcher used survey method & from the data gathering techniques questionnaire was applied to identify the impact of underemployment on permanent employee satisfaction and institutional development in the study Institution . The data was collected through a cross sectional survey method (including individuals of different age, sex, and educational category). According to Yeraswork,A.(2010) cross-sectional survey is clearly the most frequent used study design. This is because of its one-time data collection and analysis which makes it time-saving, cost effective, and therefore highly efficient. So that, data collected at one point in time, which the sample selected from the institute whole staffs with exception of contract employees.

To make the study process more reliable & fully confident, qualitative approach is often applied to gather information from the natural setting. Kim, Alexander and Clark (2018) mentioned that qualitative data speak to some of the most profound and transcending human experiences. Towards the fruition of this approach, in the current study two data gathering tools were used. These were in depth interview and Focus Group Discussion (FGD). Both data gathering tools offered a very good opportunity to examine employee perception about the state of their employment with regard to full time and full capacity engagement, commensurate remuneration and full-scale application of skills and knowledge one possesses for the advancement of the institution and personal satisfaction. Furthermore deductive approach was used to make generalization.

3.3 Sampling Techniques

From various data sampling techniques the researcher applied purposive sampling which is non-probability sampling by its nature. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable you to answer your research questions.

The sample being studied is not representative of the population, but for researchers pursuing qualitative or mixed methods research designs, this is not considered to be a weakness. Rather, it is a choice, the purpose of which varies depending on the type of purposive sampling technique that is used (Patton, 1990, 2002; Kuzel, 1999). Additionally Lasser (2007) extends discussions on three conditions that necessitate the utilization of purposive sampling techniques in research: (i) when the researcher aspires to select unique and informative cases from the population; (ii) when it becomes hard to access the population of the respondents; and (iii) when particular investigation requires in-depth studies. In this study purposive sampling techniques was employed because the researcher aspires to select unique and informative cases from the total employee of the institution and in order to understand the perception and deemed of the staffs regarding the impacts of underemployment, so it would be preferable.

In several research studies involving surveys, the so-called Slovin's formula is used to determine the sample size (Almeda, Capistrano, Sarte, 2010). To determine the sample size of this study, Slovin's formula was applied. Slovin's formula written as; $n = N / (1 + Ne^2)$

Where; n = number of sample

N = total population

e = error tolerance level

Confidence level (i.e., the standard procedure for estimating population) and alpha level is the probability of error that does not include the population parameter.

Confidence level of 95% = 0.05 (alpha level)

Accuracy level of 98% = 0.02 (alpha level)

For this study the researcher is only willing to be wrong 0.05 of the time, or 95% of them would contain the population value and 5% would not. For example: - assume number of total population is 908.

$$n = N / (1 + Ne^2)$$

$$n = 908 / (1 + 908(0.05)^2) = 908 / 3.27n = \mathbf{278}$$

Therefore, the researcher selected 278 employees from the study area for the purpose of filling the prepared questionnaires of the study. The questionnaires contained both close ended & open ended types of questionnaires that would help the participants to clearly put their ideas without any bounds.

3.4 Data Collection Method

The research applied both qualitative and quantitative data collection techniques to solicit the necessary information. From quantitative ways of approach survey method was used & from qualitative ways of approach in depth interview and FGD (Focus Group Discussion) were applied intended to assess the employee perception about the problem and to identify the impact of underemployment on staff satisfaction and organizational development in the study area.

Survey Method: it is one of dominant quantitative techniques. Survey research method facilitates the openness of social science because its method is rigorous, specific and open to scrutiny according to Yeraswork, A. (2010). For this study survey method was applied to examine the relationship between independent variables and level of impacts of underemployment. Thus, quantitative data were gathered through prepared questionnaires for the employees of the institute. It was self-administered and prepared with both open ended and close ended items. The data were gathered with the coordination of enumerators.

Focus Group Discussion (FGD):- The focus group may be defined as an interview style designed for small groups. Using this approach, researchers strive to learn through discussion about conscious, semiconscious, and unconscious psychological and sociocultural characteristics and processes among various groups (Basch, 1987; Lengua et al., 1992).

The opinion and belief of the informants was taken through FGD and it consists of 12 employees at once. Even if the researcher was intended to invite some directorate directors and team leaders, but due to urgent Covid 19 cases they were too busy. Hence solely from permanent employees of scientific and supportive staffs participated for the discussion based on purposive sampling to assess the level of perception of the employee about underemployment, to investigate the impacts of underemployment on individual life, and efforts made by actors to reduce the problem.

The discussion was held in EPHI training hall on 02/17/2021 at morning local time and during discussion tape recorder was used and this voice data transcribed in to verbatim. According to Hill *et al.*, (1997) probing questions were used to ensure enough information on the topics covered by the semi-structured interview and to increase understanding of the participants experiences. During FGD discussion some probing questions was raised in addition to the guideline checklist which helps to clarify the hidden behavior of underemployment and to catch and ensure enough information on the topic.

In depth interview: -The other way of qualitative data gathering techniques is in-depth interview, it is a principal way. The researcher was applied semi structured in depth interview because it is preferable for specific research interest or for the topic already known. The data from in depth interview were administered through prepared checklist by communicating with the institute HR directorate director at their working office. It was conducted side by side with survey data collection process through the help of enumerators and the interviewed data was transcribed in to meaningful form.

The generated data from the above three techniques are collectively referred to as primary sources of data, and also in this study secondary data sources were incorporated some of them are as literatures, articles, journals, briefing note, dissertation & CSA data sources which used to make the research more relevant and updated with the current status of the study topic. Beyond this the researcher used other relevant documents like recorded check list from HR directorate which contains the general employees information and staff satisfaction survey report from reform directorate

3.5 Methods Data Analysis

3.5.1 Quantitative data Analysis

The Quantitative data was gathered through survey method questionnaires. For the purpose of organizing & summarizing data the researcher used mainly descriptive type of statistics, while from inferential statistics chi square test was applied in order to see the relationship among dependent and independent variables. As Joseph, H.F (2010) mentioned, bivariate associations have three major characteristics. Firstly, ensuring whether an association exists between the two variables. We can detect an association by observing the conditional distributions of Y (independent Variables) in a table or by using chi square. i.e., in order to know that the two variables are associated, the conditional distributions of Y should be different across the various categories of X (dependent variables) and the chi square statistic must be a nonzero value.

Secondly verifying whether an association does exist or not, if exist how strong it is. There are two major ways which help to assess the strength between the two variables according to Joseph, H.F. (2010). The first one is value of phi & Cramer's V that is measures of association for variable measured, chi square based measure at the nominal level). Through searching the relationship between the value of nominal level measures of association & the strength of the relationship based on the value of the statistics we can determine the strength of the relationship. If the statistics value of Phi / Cramer's V is: Less than 10 percentage points, the strength of the relationship is weak; between 10 and 30 percentage points there is moderate association; & more than 30 percentage points there is strong relationship between two variables. The second one is by observing the value of Lambda, which means a group of measures based on a logic known as proportional reduction in error (PRE). Lambda can be zero when the variables are associated but the row totals in the table are very unequal.

Thirdly, identifying the pattern and/or the direction of the association, and how values of the variables seem to go together. The above three features of bivariate association are very essential to measure the level of relationship between variables, since analyzing the

association between variables provides information that is complementary to tests of significance.

Thus, the collected data's were managed, coded & inserted through SPSS 20 software which enabling to produce the data with helps of table, diagram & Charts. And also each of characteristics of bivariate association is analyzed properly in order to get the level of the relationship between variables with the help of SPSS executing results.

3.5.2 Qualitative data Analysis

For this research qualitative data was carried out by using in-depth interview and focus group discussion (FGD). Braun and Clarke (2012) mentioned that thematic analysis is a way of identifying what is common to the way a topic is talked or written about, and of making sense of those commonalities, and also Joffe (2012) stated that the result in the thematic analysis aims to highlight the most salient “constellations” of meanings present in the texts. Accordingly the researcher chosen the thematic way of qualitative analysis for this study, and used this method to assess the existence and magnitude of the problem through considering the perception of informants regarding the issue of underemployment and its impacts.

Among six types of Creswell(2003) data analysis and interpretation strategies, the concurrent triangulation approach is probably the most familiar of the six major mixed methods models. In a concurrent triangulation approach, the researcher collects both quantitative and qualitative data concurrently and then compares the two databases to determine if there is convergence, differences or some combination. For this study the concurrent triangulation approach were applied for data analysis process, which means both qualitative and quantitative data were collected concurrently then integrated one to the other. For both kinds of data instruments the researcher given equal emphasis and used both data in complimentary manner.

3.6 Triangulation as Credibility and Validity Criteria

For the purpose of this study the researcher intended to employ reliability and validity measure in order to ensure the accuracy of the study. However triangulation also a procedure that enables to prove validation of data and can be used in both quantitative and qualitative studies, so that in order to avoid such redundancy of concepts it is preferable to use solely the term triangulation.

Among the ways combining qualitative and quantitative research triangulation is mentioned. As Helen and Roberta (2019) indicated, triangulation is a method used to increase the credibility and validity of research findings. Credibility refers to trustworthiness and how believable a study is; validity is concerned with the extent to which a study accurately reflects or evaluates the concept or ideas being investigated. Accordingly the researcher chosen triangulation way of combining the data obtained from qualitative and quantitative techniques, which would help to overcome fundamental biases arising from the use of a single method or a single observer.

3.7 Justification for selecting the study institution

The main reason to choose Ethiopian public health institute (EPHI) as a research area, was due to the prevalence of the problem of underemployment, and due to dissimilarity/disparity of the employment (including recruitment and deployment) processes especially during JEG implementation which caused to aggravate the impacts of underemployment in the institute as compared with other medical institution. This gap is identified by the researcher as one of the institute administrative staff.

As various literatures suggest that underemployment is a widely witnessed phenomenon in the world we live in today. This problem has been also widely seen in EPHI and the recent staff satisfaction survey report conducted by the institute reform and good governance (RGG) directorate indicates that 98% of the institute employees are dissatisfied with his/her monthly earned salary and only 38% of staffs have a commitment to perform their activities and timely delivered the services (RGG survey report, 2010). This implies that the level of employee satisfaction for their current position is very low as well as the level of

organizational commitment, which means affective commitment that one's emotional attachment to the institution also lesser.

EPHI is one of the institutes that have been delivering referral laboratory services throughout the country. However those employees who are deployed in referral service position have been rising complain due to the inconsistency/disparity of recruitment process between new entrants and internally placed staffs through carrier growth.

The main reason is the existing partiality as to considering years of experience, which means abundant experience is expected from new entrant whereas nothing from internally promoted. This suggested there is imbalance of educational background with work experience that is one of the indicators of underemployment, and due to this the underemployed workers will perform poor in their workforce as they are not satisfied with their job position. There is also overseeing the problem of underemployment on the supportive staffs working positions of the institute.

To speak frankly, the researcher is one of the institute administrative staff and also the lucky one to get this educational scholarship. Because for the last many few years' higher educational chance was not permitted for supportive staffs due to the existing good governance problems, this makes the researcher the ice breaker one from the whole admin staffs. Through considering the real existence of the problem as a phenomenon within the institute the researcher decided to conduct this study in EPHI. Thus, the study finding would be helpful to way forward possible solutions and to give new insights which support to address the identified problems. As we shall see at the end, the researcher proposes specific institutional overhaul pertaining to employee engagement status to identify gaps and put in place knowledge driven intervention mechanisms that would enhance both employee satisfaction and institutional progress.

3.10 Ethical Considerations

The study was accomplished by giving high emphasis for professional and ethical principles. Primarily in order to conduct this study on the selected topic the permission were asked from the university, and then by receiving accepting approval letter the researcher was gone to the study area. The institute (i.e., EPHI) willingness to give the necessary data was also approved.

Secondly the peculiar objective of this study was clearly informed for responsible body of the institute which is purely academic. For respondent side the researcher was assured them their response to the questions are treated with maximum confidentiality and anonymity.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

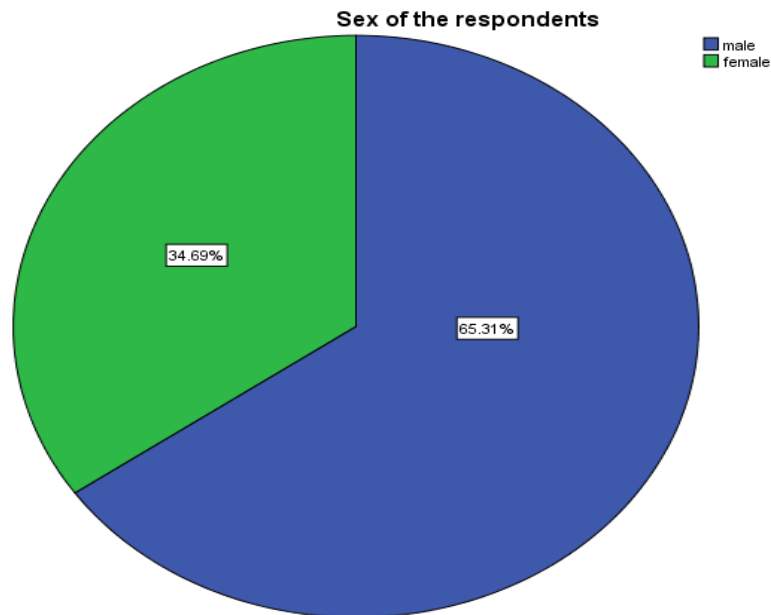
The analysis and interpretation of this study is based on the collected data through mixed research technique which was aligned with the questions and objective of the study. The theme of the study is to identify the impact of underemployment on employee satisfaction and institutional development the case of Ethiopian Public Health Institute (EPHI).

Many workers around the world tend to work less hours, earn less income or use their occupational skills incompletely. In other words, they tend to carry out an activity which is less productive than they could and would like to carry out. Unemployment statistics, defined as a situation of a total lack of work, do not cover such workers, even if their situation is affected by similar causes than those which affect the unemployed, and even if they behave in very similar ways (ILO,1999). This makes the issue of underemployment complicated and disguised in nature.

This study targeted to investigate the impact of underemployment on permanent employee commitment to perform a given task with due diligence and utmost care, its related impact on the social as well as health condition of individual life. Not only this but also to identify underemployment impact on institutional development, and based on the findings to forward possible measures which helps to address the identified challenges.

4.1 Analysis of Demographic, and Socio- economic Characteristics of Respondents to the questionnaire

4.1.1. Sex of Respondents



- The pie chart indicates that from the total number of respondents (i.e., 245) 65% of them are males and the rest 35% are female participants.

Table 1 Association between Sex of Respondents and ever facing the problem of underemployment variables

- Chi square is the most frequently used for statistical testing in social sciences and it is the test can be conducted with variables measured at the nominal level (the lowest level of measurement) according to J.H.Christopher (2010). Among the chi square based measure at nominal level phi and Cramer's V are mentioned, they are measures of association for variable measured.

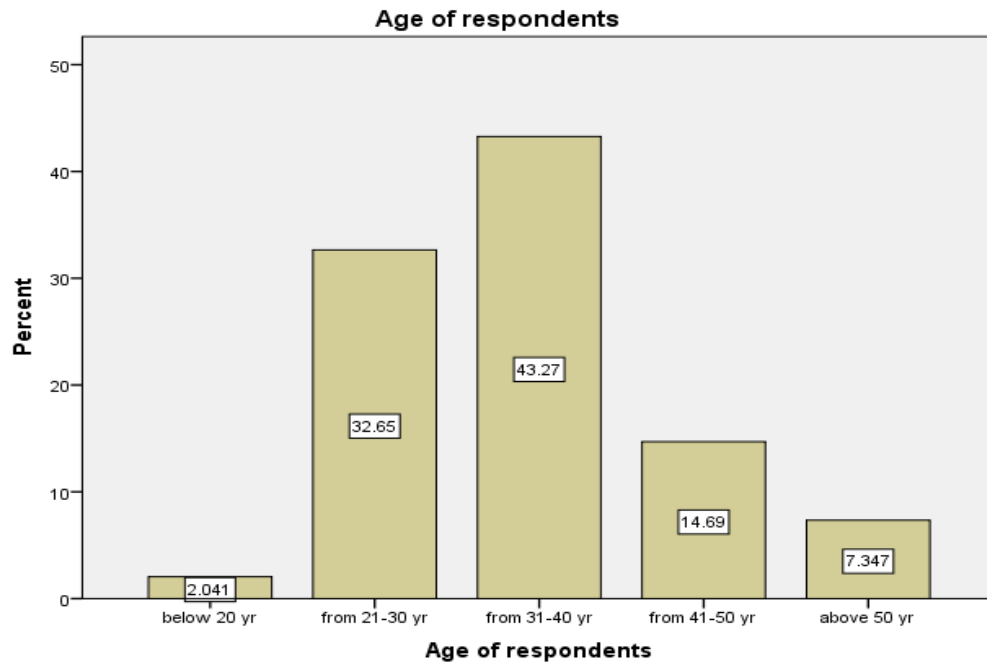
Table 1 Association between Sex of Respondents and UEIQ4 variables

	Respondents facing Underemployment at this sex			Total
	Yes	No	don't know	
Sex of the Male respondents	75	53	32	160
Female	43	14	28	85
Total	118	67	60	245

[Chi square=9.585(df =2, p < 0.05); Phi = 0.198; Cramer’s V=0198; Lambda = 0.000]

- As the above statistical table indicated identically the value of Phi and Cramer’s V is 19.8%, this implies there is moderate association between sex of respondents and UEIQ4 variables, since the value of Phi and Cramer’s V is relies between 10 and 30 percent. Lambda is a group of measures based on a logic known as proportional reduction in error (PRE); it can be zero when the variables are associated. This tells that the researcher will not be using sex variable to predict ever thought of facing the problem of underemployment (UEIQ4). Chi square is none zero value & the relationship between the two variables are statistically significant at 0.05 alpha levels.
- Majority number of male respondents might be faced the challenges of underemployment in their work life greater than female.

4.1.2 Respondents Age



- The above descriptive data tells that around 43% of respondents are between 31 up to 40 year age groups, followed by age categories 21-30 which is nearly 32% of the study participants. The average age of the study respondents is 29.3 which are young and productive age groups.

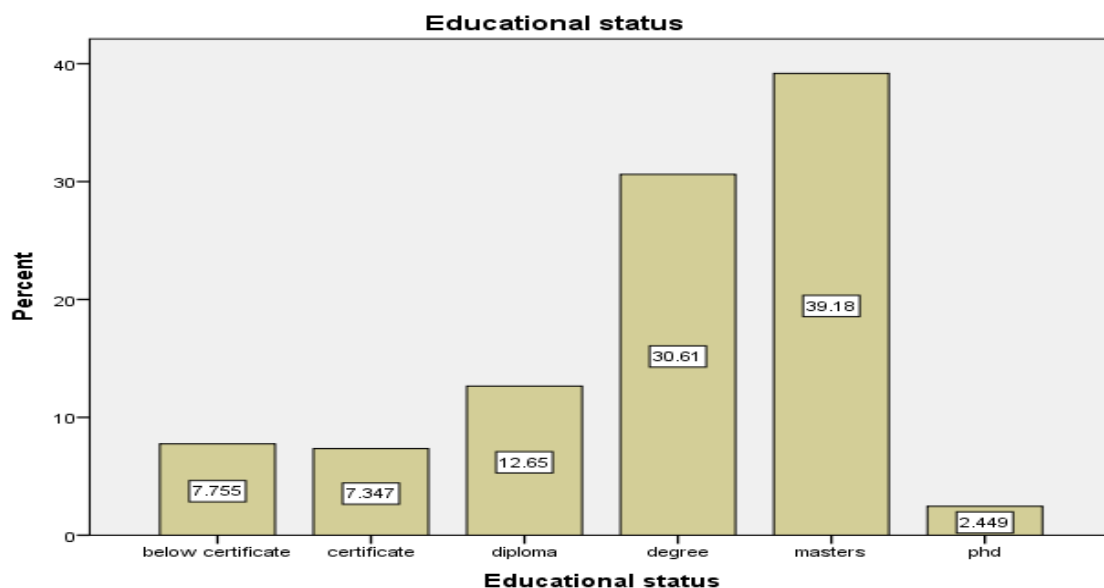
Table 2 Bivariate Association of Age of respondents with Respondents facing underemployment

		Respondents facing underemployment at this age			Total
		Yes	No	don't know	
Age of respondents	below 20 yr	4	0	1	5
	from 21-30 yr	36	20	24	80
	from 31-40 yr	46	36	24	106
	from 41-50 yr	22	7	7	36
	above 50 yr	10	4	4	18
Total		118	67	60	245

[Chi square=8.988(df =8, p < 0.05); Phi = 0.192; Cramer's V=0135; Lambda = 0.000]

- Degrees of freedom (df) are the number of independent values that a statistical analysis can estimate/ the number of independent values that can vary in an analysis without breaking any constraints according to Jim,F.(2021). Thus on the basis of statistical table 2 the value of df is 8, this implies eight values can be free to vary in this analysis without breaking any constraints. There is also moderate association between ages of respondents and UEIQ4 variables, because the value of Phi and Cramer's V is between 10 up to 30 percent, since Phi and Cramer's are measures of association for variable measured, and chi square based measure at the nominal level. Thus, the relationship between the two variables is moderate as well as statistically significant.
- Through considering the above statistical data respondents between 31 up to 40 age categories have been mostly challenged due to the underemployment problems followed by age groups from 21-30 year. This implies the impact of underemployment might be moderately affecting the productive work force. This study more or less similar with the finding of Jacobe (2011), and his study conveys that the prevalence of underemployment has been highest among individuals aged 18 to 29 and those without a college education.

4.1.3 Educational Attainment of Respondents



- The educational level of the respondents involved in this study ranged from people without academic certificate to those with the highest terminal degrees. Respondents holding Master’s degree were the most numerous representing nearly 39% while those holding PhD degrees are the list in number representing only 2% of respondents. First degree holder respondents also are higher in number next to master holders.
- As we shall observe later, this information shows not only the diversity of employees, but also the fact that underemployment cuts across all levels of education bearing a multivariate character.

Table 3 Relationship of Educational status with UEIQ4 variables

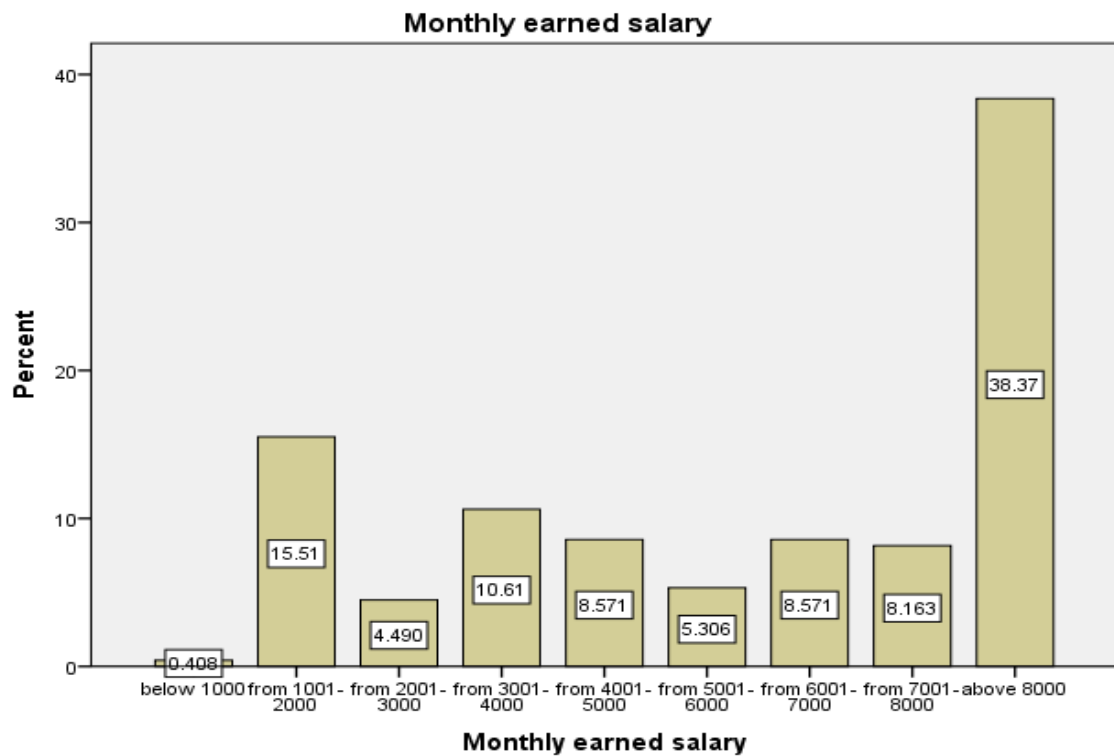
		Respondents facing underemployment with this level of Education			Total
		Yes	No	don't know	
Educational status	below certificate	3	3	13	19
	Certificate	10	3	5	18
	Diploma	17	3	11	31
	Degree	34	17	24	75
	Masters	52	37	7	96
	PhD	2	4	0	6
Total		118	67	60	245

[Chi square=50.727(df =10, p <0.05); Phi = 0.455; Cramer’s V=322; Lambda = 0.105]

- The researcher will be 10.5% better off using educational status to predict ever thought of facing the problem of underemployment based on the value of lambda, since lambda is the proportional reduction in error and helps to measure an association between variables at nominal level. There is strong association between educational status and UEIQ4 variables, on the basis of value of phi& Crammer’s, which is more than 30 percent.

- Majority numbers of highly qualified respondents involved in this study were exposed to facing the problem of underemployment than others. This implies as the level of educational status increase, the probability to affecting with underemployment problem will be increases due to lack of job accessibility and shortage of job provisions. The value of chi square is very high and the relationship between two variables statistically significant at alpha 0.05 levels, since alpha level is the probability of error that does not include the population parameter and ($p < 0.05$) implies that the researcher is only willing to be wrong 0.05 of the time or 5% would not contain population value.

4.1.4 Respondents Income Status



- Similarly three income scale intervals shows identical result (above 8%), which means respondents who have gained monthly income ranging from 4001-5000, 6001-7000 and 7001-8000 intervals representing this result. In the other extreme respondents earning above 8000 were the most numerous representing (around 38% which is

high income earner group) while those gaining below 1000 is the least in number representing only 0.4% respondents.

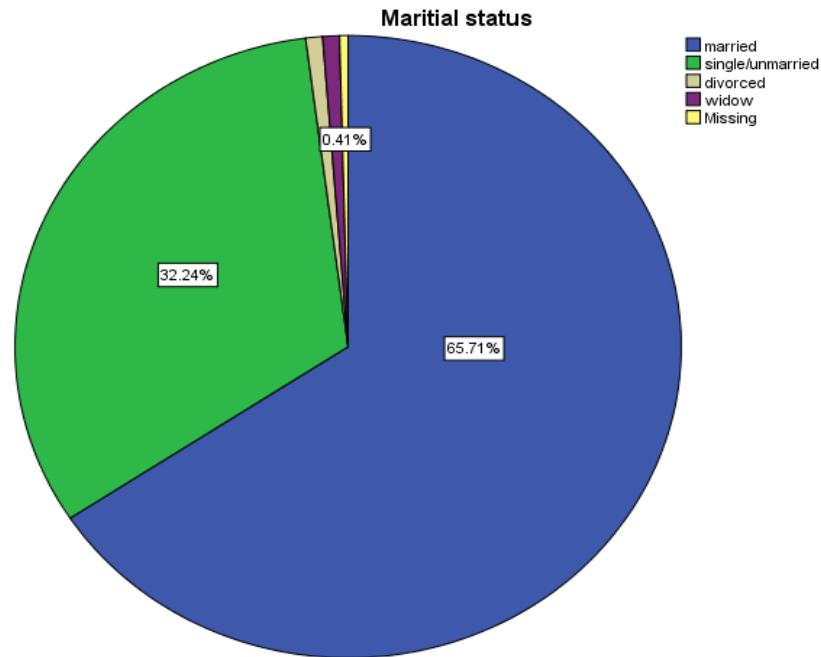
Table 4 Cross tabulation of Monthly payment with UEIQ4 variables

		Respondents facing Underemployment with this level of salary			Total
		Yes	No	don't know	
Monthly earned salary	below 1000	0	0	1	1
	from 1001-2000	14	4	20	38
	from 2001-3000	8	0	3	11
	from 3001-4000	12	6	8	26
	from 4001-5000	10	4	7	21
	from 5001-6000	6	2	5	13
	from 6001-7000	9	9	3	21
	from 7001-8000	8	8	4	20
	above 8000	51	34	9	94
Total		118	67	60	245

[Chi square=50.727(df =10, p < 0.05); Phi = 0.455; Cramer's V=322; Lambda = 0.650]

- The above inferential report tells that the value of Phi is 45.5% and Cramer's V 32.2%. This suggests that there is strong association between monthly income status and UEIQ4 variables. And also the researcher will be 6.5% better off using income status to predict ever thought of facing the problem of underemployment. The value of chi square is high and the relationship between two variables is statistically significant, since analyzing the association between variables provides information that is complementary to tests of significance.
- Indeed underemployment cutting across all levels of income through putting multi kinds of impacts. However as the above data pointed that high income earner employees are highly passes through the problem of underemployment than low income earner. This may be their previous experience or their current underemployment status, nevertheless they dully understand that it is painful, and from there life experience they can confidently advice some overcoming mechanisms.

4.1.5 Marital Status



- The pie chart informed that majority numbers (nearly 66%) of respondents are married, while nearly 32% of them are single/unmarried. The rest number of respondents are divorced/widow.

Table 5 Cross-tabulation of Marital Status with ever facing the problem of Underemployment

		Respondents facing underemployment with this kind of marital status			Total
		Yes	No	don't know	
Marital status	Married	80	43	38	161
	single/unmarried	38	23	18	79
	Divorced	0	0	2	2
	Widow	0	0	2	2
Total		118	66	60	244

[Chi square=12.627 (df =6, p < 0.05); Phi = 0.227; Cramer's V=161; Lambda = 0.019]

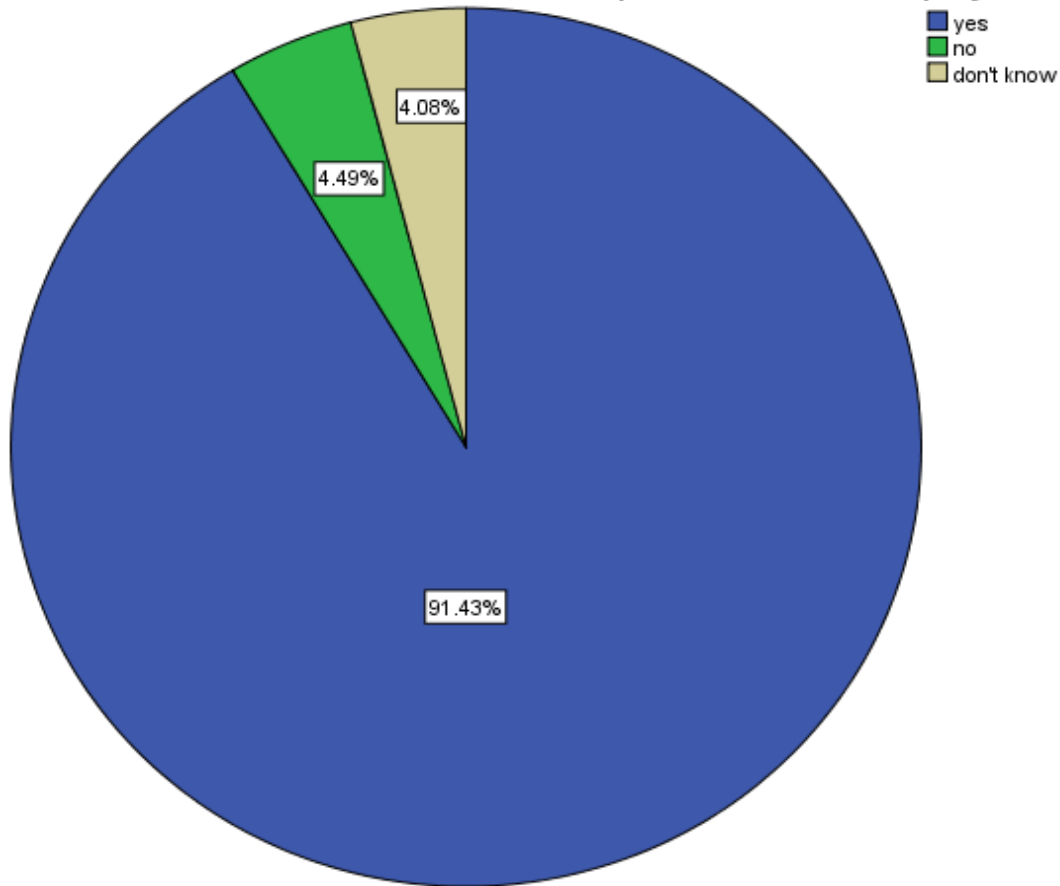
- According to the above statistical report, the association between marital status and UEIQ4 variables is moderate, because the value of Phi and Cramer's V is between 10 up to 30 percent. Chi square is non-zero value and there is moderate relationship between the above two variables, it is also statistically significant at alpha 0.05. Since alpha is the probability of error or the probability that a confidence interval does not contain the population value, which means that only 95% of them would contains population value.
- By considering the above finding a worker who is getting married might be moderately affected by the consequences of underemployment than unmarried/others.

4.2. Main Body of the Study with Bivariate Analysis

4.2.1 Level of Awareness/Perception of Respondents about Underemployment

Person job fit theorists asserts that to achieve a good fit between individuals and their environment, individuals must have self-awareness and environmental awareness. That is, individuals must be aware of their abilities, values, and beliefs while also being cognizant of the demand, opportunities, and constraints within the environment. This theoretical framework is in harmony with the following study findings.

Level of awareness about the problem of underemployment



- Vast numbers of respondents (around 91%) have awareness regarding the meaning/concept of underemployment while the remaining least numbers of respondents have not as the pie chart indicated.
- Underemployment occurs as a result of the lack of person-job fit. To attenuate this problem the employees should be well known their personal capabilities and about their environment. This study findings support the P-J fit theoretical postulation, they asserts thatto achieve a good fit between individuals and their environment, individuals must have self-awareness and environmental awareness. That is, individuals must be aware of their abilities, values, and beliefs while also being cognizant of the demand, opportunities, and constraints within the environment. Having such kind of understanding could support the underemployed to overcome the challenge timely.

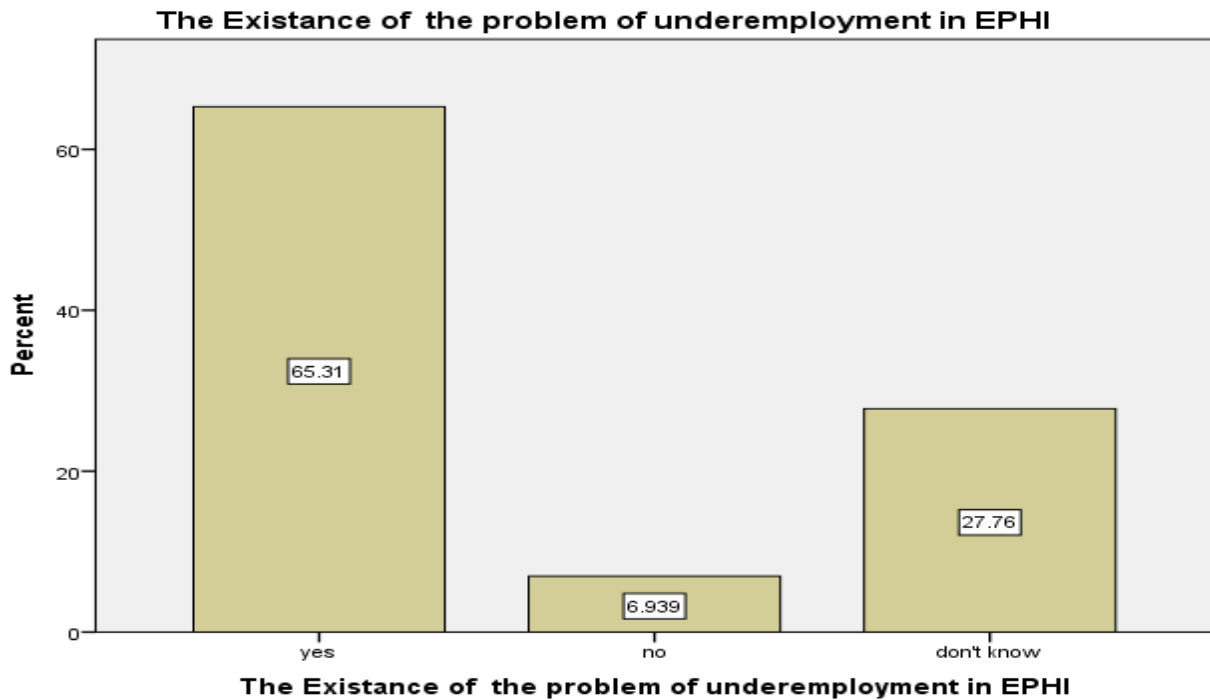
From FGD (Focus Group Discussion) it was found that the majority of FGD participants are familiar with the issue of underemployment it was an interesting topic for them. They have better awareness regarding the concept or meaning of underemployment and its consequences as well. Discussants (P4 and P6) mentioned that underemployment is happened due to absence of assigning the proper person to the proper place or absence of proper placement without considering educational background, due to this he/she might be employed in low position because of absence of another option. For instance, a person who has a doctorate degree was employed in waitress position (i.e., this is a real example given by participants).

Informant (P2) also expresses his opinion regarding the meanings of underemployment and its causing factors as follows;

“It can be related with work experience that means the imbalance between job position and work experience. For instance, an employee who has long years work experience in lab technician can be employed in the place where required null experience. This happened due to lack of job access at the labor market, unavailability of other option, and also hopefully they believe that there will be better position, due to this they may decide to be underemployed.” (Participant 02, (2/17/2021, at EPHI).

Underemployment could be seen as a stagnating situation for an individual as he or she fails to grow or even lose skills or abilities, but it may also be seen as a stepping-stone and an opportunity to reach better employment.

4.2.2. The Real Existence of the Problem in EPHI



- Since underemployment is one of increasing concern for countries across the globe, it is also overseen in our country with special focus on EPHI. The statistical report asserts that more than 65% of respondents are acknowledged the existence of the problem of underemployment in EPHI. Whereas nearly 28% of informants they don't know about the issue, this might be due to misunderstanding of the concept at institute level.

The institute HR directorate director mentioned that, in EPHI the problems of underemployment have been seen mainly around administrative staffs and their impacts also broadly observed in this area. The director stated that, the first main reason of this is lack of job opportunities in the labor market of the country, due to unavailability of the right job position large numbers of employees, which means especially those who are recruited inside supportive divisions have been exposed to this challenge.

The other intention to prefer and being employed in a low position is to escape from unemployment challenges and hopefully to get career promotion or other incentives that

may be provided by the institute. For instance, person who has a degree background deployed on messenger position, and also around clerk position we have seen such kind of mismatch of employment.

The other larger employment division of the institute was scientific/technical staffs division, which is broadly known as objective implementer. The composition of this staffs are mainly contains over qualified employees (i.e., masters and PhD holders); however to some extent there have seen the underemployment challenge in this area. The main cause of appearing such problem is the competency level of research skills and knowledge had been measured through the amount of publications. Consequently, even if the employees have abundant years of work experience, lack of publications hinders them from pertaining carrier growth.

Apart from the data obtained from in depth interview there have seen different perceptions and experiences from FGD in this regard. According to the discussants there are so many significant problems which are attributed to underemployment in this institute. Discussant (P2) stated that there is the real existence of underemployment in EPHI; the main reason is absence of timely restructuring the institute BPR (Business Processing and Reengineering). Due to this the imbalance between job position and the required number of employees have been created.

In order to fill this gap the institute has been developing quick win plans (i.e., employment through contract) to minimize the work load which have seen around the permanent staffs and to bring effectiveness and efficiency on the delivered services. Unfortunately the undertaken measures created a big disparity in terms of remuneration and incentives among permanent and contract staffs. The consequence of this brings employee dissatisfaction, low commitment to work and demoralizing the permanent one. The other main causes that create the problem of underemployment are the absence of goon governance. It is optional for any organizations to recruit employees through permanent /contract ways. But there have seen a biased system during an employment process.

Participant (p1) explained this issue with real example:-

“For a given announcement the number of candidates can be high or low depends on level of salary. In reality the permanent employment remuneration system is not as such attractive, so that this makes difficult to find the proper person for the required position. Then the only option became employing through contract way. For instance the remuneration between permanent and contract employees who are deployed at driver position there is a big discrepancy that is for permanent employee paid 1700.00birr whereas 4000.00 for contract driver. However there job description/given assignments are almost the same. This situation may precipitate a moral failure, unhappiness and affect the economy of the individual” (P1, 02/2017/2021, at EPHI).

Such kind of separation within same position of recruitment is unfair and became a big problem for the underemployed one, thus such kind of recruitment discrepancy should be identified and corrected in EPHI, unless otherwise the job specification between the two should be demarcated based on the amount of money they have earned according to participant(P1).

Moreover due to lack of insuring good governance the problem of underemployment might be prevailing at every institution. It may affect the work done and intensify the challenges. For instance sometimes job positions can be designed through targeting one person (i.e., relatives/friends). This kind of employment process makes difficult the way to solve any problems which may occur among colleagues, and leads the problem to be aggressive, and hinder the institute from employing competent individuals and from timely progress.

Participant (P1) explained the underemployment problem caused by bad governance as follows; *“ተሰፍተውበሰውልክየሚመጡመደቦች”*; taken from the Amharic term. Literally it means there are positions which are designed for intended person. So that such kind of biased system should be identified properly and taken a corrective action.

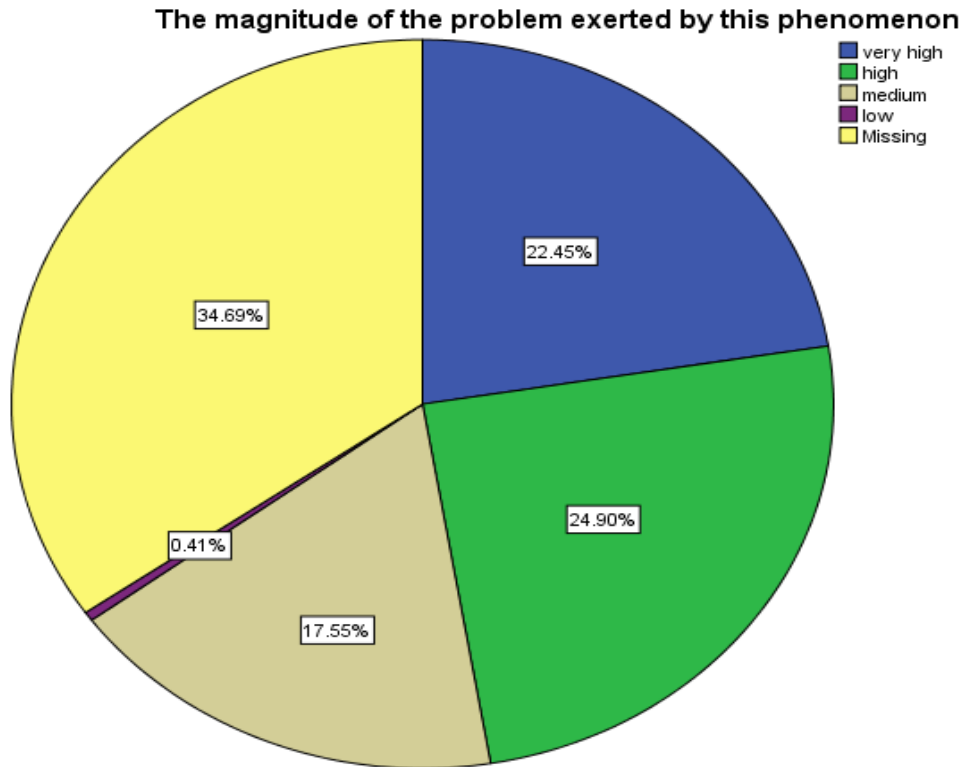
Among the causing and aggravating factors of underemployment problem the existence of bad governance is the primary one and this is the other barriers of effective employment process. As discussant (P7) stated that this can be explained with real example that happened within the institute; an individual who is candidate for lab technician has been displaced in improper position. By considering the recruitment process this individual must

be deployed on lab technician position; however the deployment is totally reversed because this candidate assigned in reception position. This is the result of bad governance which is broadly seen in recruitment process. Furthermore there is also inconsistency of recruitment and placement process within the institute. FGD discussants(P7)revealed that an employee who is promoted internally through carrier growth he or she can be placed to technical position with zero year experience, whereas for the new comer employee it is forbidden, that means having long years of service is mandatory. Such kind of employment process might be engendered too much complain.On the other side,those who internally promoted staffscould be idle for that position because of lack of experience and awareness, as a result of such disparity it maybring a work load on the experienced staff and leads to wrong diagnosis.

On the other extreme in this institute there are also overemployment problem in some instances, which is resulted in because of assigning improper person to improper place. In this regard participant P1 explained like this;

“We have seen the overemployment problems in this institute. An individual who have diploma in any profession mightbe deployed on the position that required degreeholderwhich is totally wrong. Thus, both underemployment and overemployment situations have a bad consequence on the level of employee satisfaction and on institutional progress, so that there should be different intervening mechanisms in order to addressing the problems. (Participant 01,(2/17/2021, at EPHI).

4.2.3. The Magnitude/Intensity of the Problem in EPHI



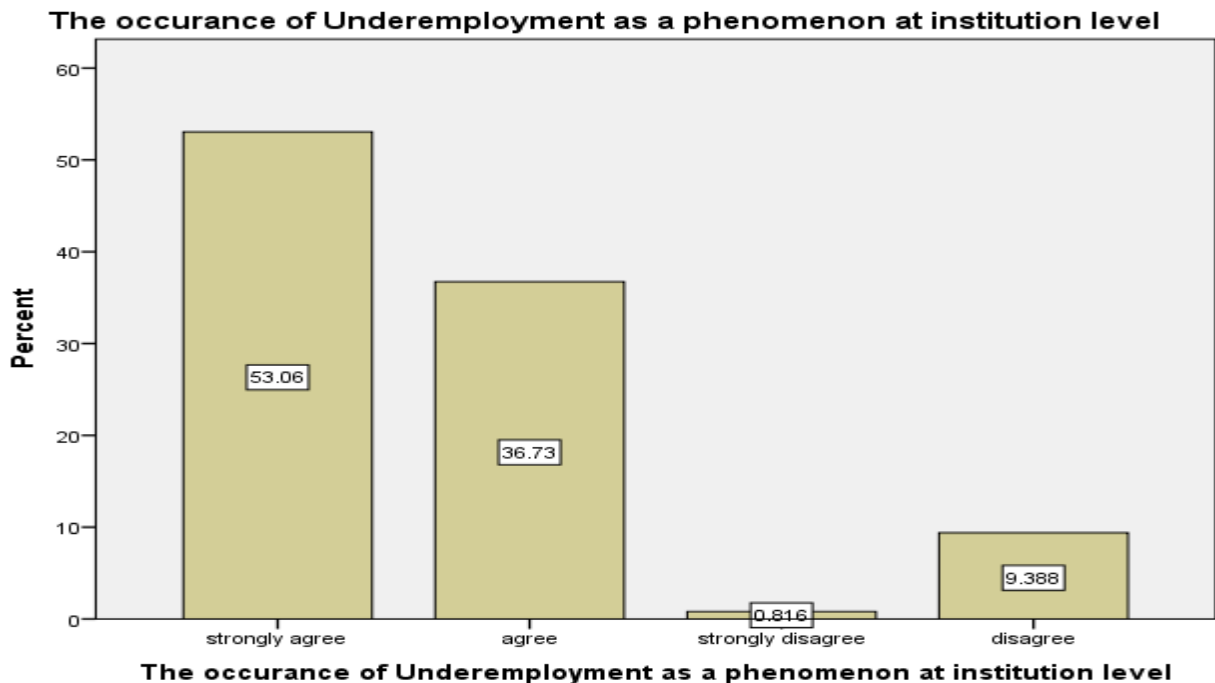
- As the above pie chart indicated the magnitude and intensity of the problem exerted by this phenomenon is high and very high as compared with other scales, however large number of informants didn't fully answered this questions, and due to this almost 35% of responses are missing in value. This may be arises from misunderstanding of the issue of the concept at institute level.

In similar with the above statistical finding majority numbers of FGD discussants mentioned their opinions. According to them in EPHI the magnitude and intensity of the underemployment problem is very high and high, this makes the qualitative data in harmony with the above quantitative data. The main cause of this problem is the discrepancy which is broadly seen between permanent and contract recruitment process. In this regard similarly two participants have given their belief with example.

“Based on our perception the magnitude and intensity of the problem posed by underemployment is very high and high (participant P5 and P6 respectively). For instance two employed staffs that have equal educational background can be recruited for contract and permanent positions. The work load is highly observed around permanent staff, however due to the disparity within salary payment/remuneration it may affect the moral of permanent one, and the socio economic and health conditions of the individual life also seriously impacted. (Participant 05 and 06,(2/17/2021, at EPHI)).

Being underemployed represents lost opportunities for people to engage more fully in work and derive financial and personal benefits according to Australian Bureau of statistics (2010). And also past studies suggest that underemployment is related to lower organizational commitment, higher turnover intentions, and higher actual turnover. Accordingly the institute who have a vast number of underemployed staffs couldn't be healthy, the activities didn't performed properly, and at the end such kind of organization might be misled the ultimate goal of its establishment and unable to attain its vision and mission. Besides the consequences of underemployment problem can be affecting the bright future of the employee and makes him /her to be frustrated. Usually, underemployed workers will perform poor in their workforce as they are not satisfied with their job position as G.Sugiyarto(2008) indicated. In realty from discouraged or demotivated staffs did not expect effective achievement; finally this precipitates bad impact on the institute progressiveness.

4.2.4. Underemployment as a phenomenon with its Manifestations



- Nearly 90% of respondents are strongly believed that underemployment is already occurred as a phenomenon at the level of institution.

On the basis of perception of FGD participants this problem is happened as a phenomenon within the institute and mainly occurred due to restructuring and good governance problems. In this regard the participant (P1) explained his idea like this;

“As far as am concerned underemployment is incomplete recruitment process that happened due to absence of the necessary educational qualifications/credentials. Sometimes job announcement can be posted informally because the main target might be to fulfill free spaces without considering the individuals educational status. For instance a person who has accounting background he/she can be decide to employed for cleaning position intend to escape from the challenges of unemployment or deemed by transition of better position. Such kinds of recruitment process have brings huge crisis on individual life and it creates inappropriate utilization of skills and knowledge” (P1, 02/17/2021 at EPHI).

On top of that, the existing problems of good governance might be aggravated the challenges of underemployment within the institute. Most of the time the recruitment process has been accomplish through relatives/friendliness, such kind of things may affects the motivation to work with extra effort, damage essence of ownership and exposed them for health related problems. In addition to that, the problem of underemployment may exist as a phenomenon not only in EPHI but also throughout the country. Similarly three participants stated their point of view as follows:-

“The main cause of this problem may be due to the imbalance between the demand and supply side of labor force market; this means the existing imbalance between numbers of graduate student and available work opportunity. Annually vast number of students had been graduated from colleges and universities, however there is no adequate and balanced job opportunities and this situation makes difficult to cope up there life. In order to escape from the socio economic challenges of unemployment, and sometimes with having future hope of promotion /carrier growth in that organization they have decided to be underemployed which is low and unrelated with their educational background” (Participant 02, 04, 07, (2/17/2021, at EPHI)).

Definitely any problem has its own manifestations and underemployment as well; it depends on the theme of the study topic. The study finding conveys that among various kinds of manifestations of underemployment mismatch between educational level and remuneration/ payment, mismatch between educational level and job position, and mismatch between skill and job requirements are strongly accepted as indicators of the problem, which represents 95.9%, 86.8% and 83.7% of respondents respectively. Whereas, the indictors that tells about lack of full-time work engagement despite desire to do so are rarely accepted as compared with other indicators. The main reason is in EPHI there is no part time job employment rather contract one which is performed with full time engagement. According to participant (P3) explanation the main cause of underemployment is the mismatch of skill/knowledge with required job positions, mismatch between experience and educational level. There are so many knowledgeable and skillful person they don't get the proper job positions, this makes the challenge too severe.

Moreover the imbalance between experience and educational level oversee in the institute. In EPHI some technical positions required much experience; however the old unstructured BPR didn't invite this. Due to this work effectiveness might be affected and it creates a work over load on senior experienced staff.

The study of social and economic cost of underemployment by Sabinal, et al.,(2016) indicated that family income and wage are important factors in determining the probability of being underemployed. The problem of underemployment might be created due to mismatch between the payment scale and the basic needs, and mismatch between types of work and qualification required; as a result it brings difficulty to tolerate economic inflation and life cost. This study suggests that unavailability of work and worker based recruitment process, lack of creating job access, underutilization of skills, overstaffing, negligence of the managers regarding staff handling, unfair duration of carrier development, recruitment based on jingoism/nepotism, and absence of intended/strict follow up system might be the most aggravating factors of underemployment. This issue cannot be ignored because underemployment can cause a huge bad impact on job satisfaction as well as employee's personal life. If persisted for a long time it may precipitate negative outcome on institutional development as well.

4.2.4.1.Problems Attributed to Underemployment in EPHI

In EPHI there are so many significant problems which are attributed to underemployment. Some of them are the existing disparity of the employment process, absence of good governance, the difference in job specification within same position and others. There are two types of employment process in the institute; such as permanent and contract employment.

Nevertheless there are big differences within job description. Regarding this discussant (P4) stated the challenge that hasbeen seen inthe employment process as follows;

“A lot of activities/assignment is cascaded for the permanent one whereas for contract staff the given assignment may be one or simple. For instance two employees who have been graduated from same universities and having similar educational background, but due to recruitment disparity they can be placed in opposite level of position. And also the difference in job specification between same position might be affect the team spirit” (P4, 02/17/2021, at EPHI).

Relative deprivation theorists asserted that individuals may experience feelings of deprivation if their expectations of employment are not met, and may experience negative attitudes or behaviors if they feel that they are worse off compared to some standard or when they compare their situations to others. Identically this situation may create resentment between permanent and contract staff, and it can seriously demotivate the former one.

The current remuneration/payment scale also has shown huge inconsistency. As discussed (P4) revealed that the remuneration for contract staffs in ministry of health (MOH) are in dollars which is high salary payment, whereas for the permanent one in birr which is low as compared with the contract one. Collectively this might bring a negative impact on the level of staff satisfaction, affect the level of commitment to perform a given task, and it may create resentment among colleagues and bad attitude about the institute.

As FGD participant (P1) mentioned, the problem of underemployment can be observed in two categories within the institute. The first one is during recruitment process, and the second one is occurred at the time of placement. A given position for instance security position can be required 20 workers; however due to lack of sufficient candidates only 10 individuals are employed. Then the task has been performed by half number of the total required. This shows that due to the problem that occurred at the beginning of the recruitment process a work load might be created on the deployed staff. As a result an employee became dissatisfied with his/her current job, hinder from performing with full potential, creates time constraint to accomplish other socio personal issues, aggregately it may affect conducive work environment. This can be taken as recruitment problem and due to this the employee level of satisfaction would decline.

On the other hand, underemployment might occur during placement process within the institute. Informant (P1) explained in this regard like this;

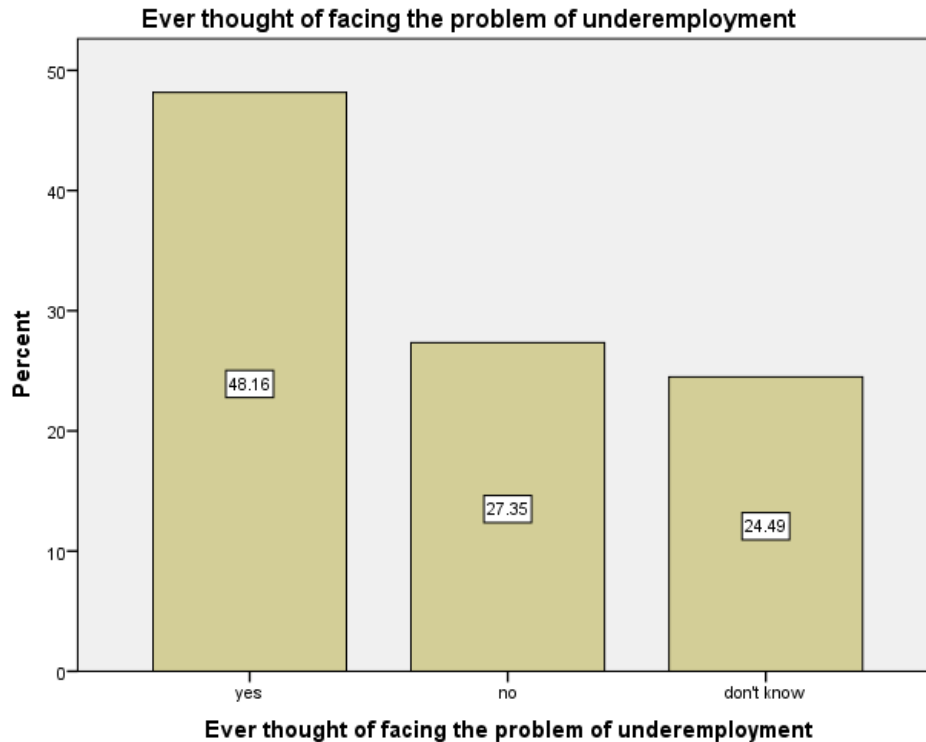
“There is excess number of staffs which is placed beyond the position required numbers. In this area a lot of employees became idle and wasting their time in valueless activities, in other words they are overstaffed. Because of this the employee commitment to perform a given task might be affected, and it leads to frustration, depression, demoralized and being ineffective for other task. And also at any time he/she can be requested to cover other activities by HR which might be unrelated with their interest. This is the other bad side of underemployment that affects the individual life through hindering from satisfaction” (P1.02/2017/2021, at EPHI).

Sometimes the effect of underemployment might be just the same as to those who are unemployed. Many times, underemployed workers will perform poor in their workforce as they are not satisfied with their job position as studies indicated. Among the consequences of underemployment augmenting employee turnover can be mentioned. In this study also nearly 90% of respondents are highly accepted this indicators, for instance an individual who have been graduates with doctorate degree, he/she might be highly expected to get decent job related with their educational credentials or status. Unfortunately they can be faced the unemployment challenge like others and decided to migrate to neighboring foreign countries. This situations not only affect the individuals but also it might be exposed the country to waste huge amount of resources.

From in-depth interview it was found that, the problem of underemployment has been occurred as a phenomenon due to the imbalance between numbers of graduates from higher education and the job access. According to the HR directorate director because of this the majority numbers of youth graduates are vulnerable for unemployment challenge; and as a solution they prefer to employ in low positions which may be unrelated with their educational background. Mostly the underemployed workers believe they will transition to better positions and by taking this in mind and to cope up there socio economic life he/she can decide to became underemployed.

The director revealed that mismatch of educational level with work experience and mismatch of job position with work experience can be taken as manifestations of underemployment which is exist in EPHI.

4.2.5. Ever Facing Underemployment in General



- Around 48% of respondents have been under the problem of underemployment, but nearly 24 % of informants are not aware of weather they ever facingthe problem of underemployment or not. As Linsley (2005) indicated a person can be simultaneously in different types (forms) of underemployment. Very often one form of underemployment leads to another type of underemployment. Identifying or having awareness regarding the cause of the problem is essentialthing to overcome any challenge related with the issue,unless otherwise this may causes to sustained the problem with the person unconsciously.

4.2.6. Ways of Tackling Mechanisms of the Challenge

Table 7 Indicators to overcome Underemployment at Individual level

S/N	Indicators		Frequency	Percent	Valid Percent	Cumulative Percent
1	Searching new job	Agree	85	34.7	82.5	82.5
		Disagree	18	7.3	17.5	100.0
		Total	103	42.0	100.0	
2	Upgrading yourself with training	Agree	99	40.4	90.8	90.8
		Disagree	10	4.1	9.2	100.0
		Total	109	44.5	100.0	
3	Accumulating/having more experience	Agree	91	37.1	88.3	88.3
		Disagree	12	4.9	11.7	100.0
		Total	103	42.0	100.0	
4	Strengthening social network	Agree	74	30.2	77.1	77.1
		Disagree	22	9.0	22.9	100.0
		Total	96	39.2	100.0	

- Cumulatively around 84.7% of respondents have been accepted the whole indicators as tackling mechanisms to being free from the underemployment problems. Nevertheless to cope up with the ever changing world upgrading oneself with education/training is very essential than others.

Besides this, as social capital theorists asserted strong ties or social networks among people are frequent, emotionally intense ties with friends, advisors and co-workers. The information possessed by any member of this circle is quickly shared with the other members. They also noted that weak ties are infrequent, not emotionally intense, and restricted to one narrow

type of relationship. Due to this individuals with weak ties will be deprived of information from distant parts of the social system and will be confined to the provincial news and views of their close friends. The study finding also support this theoretical framework, because around 77% of participants strongly deemed that strengthening social capital or entity related to relationships and connections is vital to combat the underemployment challenges. Besides, to overcome the challenges of underemployment working additional time at other private organizations as per time could be taken as an option. In the other extreme to escape from underemployment sometimes unethical approaches to earn money might be some of the problem which has seen in any organization. The condition that being underemployed would be exposed an employee to become rent collector according to the study participants.

4.2.6.1. Opportunities of Tackling Underemployment in EPHI

In EPHI there are various ways of mechanism that would help employees to change their underemployment status. Some of them are providing free educational opportunities, competency and job related training, availability of strong social services and others. It is interesting to provide such kind of opportunities for employee and it makes the institute differ from other organization in terms of retaining the staffs. As FGD participants (P11 and P6) stated currently as institute there is a good opportunity to upgrade ourselves, the only thing which is expected from us is readiness to learn or interest to improve ourselves. Through learning we can overcome any kind of problems related with underemployment. Nevertheless, for long period of time in EPHI higher educational scholarship was not permitted for supportive staffs due to lack of insuring good governance. Recently (one year before) this barrier is removed to some extent and every admin staffs have a chance to improved their educational status. Some of FGD participants mentioned their opinions regarding this;

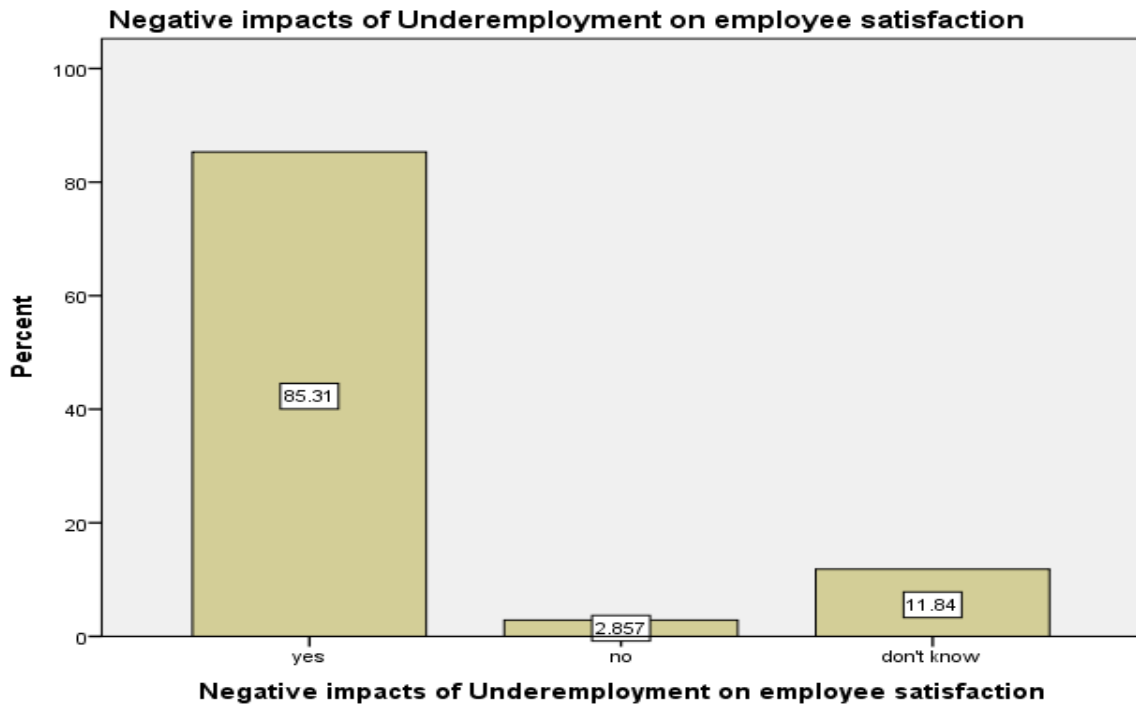
“In EPHI there are so many opportunities that would help to change their underemployment challenge, such as on job training and higher educational opportunities are mentioned. However for the last many years these golden opportunities were provided only for scientific staffs, this is due to little attention given for administrative division and existing partiality; as a result of this huge gap

has been occurred which in turn precipitates resentment and complain(Participant 02 and 07,(2/17/2021,at EPHI)).

Key participant (P1) stated that, sometimes we can be responsible for not utilizing the golden opportunity of free scholarship (i.e., especially up to degree level). But this may be due to negligence, family problems and other related cases.

Moreover in EPHI not only free educational opportunities but also there are other conducive environment that would help to minimize/change the employee underemployment status, firstly the availability of strong social association, which includes getting cafe services with low price, free transport service and other social union services. Discussant (P4) indicated that the existence of such kind of services makes the institute which retains much more employee than other organizations. In other words this would be help to minimize the rate of turnover and strengthen social action and interaction.

4.2.7. Impacts of Underemployment on Employee Satisfaction



- Previous studies suggest that underemployment has a negative relationship with job satisfaction and the underemployed individuals do not excel at their jobs, have a low

commitment to their work, are unlikely to be involved, and have low motivation. (Borgen, Amundson, & Harder, 1988; Burriss, 1983a).

- Similarly around 85% of respondents involved in this study are strongly believed that underemployment have negative impact on employee commitment to work, affect the level of performing the task with due diligence and utmost care, while the least number didn't know or not agree.

According to the study participants if the problem of underemployment persists for long time it might lead to revenge/violence or for other socio economic crisis, discomfort the work environment, create resentment & too much complain, it raises conflict of interest within a team, inefficiency in achievement of planned activities, lack of motivation to perform with extra effort, absence of integrity and confidentiality at work place, exposing for corruption, pretending as working, lack of work quality, damages the interest of work and being irresponsible for the work done. Besides the study by Sabina, et al., (2016) convey that there are more negative job and work attitudes among underemployed workers. They report lower job satisfaction, lower life satisfaction greater intentions to leave their jobs, and they experience poorer psychological and physical health, as well as wage penalty.

This study also shows that underemployment might be affect the employee mental health, which means insufficient numbers of employee placement for a given position may bring negative impact on the engaged workers by creating work over load, and demoralizing his/her interest to perform in better way. Not only this but also it may extravagates the institute resource by exposing to expend more cost without value added output and brings a challenge towards the goals and objectives attainment. Because of absence of affective commitment to deliver a service, it could be diminishing the level of customer satisfaction as well.

Table 8 Cross-tabulation of Underemployment with its impact on employee satisfaction

		Negative impact of underemployment on employee satisfaction			Total
		Yes	No	don't know	
Educational status	below certificate	10	1	8	19
	Certificate	17	0	1	18
	Diploma	26	0	5	31
	Degree	61	3	11	75
	Masters	89	3	4	96
	PhD	6	0	0	6
Total		209	7	29	245

[Chi square=27.57(df =10, p < 0.05); Phi = 0.335; Cramer’s V=0.237; Lambda = 0.038]

- According to the above statistical report there is strong to moderate association between educational status and UEIQ8 variables because the value of Phi and Cramer’s V is between 10 up to 30 Percent. The researcher will be 3.8% better off using educational status to predict the impact of underemployment on job satisfaction. Since analyzing the association between variables provides information that is complementary to tests of significance, thus the association between two variables is significant at alpha 0.05 levels.
- Obviously underemployment is the result of imbalance between educational level and salary payment as one indicator, so as an employee qualified through educational training, he/she might be expecting appropriate /commensurate remuneration and incentive services, unless otherwise their level of motivation to performing a given task properly would be affected. This implies there is negative association between underemployment and staff satisfaction.

Table 9 Cross-tabulation of Monthly Income with the impact of the Problem

		Negative impact of underemployment on employee satisfaction			Total
		Yes	No	don't know	
Monthly earned salary	below 1000	0	0	1	1
	from 1001-2000	28	2	8	38
	from 2001-3000	10	0	1	11
	from 3001-4000	21	0	5	26
	from 4001-5000	18	0	3	21
	from 5001-6000	10	1	2	13
	from 6001-7000	20	0	1	21
	from 7001-8000	18	1	1	20
	above 8000	84	3	7	94
Total	209	7	29	245	

[Chi square=20.636(df =16, p < 0.05); Phi = 0.290; Cramer's V=0.205; Lambda = 0.011]

- Since Phi and Cramer's are measures of association for variable measured, and chi square based measure at the nominal level, the above SPSS report shows that there is moderate association between monthly earned income and UEIQ8 variables, on the basis of the value of Phi and Cramer's V. Underemployed staffs might be highly vulnerable to economic challenges than others because of earning low or insufficient monthly salary.
- As a result of this the level of commitment to perform a task with due diligence and utmost care would be decline i.e., there level of satisfaction will below. The relationship between the two variables that is monthly salary and satisfaction variables is statistically significant at alpha 0.05, since alpha is the probability of error that does not include the population parameter.

Similarly majority of FGD participants mentioned that underemployment has an impact on employee satisfaction, career and self-esteem. If an employee deployed in low position the level of his/her satisfaction might be affected. As a result the level of commitment to deliver a service for customer with care, respect and passion would be unsatisfactory. This tells that being underemployed might be create mutual dissatisfaction for both employee and customer; these pointed that there is negative relationship between underemployment and job satisfaction, as the problem of underemployment persists, the level of employee satisfaction would be diminished. In this regard participant (P7) stated his idea as follows;

“Underemployment might be create mutual level of dissatisfaction that means if an employee who are delivered services for the customer is dissatisfied, similarly the external customer can be dissatisfied, because unhappier employee may not be perform his/her task with due diligence and commitment”. (Participant 07,(2/17/2021, at EPHI).

4.2.7.1 Implications of JEG Reform to Attenuate Underemployment

For years, civil servants have had to grapple with the phenomenon those employees in similar positions and job grades, but different institutions, are salaried divergently. In order to attenuate the existing discrepancy the new JEG (Job Evaluation and Grading) system has been developed. The JEG reform targets to equate salary and benefits of similar positions and job grades in different institutions because it was discovered that different institutions have varied salary scales for similar jobs. These varied salaries and benefits augmented the public servant turn-over as employees leave one and join another for a better employment. This was believed to be biased and unfair. In other words assigning the right person to the right place was the right solution for this (Civil service commission website, 2021).

EPHI is one of the institutes that implement the new JEG system which is cascaded from the national civil service agency. As the agency deemed that placement of workers in the new levels has not been an easy task. There is an Amharic proverb which explains this briefly;

‘ከፈረሱጋሪውቀደመ’ its literal meaning is ‘keferesu’ before the horse ‘gariw kedeme’ the cart comes first or the cart comes before the horse. This indicated that before starting pre implementation process there should have to be overhauling action across the whole governmental institution.

Due to missing this primary task implementation gaphas been created, for instance an employee who was working previously on research positions, during JEG deployment he/she has been placed on health officer position (i.e., in terms of leveling research position is higher than health officer). Such kind of error is happened because of the old BPR structure and incorrectly understanding and/or implementing the JEG manuals.

As it is mentioned previously the main cause of this problem was unstructured BPR, absence of good governance, and lack of awareness during implementation process. Participant (P8) clarifies this issue with real example;

“Based on the manuals, a person who has long years’ experience should be assigned on the appropriate position, but there was a big discrepancy, which means 6 year experienced employee is deployed at level 12 position, whereas having same educational background a person who has 9 year experience is placed at level 11. This creates too much complain and the way forward from HR to solve such mismatch was incorrect and unsatisfactory. Still now the identified problems didn’t not solve, this makes the impact of underemployment consistent and too severe.” (Participant 8, 2/17/2021, at EPHI)

Based on my personal point of view, in EPHI such kinds of imbalance were happened not in all types of positions, but in finance and procurement, driver and health professional positions. Due to such mismatch some of the staff was unable to get the proper position or carrier promotion. The other reason that brings such kind of imbalance was inappropriate point grading system (i.e., especially grading point for government policy implementation). According to key participant (P1) this kind of evaluation criteria can be biased the directors from giving the correct result. As an example a given grading point for the staffs by his/her director and for the leaders by the general director was similar. This shows that either there was a gap on the manual translation or there is other implementation error.

Dissimilarity of JEG implementation between same medical institutions was the other challenge. This is happened due to absence of awareness regarding the JEG manual. Even if

the awareness creation activities accomplished from the very beginning, they didn't aware properly; FGD participant (P7) explained this in detail;

“Honestly speaking there were misunderstandings of the JEG manuals around HR management. As compared with the deployment process within similar medical organization let say for example between Saint Paul hospital and EPHI, there is big difference. The deployment process for lab technician in Saint Paul hospital considered work experience whereas in EPHI didn't. The occurrence of such kind of difference leads to raising too much grievance for the institute HR, and as a solution they were try to revised the ways of placement and also cross checking with Saint Paul implementation process. Finally they tried to improve a little bit, however it wasn't satisfactory because still now there is implementation gap” (P7, 02/17/2021, at EPHI).

In addition, the permitted level of positions for similar directorates is not identical; there was a discrepancy when compared with other medical institutions. As participants (P2 and P3) explained within same medical institution the amount of given job positions for similar directorate is not equal, for the one up to level 12 and for the other up to level 13. Such kind of differences have been created due to restructuring problem, and consequently this might be affect the employee level of self-esteem and confidence to retain in that institution, prevailing the rate of turnover, damage the psychological and economical condition of the individual life.

Clearly observed that implementing the JEG reform on the unstructured BPR might be aggravate the problem of underemployment, because it missed the ultimate goal of this reform i.e., for equal or similar activities similar commensurate remuneration. Thus, first there must be restructuring the old system holistically by considering the current work status and intensity of the institutions, then in order to achieve towards the target of the JEG there should be ways of verification across all governmental organizations to implement in similar manner.

Participant (P2) explained her opinion concerning with the problem of JEG implementation in this regard; “በአርጌአቆማዳኒዲስአሰራርን መተግበር ውጤታማነት ያደርግዎ” ; its literal meaning is ‘Bearoge Aqumada’ on the old container ‘Addis Asersr metegbre’ implementing new system

‘wetetama Ayadergem’ doesn’t makes success. This means that implementing the new system in to the old structure may create ineffectiveness of the system.

Even if the aim of JEG reform had been for proper activities proper payment, in the case of EPHI majority of the staffs were deployed below previous level of position, due to this underemployed staff became highly resented and dissatisfied. Mostly this is happened due to structural problem and to speak frankly the first level restructured BPR was prepared narrowly without considering the current status of the institute and the work load and intensity of the job. As a result of this, so many job mismatches had been created. Currently the second level restructuring process is on the way.

All in all, whether through scrutinize the seriousness of the problem of public servant or not the civil service agency has been developed one of the system(i.e., JEG) that helps to overcome or attenuate the underemployment problem throughout the country. However in order to conduct successfulpre and post implementation first every service sector governmental organization should be restructuring their old BPR system through focusing the current status of their institute. Unless otherwise the system would be fail, the level of employee commitment to work with extra effort would be affected; as a result the institute further progress towards its goal and objectives might be stagnant.

4.2.7.2.Indicators of the Impact of Underemployment

Table10 Indicators of Underemployment impact on individual satisfaction

S/N	Indicators		Frequency	Percent	Valid Percent	Cumulative Percent
1	High employee turnover/a tendency to looking for another job	Agree	172	70.2	90.5	90.5
		disagree	18	7.3	9.5	100.0
		Total	190	77.6	100.0	
2	Prevalence of absenteeism	Agree	141	57.6	76.2	76.2
		Disagree	44	18.0	23.8	100.0
		Total	185	75.5	100.0	
3	Performance inflation	Agree	156	63.7	83.0	83.0
		disagree	32	13.1	17.0	100.0
		Total	188	76.7	100.0	
4	Declining team spirit	Agree	155	63.3	82.0	82.0
		disagree	34	13.9	18.0	100.0
		Total	189	77.1	100.0	
5	Creates unhealthy work environment	Agree	163	66.5	87.2	87.2
		disagree	24	9.8	12.8	100.0
		Total	187	76.3	100.0	

6	Declining work commitment	Agree	178	72.7	89.9	89.9
		disagree	20	8.2	10.1	100.0
		Total	198	80.8	100.0	
7	Depression /stress	Agree	152	62.0	81.3	81.3
		disagree	35	14.3	18.7	100.0
		Total	187	76.3	100.0	

- On average majority number of respondents (84%) is agreed on the impacts of underemployment by considering the above all indicators.
- From the whole indicators high employee turnover and declining work commitment are the most likely measurement which represent 90.5% and 89.9% of respondents respectively, while the prevalence of absenteeism is the least likely indicator which stood at 76% compared to other indicators. This implies that due to the underemployment challenge most of people are obliged to look for another job, on the other hand it may affect the employee level of performing a given task with due diligence, utmost care and commitment, which means it impacts level of satisfaction. Lack of commitment to work in turn might be led to rampant absenteeism.

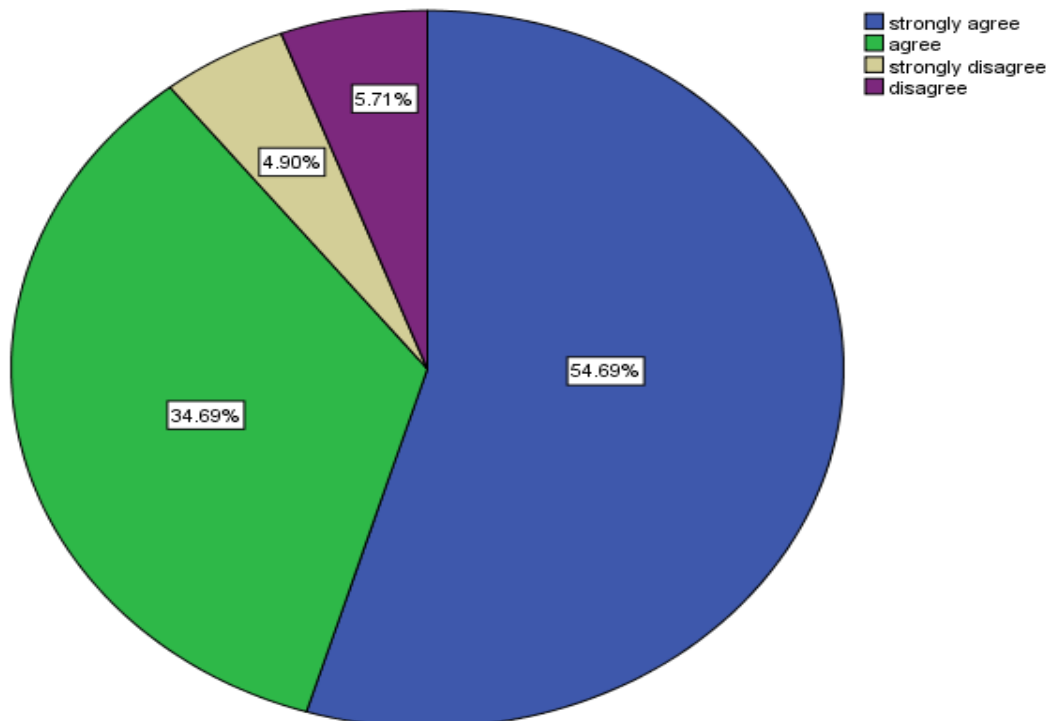
From FGD it was found that in the country labor force market there has been an imbalance between demand for job accessibility and supply of job provision widely. This happened due to mismatching between the number of graduates from higher education and the available job opportunities. Annually a lot of students have been graduated from universities/colleges, however due to lack of job access and bad governance they are exposed to be unemployed and this in turn may lead to staying in bad places and wasting their precious time.

According to FGD participant (p7) sometimes an employee who is highly qualified (i.e., the tasks and competencies their jobs require them to do and have respectively do not require 'that level' of expertise and skill can be feeling like failures, felt discouraged and unobligated

to perform at high levels), may oblige to being underemployed due to imbalance between their educational level and the job requirement/salary payment. As a solution to overcome this challenge they have started to seeking a new job with fair and commensurate remuneration. Fortunately they may get that proper job with proper payment in other NGO's. The payment is very high but they couldn't utilize their inner potential/skills due to mismatch of personal KSA with the position. As a result their long years of experience and talent might be wasted through time. These suggest that the way that we choose to find a solution for underemployment; it may lead us to wasting our potential which would be vital to accomplish so many activities.

4.2.8. Social and Health related impacts of Underemployment

The impact of Underemployment on the Social and Health condition of Individual life



- Cumulatively around 89% of respondents are strongly believed that underemployment has a negative impact on the social and health condition of the individual life.

Table 11 Cross-tabulation between Respondent’s educational status and UEIQ9 variables

		Impacts of the problem on the social and health condition of individual life				Total
		strongly agree	Agree	strongly disagree	Disagree	
Educational status	below certificate	8	3	5	3	19
	Certificate	13	5	0	0	18
	Diploma	15	12	2	2	31
	Degree	35	29	4	7	75
	Masters	60	34	0	2	96
	Phd	3	2	1	0	6
Total		134	85	12	14	245

[Chi square=40.440(df =15, p < 0.05); Phi = 0.406; Cramer’s V=0.235; Lambda = 0.038]

- Highly educated employees involved in this study are strongly deemed that underemployment has a negative consequences on the socio economic and health conditions of individual life. As the inferential report indicated there is strong to moderate relationship between the two variables (i.e., educational status and UEIQ10 variables). Degree of freedom (df) is 15, this tells that fifteen values can be free to vary in this analysis without breaking any constraints, since degrees of freedom (df) are the number of independent values that a statistical analysis can estimate.
- Chi square has high value and there association is statistically significant. Surely self-empowerment through educational trainings solely doesn’t give any guarantee to overcome social and health challenges; rather there should be commensurate remuneration as per their current status.

Table 12 Bivariate Association between Monthly salary and UEIQ9 variables

	Impacts of underemployment on social and health condition of individual life	Total
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		strongly agree	Agree	strongly disagree	Disagree	
Monthly earned salary	below 1000	0	0	1	0	1
	from 1001-2000	22	7	6	3	38
	from 2001-3000	6	4	0	1	11
	from 3001-4000	15	8	2	1	26
	from 4001-5000	11	8	0	2	21
	from 5001-6000	3	8	1	1	13
	from 6001-7000	11	9	1	0	21
	from 7001-8000	13	7	0	0	20
	above 8000	53	34	1	6	94
Total	134	85	12	14	245	

[Chi square=47.57(df =24, p <0.05); Phi = 0.441; Cramer's V=0.254; Lambda = 0.042]

- Among the manifestations of underemployment is mismatch of income or remuneration with educational level is mentioned as one indicator. The above statistical data insured that there is strong to moderate association between monthly earned salary and UEIQ9 variables. Since chi square is the test can be conducted with variables measured at the nominal level, among the chi square based measure phi and Cramer's V have 44.1% and 25.4 % values respectively, this implies level of association between bivariate variables are moderate.
- This shows that as the income level of the employee decline the probability to affect with social and health related problems will be higher. As we shall see in above table underemployment cuts across all scale of income except below 1000.Thus the relationships between the two variables are statistically significant at 0.05 alpha levels, which mean analyzing the association between variables provides information that is complementary to tests of significance.

The study by A. Houlis (2020) indicated underemployment can lead to psychological problems in those who are underemployed, it may appears to hurt family and friendship networks. They may experience high stress and anxiety as a result of not being able to make

ends meet. According to the study participants underemployment might be exposing the underemployed staff for several social problems such as feeling dependency and seeking support from others, unable to attend his/her family as per they need, less enjoyment, less creativity and less self-confidence, feeling unfulfilled, loss of professionalism/ethics, discrimination in feeling and being frustrate, and lack of consistency /instability in mood can be taken as the social consequences of underemployment.

Moreover underemployment might be increases the level of vulnerability to stay in bad place/ exposure for unwanted bad habit such as;- smoking, drinking alcohol and chewing chat/, moral dissatisfaction, living meaningless life, unable to communicate each other, urge to migrate and lastly loosing trust on the ruling government. In addition, due to the social impact of underemployment communication barriers might be created. The communication line with boss and colleagues can be affected; as a result the team spirit to work collaboratively would be dismissed. In identical ways triple participants (P1, P4 and P7) forwarded their opinion in this regard:-

“Displacement of an employee in improper position might be created a negative impact on the socio economic and health condition of the individual. Due to the social impact it may bring communication barrier and affect team spirit, affect the employee attitude about the institute, and due to this performance inflation will be occurred, and it impacts the ability to accomplish a given task properly.”
(Participant 01,04 and 07,(2/17/2021, at EPHI).

Even if, it requires further specific investigation regarding economic impact of underemployment, it is difficult to see separately since they are interconnected each other with the social and health impacts of the problem. FGD discussants reveledthat if there is absence of good communication, it may cause for psychological damage and this leads to depression, finally it will affect the level of satisfaction and institutional efficiency and effectiveness. Because of underemployment most of youth employees can be frustrate and as a result they might beexposed for unacceptable habit by the community such as robbery, juvenile delinquency and the like. According to participants (P1 and P7) explanation, improper placement of employees may primary causes for economic problems then it leads to impacts the psychological and social condition of the person.

“Inability to get the commensurate remuneration may affect monthly earned income. In terms of health it may create psychological disturbance, and this situation leads to achieve low performance or unable to be effective on his/her job.” (Participant 01 and 07,(2/17/2021, at EPHI).

On the basis of words of informant’s underemployment have an economic impact which in turn may leads for social and health related problems. Some of the economic impacts of underemployment earning low income, unable to send his/her children at private school, lack of income for medical support, being economically weak, unable to improve his/her self through education, sometimes being out of member of community due to lack of income, unable to tolerate economic inflation. In sum, the individual perception towards any kinds of job would be affected and the collective impact of this problem might be leads to losing personal life. This issue cannot be ignored because underemployment can cause a huge crisis at every stratum of individual life.

Underemployment is universally witnessed phenomenon because of its all over effects on level of satisfaction and its socio economic and health impacts on the individual life. According to WHO (1948) definition of health, it is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. In this regard participant (p4) explained her opinions as follows.

“As WHO (World Health Organization) defined, if the employee economic conditions affected, his/her psychological and social situations will be also damaged. Underemployment have a cyclical impact, primarily it has to affect the level of the individual income, then if the level of monthly income diminished, the individual capacity to pay child school tuition may decline, and due to this the ability to fulfill basic necessities and to manage family members would be affected. This can be precipitating other health crisis. (Participant 04,(2/17/2021, at EPHI).

Similarly informants (P3) and (P4) explained that when we say economic impact; underemployed staff unable to manage his/her families and faces difficulty to cover school expenses, whereas health impact can be explained as exposing for mental problem and totally it may affect the whole life of the employee through hindering his/her life from leading properly. The aggregate socio economic impact of underemployment may cause for higher health related problems, for instance exposing for NCD’s (Non Communicable

Diseases) such as hypertension, diabetics, cancer and etc. Based on the forwarded opinion of (P3) & (P4), this kind of sickness can be arising from permanent state of depression, stress/anxiety and anger. Most of NCD's might be directly co-related with the impacts of underemployment.

Besides to this underemployment can be psychologically demoralizing to think other personal issues, it may affect mental health and level of happiness, exposing for stress and overthinking, being emotional/sensitive on their work, it stole the life of underemployed, being careless/abandoning one self, dis anticipate/frustrate in life and hating personality might be the consequences of underemployment on employee health conditions. Underemployed person will be starved and exposed for malnutrition burden, which gradually lead to health complication.

4.2.8.1. Indicators of the Impacts of the Problems on the Social and Health conditions of the Individual life

Table13 Impacts of Underemployment on Social and Health condition of Individual life

S/N	Indicators		Frequency	Percent	Valid Percent	Cumulative Percent
1	Affects family life by causing discrimination among family or denying equal treatment within a family	Agree	125	51.0	67.2	67.2
		disagree	61	24.9	32.8	100.0
		Total	186	75.9	100.0	
2	Affects social status including discrimination/infusing unequal treatment among peers and friends	Agree	156	63.7	80.4	80.4
		Disagree	38	15.5	19.6	100.0
		Total	194	79.2	100.0	
3	Engenders feeling of loneness and isolation.	Agree	165	67.3	81.3	81.3
		Disagree	38	15.5	18.7	100.0
		Total	203	82.9	100.0	
4	Leads to low interaction with others	Agree	173	70.6	86.5	86.5
		Disagree	27	11.0	13.5	100.0

		Total	200	81.6	100.0	
Health Impacts 1	Depression/ anxiety	Agree	175	71.4	88.8	88.8
		Disagree	22	9.0	11.2	100.0
		Total	197	80.4	100.0	
2	Stress	Agree	179	73.1	90.9	90.9
		Disagree	18	7.3	9.1	100.0
		Total	197	80.4	100.0	
3	Lack of ability to cover health related to expenses; or To solve health related problems	Agree	162	66.1	87.1	87.1
		Disagree	24	9.8	12.9	100.0
		Total	186	75.9	100.0	

According to table 13, on average nearly 79 % and 89% of the study informants are agreed on that social and health impact of underemployment respectively based on the listed indicators.

As previous studies suggested that the strain of underemployment may appears to hurt family and friendship networks, with relationships between spouses and partners, between parents and children, and between underemployed workers and their friends all suffering to some extent according to Maynard and Feldman, *et al.*, 2011. The above table 12 also shows that underemployment may leads to low interaction with others and engenders feeling of loneliness and isolation, consequently this may affects family life by causing discrimination among family and infusing unequal treatment among peers and friends. This implies that due to the strain of underemployment the individual level of social action and interaction would be diminish.

Moreover, the underemployment may seriously affect the individual health conditions. As the study Heather L. Maddocks, (2012), indicated the experience of underemployment, whether it is through over-education, lower wages, benefits and hours than desired, is expected to have negative consequences for the health and well-being of individuals. This study also tells that underemployment can be significantly affecting the employee health through exposing for high stress and depression/anxiety which stood at nearly 91% and 89 % respectively compared to other indicator.

4.2.9. Institutional Impacts of Underemployment

Apart from its adverse impact on employee well-being, underemployment has an impact on institutional development. Past research suggests that underemployment is related to lower organizational commitment, higher turnover intentions, and higher actual turnover (Maynard et al., 2006; Erdogan & Bauer, 2009) – all outcomes which are detrimental at the level of the organization.

As it is mentioned previously at institution level the impact of underemployment is occurred because of the imbalance b/n demand and supply of labor force market as external factor, lack of insuring good governance, misinterpretation of the HR manuals/guidelines and lack of highly qualified professional workers around HRD are mentioned by the study participants.

Besides mismatch between educational level and salary, lack of sufficient number of employees for a given job position may aggravates the problem. Such kind of inadequate employment can be precipitates high work load, incorrectly diagnosis/testing, depression/stress and demotivation/dissatisfaction. Due to this the institute might be exposed to waste huge resources and unable to be effective /sustainably progressive.

According to Motowidlo & Schmit (1999) task performance (or task ~~fi~~ciency) refers to behaviors that contribute to the core transformation and maintenance activities in an organization, such as producing products, managing subordinates, or delivering services. Extra-task performance consists of active and volitional acts engaged in by individuals that include both organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs). OCBs refer to behaviors that contribute to improving the culture and climate of the organization, such as volunteering for extra work, helping and cooperating with others, persisting with enthusiasm, and supporting or defending the organization. In contrast, CWBs are acts that harm the organization and people within it, acts that generally go against the interests of the organization (Spector & Fox, 2005; Sackett & DeVore, 2002). These can range from damaging property or abusing coworkers to theft and withdrawal from work (Spector et al., 2006). (Cited from: M.R.Bashshur,2011).

Mostly underemployed workers will perform poor in their workforce as they are not satisfied with their job position. Accordingly as an individual dissatisfied with his/her current job they highly exposed with counterproductive work behaviors which may significantly affect the institution work productivity and effectiveness, whereas as an employees satisfied with their current job they motivated to perform their task with extra effort which means in other words they developed organizational citizenship behavior (OCB's) according to Motowidlo & Schmit (1999). However, the problems of underemployment mainly attack this OCB's which inturn may precipitate bad outcomes on the institute that may hinder from sustainable progress.

FGD participant (P2) stated that if an employee demoralized and exposed for socio economic and health related problems, the overall consequences of the underemployment challenge would be affect the institute growth and leads to failure. Nowadays, EPHI as institute it is under old BPR system, so that, as much as possible it needs urgent solution which could be protecting from huge damage. There should also balance level of job position related with the work load and intensity of the job, and fair remuneration system which is matched with educational level, skill and experience.

Similarly the institute HR directorate director mentioned that underemployment might be affecting the institute sustainable development. The magnitude and intensity exerted by this phenomenon is high, it can be hinder the institute from progress. It may bring negative consequences such as low per-capita output, low labor productivity, performance inflation, low work and institutional commitment, decreasing customer satisfaction, low employee self-esteem, low productivity and effectiveness of the institute, imbalance between financial expenditure and work output, and high grievance rate. All of them would be highly created as a consequence of the problem, in contrast the director explained that increasing material defect, ineffective and inefficient work, prevalence of absenteeism and high employee turnover might be occurred in rare case in the institute.

4.2.9.1. Possible Measures for the impacts of Underemployment

Table 14 Ways of Intervention Strategies at Institutional level

S/N	Indicators		Frequency	Percent	Valid Percent	Cumulative Percent
1	Amending the current payment system	Agree	201	82.0	96.6	96.6
		Disagree	7	2.9	3.4	100.0
		Total	208	84.9	100.0	
2	Assigning the right person to the right place	Agree	208	84.9	99.0	99.0
		Disagree	2	.8	1.0	100.0
		Total	210	85.7	100.0	
3	Empowering an employee psychologically through providing appropriate training	Agree	199	81.2	95.2	95.2
		Disagree	10	4.1	4.8	100.0
		Total	209	85.3	100.0	
4	Motivating an employee by providing different incentive package	Agree	203	82.9	97.6	97.6
		Disagree	5	2.0	2.4	100.0
		Total	208	84.9	100.0	
5	Improving the ways of communication between employee and employer/boss.	Agree	195	79.6	96.5	96.5
		Disagree	7	2.9	3.5	100.0
		Total	202	82.4	100.0	

- In order to take a corrective measure around 97% of respondents on average have given their strong agreement on the above tackling indicators that would be helps to minimize or combat the impacts of underemployment at institute level. Nevertheless among the above all indicators assigning the right person to the right place would be the vital one, which is surely taken as a remedy solution for this problem.
- Besides that, empowering an employee psychologically through providing appropriate training, motivating an employee by providing different incentive package and improving the ways of communication between employee and employer/boss are mainly expected from the institute, where as it clear that amending the current payment system is beyond the institution capacity, so that the

responsible governmental body should take this part and try to amend the current inconsistent payment system in order to attenuate the problem of underemployment to some extent.

The HR director revealed that as a research institute to minimize this problem there are some activities which have been done as a corrective measures. Some of them are starting to restructure the old BPR (i.e., which is in process), and improving HR manuals and guidelines. By doing such activities the institute has trying to making balance between the required number of employee and job position.

Nowadays the problem of underemployment became hot issue for EPHI permanent employees because of the existing disparity on the recruitment and deployment process. The persistence of this problem for a long time has a great impact on the socio economic and health condition of personal life, and on institutional progress as well. It deserves the right attention from every stakeholder, unless otherwise it has printed unstoppable impact on individual life and institutional development as well.

Since underemployment among the types of disguised/hidden unemployment, so that it requires policy change or amendments for such issue at country level. And also in order to overcome the problem of underemployment at any circumstances, between GO's and NGO's there should be cooperation/integration. Regarding the ways of tackling mechanisms informant (P12) described her opinion by using Amharic proverb. The proverb was “ጋንጎካንጠጠርይደገፋፋ”; literally the meaning is ‘gan’ the huge potter container can be supported with ‘teter’ tinny stone. This implies that capacitating the administrative staff with sufficient educational training would be primarily support the objective implementer which helps to attain the institute mission and vision with together. Hence, there should be given equal attention in terms of education and other incentives services.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Many previous studies asserted that underemployment is happened due to absence of assigning the proper person to the proper place. On average more than 88% of participants are strongly agreed with the first three indicators of underemployment that is mismatch between educational level and remuneration/payment, mismatch between educational level and job position, mismatch between skill and job requirements, while the least number of informants are accept lack of full-time work engagement despite desire to do so. This is due to the institute employment condition which is necessarily recruit through considering full time engagement for both permanent and contract employment process. There is no discrepancy in terms of work time engagement between them rather duration of working time. Moreover mismatch between experience and educational level/job position also taken as an indicator of the problem which is exactly existed within the institute.

In this study vast numbers of respondents (nearly 91%) have awareness concerning to the topic and from the total 245 the study participants around 65% of them were male, while the rest respondents are female. Respondents between 31 up to 40 age categories were highly challenged with the underemployment problems followed by the age groups between 21 up to 30. On average the age of the study participants are 29.3. Based on the chi square test there are moderate association between independent variable and respondent's age. This implies the impact of underemployment might be moderately affecting the productive work force. This study more or less similar with the finding of Jacobe (2011), and his study conveys that the prevalence of underemployment has been highest among individuals aged 18 to 29 and those without a college education.

The study finding conveys that, between educational attainments and ever facing the problem of underemployment variables (UEIQ4) there is strong relationship. This means majority numbers of highly qualified respondents involved in this study have been exposed to facing the problem of underemployment than others. As the level of educational status increase, the probability to affecting with underemployment problem will be increases because of lack of job accessibility and shortage of job provisions.

Indeed underemployment is occurred as a phenomenon at institutional level, as the study findings asserted around 90% of respondents are strongly believed that underemployment is already occurred at the level of institution including EPHI. According to the study participants the main cause of this problem is because of the imbalance between the demand and supply side of labor force market as external factor, lack of insuring good governance, absence of timely restructuring the old BPR and others.

Furthermore, it was revealed that underemployment seriously impacts employee satisfaction, carrier and self-esteem. As the study finding indicated around 84% of respondents are strongly believed that underemployment have negative impact on employee commitment to work, affect the level of performing task with due diligence and utmost care. This finding in harmony with the finding by (Borgen, Amundson, & Harder, 1988) they mentioned that underemployment is the belief that underemployed individuals will underperform. The reasoning seems to be that underemployed individuals will not work hard because they find their jobs pointless and demotivating and consequently, performance will suffer.

This study found that underemployment seriously impacts the level of employee satisfaction some of measuring indicators are augmenting high employee turnover, prevalence of absenteeism , performance inflation, declining team spirit, creates unhealthy work environment , declining work commitment and exposing for depression /stress are mentioned. Specifically nearly 90% of respondents were less committed to their work owing to the state of underemployment in which they find themselves and have a tendency to looking for another job. Lack of commitment to work in turn may lead to rampant absenteeism which stood at 76% compared to other indicators.

This implies that underemployment might be affecting mainly the employee level of achieving a given task with dedication and diligence that is level of staff satisfaction.

The statistical chi square test indicates that there is strong to moderate relationship between educational status and impacts of underemployment on employee satisfaction which is statistically significant. In addition there is moderate association between income status and satisfaction variables at 0.05 alpha levels. This tells that as an employee qualified with higher educational training, there level of expectation to get high and commensurate remuneration/payment will be high, if the opposite is true the commitment level to achieve a given task with effectiveness and efficiency will be decline. This means that underemployment have a negative relationship with employee satisfaction.

Besides, this study found that there is strong to moderate association between education, income variables and social and health (UEIQ9) variables. This indicates that highly educated employees involved in this study strongly believed that underemployment adversely impacts their social status and health conditions. As the income level of the employee decline the probability to exposing for the social and health related problems will be high. Similarly from FGD it was found that the aggregated socio economic impact of underemployment might be causing for higher health related problems, for instance exposing for NCD's (Non Communicable Diseases) such as hypertension, diabetics, cancer and etc. Based on the forwarded opinion of discussants, this kind of sickness can be arising from permanent state of depression, stress and anger. Most of NCD's might be directly co-related with the impacts of underemployment. This finding also in harmony with the finding by (Heather L. Maddocks, 2012), he indicated that the experience of underemployment, whether it be through over-education, lower wages, benefits and hours than desired, is expected to have negative consequences for the health and well-being of individuals.

Beyond its adverse impact on employee well-being, underemployment has an impact on institutional development. The consequences of underemployment problem is cyclical not stopped to damage the employee life rather than it affects the institute progress as well by exposing to expend huge cost without value added output, hinder from effectiveness and efficiency, and due to this the institute unable to attain towards its mission and vision.

In EPHI there is the real existence of the problem and the magnitude/intensity exerted by this phenomenon is high and very high. It can be hinder the institute from sustainable growth and it might be precipitates negative outcomes such as low per-capita output, low labor productivity, performance inflation, low work and institutional commitment, decreasing customer satisfaction, low employee self –esteem, low productivity and effectiveness of the institute, prevailing the grievance rate and imbalance between financial expenditure and work output.

5.2. Recommendations

Underemployment is a societal problem that affects job, carrier growth, poverty levels, business growth and the emotional health of underemployed workers. Sabina, Sanja and Lela (2016) pointed out that underemployment should be recognized as a critical labor and organizational problem and therefore changes are needed both in public labor policy(measures that encourage job creation), education policies (developing skills and programs that are in line with labor market needs), and internal human resource policies (job design and analysis, recruitment and selection, training and development). In EPHI almost all permanent employees are underemployed.

Consequently, at institute level to minimize these problem developing job design through conducting work force inventory of the organization or redesign the job in new form is very important because it supports to identified the underutilized works and then to assign the proper person to the proper place. After finalizing those activities restructuring the organization BPR will be effective, since it also supports to identify the current status of the institution and the existing imbalance between the numbers of employees and required job positions.

One of the main causes of underemployment is insufficiently utilizing of employee knowledge, skill and attitude/talent, thus to overcome this challenge the institute should give orientation for new staff at the beginning of their new position. The new staff should be introduced to the organizational culture, the right and obligations of the staff has to be clearly explained, aligning the individual level job specification with the institutional target to

be achieved; then following this there should be strict activities follow up and timely performance evaluation.

The existence of displacement of an employee in a given organization, primarily affects the individual life, then it damages the institute growth as well. So in order to minimize the oversee challenges underemployment firstly it needs to prepare competency framework and recruiting an employee based on that, secondly through providing consistence and intended competency training, thirdly obeying and implementing the country civil service rule and regulations properly, and creating awareness/transparency regarding HR manuals and guidelines timely. Additionally insuring good governance, effective and clear management support and striking to the high qualification would be taken as remedy solutions.

At the Country level, within governmental organizations especially who are performing same activities, there should be strong HR information transmission channel which helps to identify any gaps related with recruitment/deployment process and to share best practices from others. Revising the old structure and developing demand based educational curriculum. In addition providing need based work force training and development will be essential.

To minimize this problem the private versus public partnership should be strengthened in order to create appropriate job opportunity for citizens. Like NGO's and UN agencies any benefits of the government should consider the back status of individuals spouse and number of children and supporting families. Additionally, it is critical to amend the current NEP through considering the issue of underemployment, designing policy to support the employees in fulfilling basic necessities such as house, car, health/property insurance and other allowance for the family members as much as possible.

To some extent, the new JEG system has been solved the mismatch between educational level and payment, however still now we have seen discrepancy within institute to institute in terms of incentive packages. It is a best start up innovating and introducing new reform system to attenuate divergence of salary. However there have seen too much complain during JEG implementation process due to structural and deployment related problems. The

JEG studied at country level and then applied at institute level was not as such expected, because before starting pre implementation process there should have to be overhauling action across the whole governmental institution.

And also to conduct successful pre and post JEG implementation first every service sector governmental organization should be restructuring their old BPR on the basis of the current status of their institution. Besides, Medias, the government and all concerned bodies need to give the right attention to solve this problem. And also, there should be similar incentive implementation package especially within same institution which is delivered identical services. Based on the finding of this study amending the current payment system would be better, because to some extent it may stabilize the daily economic cost.

Timely conducting HR inventory in country wide also vital, because it would help to identify the underutilized workers, then inserting the identified data to the data base. Then through considering the newly established job design, first identifying the positions which is oversee lack of employee engagement, then cascading the balanced job specification for the underutilized staffs. This would be support the organizations to strictly follow and evaluate the work done.

Last but not least, in our country the issue of underemployment is the newly emerging and untouched studying area as compared with unemployment, thus for future researchers/practitioners it is better if they are targeted to investigating further regarding time related and skill related underemployment which is not studied yet. Additionally examining the impact of underemployment at country wide perspectives would be essential in order to dig out and observe its national level impacts. Hopefully this paper will contribute a better understanding regarding the phenomenon and offers some insight as a benchmark for further research.

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APPENDIX A: - Respondent questionnaires

Addis Ababa University collage of Social Science

Respondents Questionnaire

Dear Respondent (s), the main objective of this questionnaire is to solicit the necessary and relevant data for MA thesis entitled ***“The impacts of underemployment on employee satisfaction and institutional development.”*** The study is conducted in the partial fulfillment of the requirement of the Degree of Master of Arts in Sociology at Addis Ababa University. Your real support and assistance is very much needed for the success of the research. Hence, I kindly ask you to provide accurate and honest information that will enrich my research. I assure you that your individual response to the questions will be treated with maximum confidentiality and anonymity. I thank you in advance for your genuine and truthful information.

Sincerely,

Haregewoin Menkir.

About the Mark

If your response is ok/agree put ✓ mark

If your response is no/don't know/disagree put ✗ mark

Please DO NOT write your name in any part of this questionnaire!!

Part one

Socio Economic and demographic information of respondents

1. Gender

a. male b. female

2. Age

a. Below 20 year b. From 21-30 year c. from 31-40 year

b. From 41-50 year e. Above 50 year

3. Educational status

- a. below certificate b. certificate c. diploma d. degree e. masters f. PhD

4. Salary status

- a. below 1000 b. from 1001-2000 c. from 2001-3000
 d. from 3001-4000 e. from 4001-5000 f. from 5001-6000
 g. from 6001-7000 h. 7001-8000 i. above 8000

5. Marital status

- a. married b. single/unmarried c. divorced d. widow

Part two

Main part of the questionnaire

1. Do you know/have you heard about the problem of underemployment?
 a. Yes b. No c. I don't know
2. Do you believe that the problem of underemployment already occurred as a phenomenon at institutional level?
 a. Strongly agree b. agree c. Strongly disagree d. disagree
3. If your answer is strongly agree/agree for question no 2, what are its manifestations? When you answer this question please put ✓ mark on the below table, and you can add your opinion also.

S/N	Suggested Indicators	Agree	Disagree
1	Mismatch between educational level and remuneration/ payment		
2	Mismatch between educational level and job position		
3	Mismatch between skill and job requirements		
4	Mismatch between experience and job requirements		
5	Lack of full-time work engagement despite desire to do so.		
6	If any other please specify		

4. Do you think ever you are being in the problem of underemployment?

- a. Yes b. No c. don't know

5. If your answer for question no 4 is yes, what have you done to being out of this problem? To answer this question please explain your opinion by putting ✓ mark in front of your choice and specify if you have additional option to add.

S/N	Suggested indicators	Agree	Disagree
1	Searching new job		
2	Upgrading yourself with training		
3	Accumulating/having more experience		
4	Strengthening social network		
5	If any other please specify		

6. Do you think that the problem of underemployment exist in EPHI?
 a. Yes b. no c. I don't know
7. If your answer for question no 6 is yes, how do you explain the magnitude of the problem exerted by this phenomenon?
 a. Very high b. high c. medium d. low
8. Among the criteria for job satisfaction performing a given task with due diligence, utmost care and commitment are mentioned. Do you believe that underemployment has a negative impact on employee satisfaction?
 a. yes b. no c. I don't know
9. If your answer for question no 8 is yes, please express your opinion by putting ✓ mark in front of your choice and specify if you have additional option to add.

S/N	Suggested indicators	Agree	Dis agree
1	High employee turnover/a tendency to looking for another job		
2	Prevalence of absenteeism		
3	Performance inflation		

4	Declining team spirit		
5	Creates unhealthy work environment		
6	Declining work commitment		
7	Depression /stress		
8	If you have any other idea		

10. Additionally do you believe that underemployment has an impact on social and health condition of individual life?

- a. Strongly Agree b. Agree c. Strongly disagree d. Disagree

11. If your answer is for question no 10 strongly agree/agree what are its manifestations? When answering this question please see the following suggested measures and put ✓ mark in front of your choice.

S/R	Social impact	Agree	Disagree
1	Affects family life by causing discrimination among family or denying equal treatment within a family		
2	Affects social status including discrimination/infusing unequal treatment among peers and friends		
3	Engenders feeling of loneness and isolation.		
4	Leading to low interaction with others		
5	If you have additional option please specify		

S/R	Health impact	Agree	Disagree
1	Depression/ anxiety		
2	Stress		
3	Lack of ability to cover health related to expenses; or solve health related problems		
	If you have additional option please specify		

12. In the future what possible measures should be done to combat/minimize the impact of underemployment? To answer this question please put ✓ mark on the below table.

S/R	Suggested indicators	Agree	Disagree

1	Amending the current payment system		
2	Assigning the right person to the right place		
3	Empowering an employee psychologically through providing appropriate training		
4	Motivating an employee by providing different incentive package		
5	Improving the ways of communication between employee and employer/boss.		
6	If you have any other idea please specify		

13. Lastly if you would like to add any comment please specify _____

Thank you very much for your participation!!

APPENDIX B:-Focus Group Discussion (FGD) Guide

Addis Ababa University Sociology Department

Focus Group Discussion (FGD) Guide for the selected discussants

Dear Discussant (s), the main objective of this FGD guide is to solicit the necessary and relevant data for MA thesis entitled “***The impacts of underemployment on employee satisfaction and institutional development.***” The study is conducted in the partial fulfillment of the requirement of the Degree of Master of Arts in Sociology at Addis Ababa University. Your real support and assistance is very much needed for the success of the research. Hence, I kindly ask you to provide accurate and honest information that will enrich my research. I assure you that your individual response to the questions will be treated with maximum confidentiality and anonymity. I thank you in advance for your genuine and truthful information.

Sincerely, Haregewoin Menkir

Discussion Points

1. What is the concept of underemployment and how it is perceived by the employees?
2. Is there any significant problem attributed to underemployment at EPHI?
3. If yes, what are their manifestations?
4. Could you please tell us the magnitude and intensity of challenges posed by underemployment at EPHI?
5. What is the impact of this phenomenon on employee satisfaction, career and self-esteem?
6. How does it affect employee socio economic and health conditions?
7. Is there any mechanism at EPHI that would help employees to change their underemployment status?
8. Apart from its adverse impact on employee well-being, does underemployment impact institutional development? If yes how?
9. What should be done by concerned body to combat/minimize the problem of underemployment at institutional and country wide?
10. General comments

Thank you for your participation!!

APPENDIX C: - Semi Structured Interview guide

Addis Ababa University Sociology Department

Semi Structured Interview guide for Ethiopian Public Health Institute (EPHI) human resource directorate director

Dear Interviewee, the main objective of this interview guide is to solicit the necessary and relevant data for MA thesis entitled ***“The impacts of underemployment on employee satisfaction and institutional development.”*** The study is conducted in the partial fulfillment of the requirement of the Degree of Master of Arts in Sociology at Addis Ababa University. Your real support and assistance is very much needed for the success of the research. Hence, I kindly ask you to provide accurate and honest information that will enrich my research. I assure you that your individual response to the questions will be treated with maximum confidentiality and anonymity. I thank you in advance for your genuine and truthful information.

Sincerely, Haregewoin Menkir

Part one

General information about the institute HR

1. How many employees are there in the institute?
a. Permanent b. contract
2. Number of employees with gender
a. Scientific staff male female
b. Administrative staff male female
3. How many directorates and offices are available in the institute?
a. Directorates b. Offices
4. Among the two ways of employed staff (i.e., permanent and contract) which of them are highly affected by underemployment challenge? Please tell us your opinion _____

5. Could you please tell us the total number of employee educational status?
a. Below Certificate b. Certificate c. Diploma
d. Degree e. Masters f. PhD

Part two

Main part of the interview

1. How do you describe the concept of underemployment? Please specify your perception regarding this. _____
2. Do you believe that the problem of underemployment is exists in EPHI?
 - a. Yes
 - b. no
 - c. I don't know
3. If the problem is there,
 - a. What are its manifestations?

S/N	Suggested Indicators	Agree	Disagree
1	Mismatch between educational level and remuneration/ payment		
2	Mismatch between educational level and job position		
3	Mismatch between skill and job requirements		
4	Lack of full-time work engagement despite desire to do so.		
5	If any other please specify		

- b. As a research institute what kind of corrective measures are taken to combat the challenge?

4. Do you agree that underemployment has a negative effect on institutional future development beyond its impact on employee socio economic and health conditions?
 - a. Strongly agree
 - b. Agree
 - c. disagree
 - d. strongly disagree
5. If your response is very strongly agree/agree what are its manifestations?

S/N	Suggested Indicators	Agree	Disagree
1	Prevalence of absenteeism		
2	High employee turnover		
3	Low per-capita output		
4	Low labor productivity		
5	Performance inflation		
6	Low work and institutional commitment		
7	Increasing material defect		
8	Decreasing customer satisfaction		
9	Low employee self -esteem		
10	Low productivity and effectiveness of the institute		
11	Imbalance between financial expenditure and work output		
12	Ineffective and inefficient work		
13	High grievance rate		
14	If any other please specify		

6. How do you evaluate the magnitude of problems exerted by this underemployment?

a. Very high

b. High

c. Medium

d. Low

7. What should be done by the responsible bodies in order to eradicate/minimize the problem of underemployment at the institute and country level? _____

8. Lastly If you have anything to add please specify _____

Thank you for your participation!!

ክፍልሁለት

የመጠይቁዎናክፍል

1. ስለምሉእያልሆነየስራቅጥር/ስምሪትችግርበቂግንዛቤአለኝብለውያምናሉ?

ሀ. አዎ ለ. የለኝም ሐ. አላውቅም

2. አሁንላይምሉእያልሆነየስራቅጥር/ስምሪትችግርበተቋምደረጃተከስቷልብለውያስባሉ/ይስማማሉ?

ሀ. በጣምእስማማለሁ ለ. እስማማለሁ ሐ. በጣምአልስማማም መ. አልስማማም

3. ምላሽዎእስማማለሁ/በጣምእስማማለሁከሆነምሉእያልሆነየስራቅጥር/ስምሪትመገለጫዎችምንድንናቸው?

ለዚህጥያቁምላሽለመስጠትከዚህበታችከተዘረዘሩትአማራጭአመላካቾችውስጥ (✓)ምልክትበማድረግሀሳብዎንቢገልጹልን፤

ተ.ቁ	አማራጭአመላካቾች	እስማማለሁ	አልስማማም
1	የትምህርትደረጃናየደመወዝሁኔታአለመመጣጠን		
2	የትምህርትደረጃናየስራውመደብአለመመጣጠን		
3	የክህሎትደረጃናስራውየሚፈልገውችሎታአለመመጣጠን		
4	የስራልምድናስራውየሚፈልገውችሎታአለመመጣጠን		
5	አነስተኛየስራሰአትለመስራትመገደድ		
6	ሌሎችመገለጫዎችካሉቢገልጹልን		

4. በምሉእያልሆነየስራቅጥር/ስምሪትችግርውስጥመሆንዎንስአስበውያውቃሉ?

ሀ.አዎ ለ.አይደለሁም ሐ.አላውቅም

5. ተራቁጥር

2

ላይምላሽዎአዎከሆነከዚህችግርለመውጣትበግልዎየወሰዱትእርምጃካለ፤ለዚህጥያቁምላሽሲሰጡከዚህበታችከተዘረዘሩአማራጭንጥቦችላይ (✓)ምልክትበማድረግሀሳብዎንይግለጹልን

ተ.ቁ	አማራጭአመላካቾች	እስማማለሁ	አልስማማም
1	አዲስስራመፈለግ		
2	በስልጠናዎችራስንማብቃት		
3	የስራልምድችንማካበት		
4	የስራመረጃዎችን(ሲቪ) በየጊዜውማደስ		
5	ማህበራዊግንኙነትንማጠናከር		
6	ተጨማሪሃሳብካለዎት		

6. በኢትዮጵያህብረተሰብጤናኢንስቲትዩትውስጥያልተመጣጠነየቅጥርሁኔታችንግርአለብለውያስባሉ?

ሀ. አዎ ለ. የለም ሐ. አላውቅም

7. ችግሩተከስቶከሆነየችግሩግዘፈትናስፋትእንዴትይገለጻል?

ሀ. በጣምከፍተኛ ለ. ከፍተኛ ሐ. መካከለኛ መ. ዝቅተኛ

8. ከስራላይእርካታመገለጫዎችውስጥአንዱስራንበትጋት፣ በጥንቃቄናበቁርጠኝነትማከናወንአንዱሲሆንያልተመጣጠነየቅጥርሁኔታ በስራተኛውእርካታላይየሚያሳድረውተፅእኖአለብለውያምናሉ?

ሀ. አዎ ለ. የለም ሐ. አላውቅም

9. ተራቁጥር 8 ላይምላሽዎአዎከሆነምሉእያልሆነየስራቅጥር/ስምሪትበስራእርካታላይየሚያሳድረውተፅእኖእንዴትይገለጻል? ይህንንጥያቄሲመልሱከዚህበታችየተዘረዘሩአማራጭአመላካቾችላይ (✓) ምልክትበማድረግሃሳብዎንይግለፁ?

ተ.ቁ	አማራጭአመላካቾች	እስማማለሁ	አልስማማም
1	ከስራለመልቀቅመፈለግ		
2	ከስራመቅረት		
3	የስራአፈጻጸም/ውጤታማነትመቀነስ		
4	የቡድንስራእንዳይኖርማድረግ		
5	ምቹየስራከባቢእንዳይፈጠርማድረግ		
6	ስራንበቁርጠኝነትለመስራትመቸገር		
7	በስራላይመጨናነቅ		
8	ለመጨመርየሚፈልጉትሃሳብካለዎት		

10. በተጨማሪምምሉእያልሆነየስራቅጥር/ስምሪትበማህበራዊና በጤናሁኔታዎላይተፅእኖእንዳለውያምናሉ/ይስማማሉ?

ሀ. በጣምእስማማለሁ ለ. እስማማለሁ ሐ. አልስማማም መ. በጣምአልስማማም

11. በተራቁጥር 10 ላይምላሽዎበጣምእስማማለሁ/እስማማለሁከሆነከዚህበታችበተዘረዘሩትአማራጭአመላካቾች (✓) ምልክትበማድረግሃሳብዎን ቢገልጹልን?

ተ.ቁ	ማህበራዊተፅእኖዎች	እስማማለሁ	አልስማማም
1	ከቤተሰብመገለል		
2	ከጓደኛመገለል		
3	የባታችነትስሜትማደር		
4	ከሌሎችጋርለመቀራረብአለመፈለግ		

5	ሌሎችካሉቢገልጹልን		
ተ.ቁ	የጤናተፅእኖዎች	እስማማለሁ	አልስማማም
1	ድብርት		
2	ጭንቀት		
3	ተያያዥየጤናችግሮች		
4	ሌሎችካሉቢገልጹልን		

12. በቀጣይምሉእያልሆነየስራቅጥር/ስምሪትተፅእኖንለመቀነስእንደኢንስቲትዩቱምሆነበሃገርአቀፍደረጃምንመደረግአለበትብለውያስባሉ? ለዚህምጥያቄምላሸሲሰጡከዚህበታችየተዘረዘሩአማራጭአመላካቾችላይ (✓) ምልክትበማድረግሃሳብዎንይግለጹልን

ተ.ቁ	አማራጭአመላካቾች	እስማማለሁ	አልስማማም
1	ከትምህርትደረጃጋርየተመጣጠነየክፍያስርአትእንዲኖርማድረግ		
2	ሙያውየሚፈልገውንሰውበትክክለኛቦታመመደብ		
3	የሰራተኛውንስነልቦናበስልጠናናበተለያዩግንዛቤማስጨበጫዎችማብቃት		
4	የማበረታቻናየማነቃቂያፕሮግራሞችንማዘጋጀት		
5	በአመራሩናበፈጻሚውመካካልመልካምግንኙነትእንዲኖርማድረግ		
6	ሌሎችየመፍትሄሃሳቦችካሉ		

13. ተጨማሪአስተያየትካለዎት _____

ለተሳትፎዎ እጅግበጣምአመሰግናለሁ!!

አባሪ

በአዲስአበባዩኒቨርሲቲሶሎኒዮትምህርትክፍል “*The impacts of underemployment on employee satisfaction and institutional development*” (ምስራ ያልሆነ የሥራ ቅጥር (ከትምህርት ደረጃና ክክለኛነት ጋር ያልተመጣጠነ) የሥራ ስምሪት በሠራተኛ ተነሳሽነትና በተቋም ስድገት ሳይ የሚያስደረግ ተሰልፎ)” በሚሰሩ ርዕሰ ስብሰባዎች (Focus Group Discussion) ስብሰባ

ሁድ የዚህ ሁድደት ተሳተፎ:- ደህን ምርምር በአዲስ አበባ ዩኒቨርሲቲ የሶሎኒዮትምህርት ክፍል ስብሰባዎች ዲግሪ ማሟያ የሚደረግ ጥናት ነው። የሰርሰዎ ስራነተኛና ተገቢ ሀሳብ ስምርምራ ስኬት ከፍተኛ ሚና ይጫወታል። በመሆኑም ስራነተኛ፣ ተገቢና ስራማኝ ሀሳቦችን በመስጠት ስንዲተባበሩኝ ስለሚደረግኝ ትብብር በቀድሞ ደባዊ ምስጋናዬን ስቀርባለሁ። ምርምሩ ስትምህርት (ሳይንሳዊ) ፍጆተ ብቸ የሚወጡ ስለሆነ ምስጋናዬንቱ የተጠበቀ ነው። በሂደት የሚነሱ ጉዳዮች ካስተመቸዎት በማንኛውም ጊዜ ሠደዱኑን ስቋርጠው ለመወጣት ይችላሉ።

በረገደዎን ለመክፈት

የመወያየት ጥቦች

1. ስለምሉእያልሆነየስራቅጥር/ስምሪትምንነትየሰራተኛውግንዛቤስምንይመስላል?
2. ምሉእያልሆነየስራቅጥር/ስምሪትችግርበኢትዮጵያየህብረተሰብጤናኢንስቲትዩትውስጥአለ ?
3. ምላሹአዎከሆነይህችግርስለመኖሩየሚያመላክቱመገለጫዎችምንድንናቸው?
4. በኢንስቲትዩቱምሉእያልሆነየስራቅጥር/ስምሪትየሚያስከትለውችግርስፋትናግዝፈትእንዴትይገለጻል?
5. ምሉእያልሆነየስራቅጥር/ስምሪትበሰራተኛውእርካታ፣እድገትናበራስመተማመንላይየሚያሳድረውተፅእኛምንድንነው?
6. ምሉእያልሆነየስራቅጥር/ስምሪትበሰራተኛውማህበራዊ፣ኢኮኖሚያዊናየጤናጉዳዮችላይእንዴትተፅእኛሊያደርስይችላል?
7. በኢንስቲትዩቱውስጥየሰራተኛውንምሉእያልሆነየስራቅጥር/ስምሪትችግርለመቅረፍ/ለመለወጥምቼሁኔታዎችአሉወይ?
8. ከዚህምባሻገርምሉእያልሆነየስራቅጥር/ስምሪትችግርበኢንስቲትዩቱቀጣይእድገትላይተፅእኛያሳድራል? እንዴት?
9. እንደኢንስቲትዩትምሆነበሃገርአቀፍደረጃምሉእያልሆነየስራቅጥር/ስምሪትችግርንበቀጣይለመቀነስምንመደረግአለበት?
10. የማጠቃለያአስተያየቶች

ለተሳትፎዎ እጅግ በጣም አመሰግናለሁ!!

አባሪሐ

በአዲስአበባዩኒቨርሲቲሶሎኖጂትምህርትክፍል **“The impacts of underemployment on employee satisfaction and institutional development”** (ምስራቅ ያልሆነ የሥራ ቅጥር (ከትምህርት ደረጃና ክክለኛነት ጋር ያልተመጣጠነ) የሥራ ስምሪት በሠራተኛ ተነሳሽነትና በተቋም ስድገት ላይ የሚያስደረግ ተፅዕኖ) ” በሚሉ ርዕስ (indepth interview)

ሁድ የዚህ ቃለ-መጠይቅ ተሳተፊ፡- ደህንነት ምርምር በአዲስ አበባ ዩኒቨርሲቲ የሶሎኖጂ ትምህርት ክፍል ስህተተኛ ዲግሪ ማሟያ የሚደረግ ጥናት ነው። የዕርጉም ስሜትና ተገቢ ሀሳብ ስምርምሪ ስኬት ክፍተኛ ማና ይጫወተዋል። በመሆኑም ስሜትና፤ ተገቢና ስሜት ሀሳቦችን በመስጠት ስንደተባበረኝ ስለሆኑኝ ስሚደረግኝ ትብብር በቅድሚያ ሰጣዊ ምስጋናዬን ስቀርባለሁ። ምርምሪ ስትምህርት (ሳይንሳዊ) ፍጹም ብቻ የሚወጣ ስለሆነ ምስጋናዬንቱ የተጠበቀ ነው። በሂደት የሚነሱ ጉዳዮች ካልተመቻቸው በማንኛውም ጊዜ ቃለ-መጠይቁን ስቋርጠዉ ለመጣት ይችላሉ።

ሀይማኖት ስም

ክፍል 1

ጠቅላላ መረጃ ስለ ኢንስቲትዩት የሰራተኛው ማብራሪያ

1. በተቋሙ ምን ያህል ሰራተኞች አሉ
ሀ. ቋሚ ለ. ኮንትራት
2. የሰራተኞች ብዛት በጾታ
ሀ. ሳይንቲፊካውን ድ ሴት
ለ. ድጋፍ ሰጪውን ድ ሴት
3. የዳይሬክቶሬቶችና የፅ/ቤቶች ብዛት

ሀ. ዳሬከቶሬቶች ለ. ፅ/ቤቶች

4. ከሁለቱ የሥራ ተኝቶች ምድብ (ማለትም ከቋሚና ከኮንትራት) በከፍተኛ ሁኔታ ምሉእ ባልሆነ የሥራ ቅጥር/ስምሪት ተፅእኖው ስጥ ያለው የትኛው ይመስልዎታል? ሃሳብዎን ቢገልጹልን _____

5. የኢንስቲትዩቱን ሥራ ተኝቶች አጠቃላይ የትምህርት ደረጃ ሁኔታን ሊገልጹልን ይችላሉ?

ሀ. ቀለም ለ. ሰርተፍኬት ሐ. ዲፕሎማ መ. ዲግሪ

ሰ. ማስተርስ ረ. ፒኤችዲ

ክፍል 2

1. ስለ ምሉእ ያልሆነ የሥራ ቅጥር/ስምሪት ያለዎት ግንዛቤ ምን ይመስላል? ሃሳብዎን ቢገልጹልን _____

2. በኢንስቲትዩቱ ውስጥ ምሉእ ያልሆነ የሥራ ቅጥር/ስምሪት ችግር እንዳለ ያውቃሉ?

ሀ. አዎ ለ. የለም ሐ. አላውቅም

3. ተራ ቁጥር 2 ላይ ምላሽ ያዘጋጁ

ሀ. መገለጫዎቹ ምን ድንኛቸው?

ተ.ቁ	አማራጭ አመለካኝቶች	እስማማለሁ	አልስማማም
1	የትምህርት ደረጃ እና ክፍያ አለመመጣጠን		
2	የትምህርት ደረጃ የሥራ መደብ አለመመጣጠን		
3	ክህሎትና ስራው የሚፈልገው ችሎታ አለመመጣጠን		
4	አንስተኛ የሥራ ሰዓት ለመስራት መገደድ		
5	ሌላ ካለ ቢገልጹልን		

ለ. ይህንን ችግር ለመቅረፍ እንደ ተቋም የተሰሩ ስራዎች / የተወሰዱ እርምጃዎች ካሉ _____

4. ምሉእ ያልሆነ የስራ ቅጥር / ስም ራት በሰራተኛው ላይ ከሚያሳድረው ማህበራዊና የጤና ተፅእኖ ለሻገር በኢንስቲትዩቱ ቀጣይ እድገት ላይ የሚያደርሰው ጉዳት እንዳለ ያምናሉ / ይስማማሉ?

ሀ. በጣም እስማማለሁ ለ. እስማማለሁ ሐ. አልስማማም

መ. በጣም አልስማማም

5. በተራ ቁጥር

4

ላይ ምላሽ ያደረጉ በጣም እስማማለሁ / እስማማለሁ ከሆነ ምሉእ ያልሆነ የስራ ቅጥር / ስም ራት በኢንስቲትዩቱ የሚያደርሰው ተፅእኖ መገለጫዎች ምን ድንገቶች ናቸው?

ተ.ቁ	አማራጭ አመለካኞች	እስማማለሁ	አልስማማም
1	ከስራ የመቅረት አዝማሚያ መኖር		
2	የስራ መልቀቅ አዝማሚያ መጨመር		
3	ሰራተኛው የሚያስገኘው ውጤት መቀነስ		
4	የሰራተኛው ጤታማነት መቀነስ		
5	የአቅድ አፈጻጸም ውጤት መጋሸብ / መቀነስ		
6	የሰራተኛው ለስራ ያለት ጋትና ቁርጠኝነት መቀነስ		
7	የንብረት ጉዳት / ብልሽት መጨመር		
8	የውጭ ተገልጋይ እርካታ መቀነስ		
9	የተቋሙን ውጤታማነት / ስኬታማነት መቀነስ		
10	የሰራተኛው በራሱ መተማመን መቀነስ		
11	ለስራው የሚወጣው ወጪ ከስራው ውጤት ጋር አለመመጣጠን		
12	ውጤታማና ቀልጣፋ አሰራር አለመኖር		
13	የቅሬታ መጠን መጨመር		

አገራዊ



Figure 3:- FGD Participants on discussion, at EPHI.

