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On

The Effect of Perceived Servant Leadership on Employees' Job Satisfaction: The Case of Selected Non-Governmental Organizations

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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURSE MANAGEMENT

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DECLARATION

I, **Eyerusalem Amare,** declare that the thesis entitled "The Effect of Perceived Servant Leadership on Employees' Job Satisfaction: The Case of Selected Non-Governmental Organizations," is authored by me and neither has been submitted to other universities nor parallel considered for other degree at a time. Sources referenced and cited in this thesis research have been appropriately acknowledge.

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Statement of Certification

I certify that **Eyerusalem Amare** has carried out her research work under my guidance on the topic of "The Effect of Perceived Servant Leadership on Employees' Job Satisfaction: The Case of Selected Non-Governmental Organizations". This work is suitable for submission as a partial fulfillment requirement for the award of Master's Degree in Human Resource Management.

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Statement of Approval Sheet

This is to confirm that the thesis research conducted by **Eyerusalem Amare** on "The Effect of Perceived Servant Leadership on Employees' Job Satisfaction: The Case of Selected Non-Governmental Organizations," which was submitted in partial fulfillment of the Master of Human Resource Management degree, complies with the university regulations and recognized standards for originality and excellence.

Signed by the Examining Committee:

Advisor _____Signature _____ Date_____

External Examiner _____ Signature _____ Date_____

Internal Examiner _____ Signature _____ Date_____

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Eyerusalem Amare,

April, 2026, Addis Ababa, Ethiopia

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List of Abbreviations and Acronyms

CFE	Child Fund Ethiopia
EP	Employee Job Satisfaction
EHE	Engender Health Ethiopia
HRM	Human Resource Management
HR	Human Resource
JS	Job satisfaction
NGO	Non-Governmental Organizations
SL	Servant Leadership
SPSS	Statistical Package for the Social Sciences

Abstract

The study examined the perceived effect of servant leadership on employees' job satisfaction in selected non-governmental organizations) in Addis Ababa. The main objective of the study was to investigate the effect servant leadership dimensions (empowerment, stewardship, ethical behavior and communication) on employees' job satisfaction. A mixed research approach was employed by combining both qualitative and quantitative approaches. The primary data were collected through structured questionnaire and supported by semi-structured interviews to complement the quantitative results. Using stratified random sampling method, 144 employees of these two organizations were selected from a population of 225. The collected data was analyzed using SPSS V27, through applying descriptive, correlation, and multiple regression analysis. The findings of the study revealed that, servant leadership has positive and significant on employees' job satisfaction in both Child Fund Ethiopia (Sig.=0.000, F=18.408) and Engender Health Ethiopia (Sig.=0.000, F=23.120). Among the dimensions of servant leadership, empowerment and stewardship were found to have positive and statistically positive impact on job satisfaction. However, ethical behavior and communication have no statistically significant effect on employees' job satisfaction. while ethical behavior and communication require additional attention to uplift their effectiveness. Based on the findings of this study, the organizations are recommended to strengthen their empowerment practices, promote stewardship oriented leadership, and improve their ethical behavior and communication practices for better employee satisfaction. Future research is suggested to explore other variables and contexts to better understand regarding servant leadership and job satisfaction

Keywords: Servant Leadership, Empowerment, Stewardship, Ethical Behavior, Communication, NGOs

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Servant leadership is defined as a leadership philosophy focused on serving others first and prioritizing employee growth and development (Tessema et al., 2025). Servant leaders possess qualities such as empathy, listening, healing, awareness, stewardship, and persuasion, all of which drive the person and the organization toward self-actualization (Lobago and Abraham, 2023). Servant leadership has become more relevant in modern organizational contexts as a result of its beneficial effects on employee-related outcomes. Numerous studies have identified that servant leadership fosters employee motivation, organizational commitment, and organizational performance (El-Sisi & Montaser, 2022). The workplaces are shifting towards a collaborative culture and participatory management; servant leadership promotes trust, respect, and shared purpose, all of which other studies have shown to enhance job satisfaction (Miao, Newman, & Schwarz, 2019).

Satisfaction with a job represents the general emotional response of an employee to their job, leadership, and organizational atmosphere. Concerning this, many studies found that when employees perceive their leaders as supportive, empathetic, and genuinely concerned for them, they also report higher job satisfaction and greater engagement (Chiniara & Bentein, 2016). In relation to this, servant leadership leads directly to an increase in the morale, motivation, and results of workers (Darvishmotevali & Altinany, 2022).

NGOs selected to participate in this study, such as the Engender Health Ethiopia and Child Fund Ethiopia, work in Ethiopia and have mandates with strong emphases on people-centred services. In this context, these organizations require employees who are engaged and emotionally resilient to provide psychosocial, spiritual, and community-based services to children and families who are at risk. Thus, leadership styles that focus on approaches which would empower employees and ensure their wellbeing become critical (Franco & Antunes, 2020).

Given that NGOs confronted by emotionally demanding work in contexts of resource constraints and high expectations, leadership has a great bearing on the motivation and satisfaction of employees. Servant leadership, hence, becomes particularly appropriate in these contexts, emphasizing care, empowerment, and moral responsibility (El-Sisi & Montaser, 2022). Accordingly, this study will examine the effect of servant leadership on employees' job satisfaction in the selected NGOs in Ethiopia. It will provide insights that could be utilized to improve leadership practices, increase employee satisfaction, and guarantee NGO human resource effectiveness and their services' long-term sustainability in the country.

Although numerous studies have reported a positive relationship between servant leadership and employee job satisfaction, the findings are not entirely conclusive across different organizational and cultural contexts. Some studies suggest that the strength of this relationship varies depending on organizational characteristics, employee expectations, and workplace conditions. Furthermore, empirical evidence on servant leadership and job satisfaction remains limited in the Ethiopian NGO sector, particularly among humanitarian and development organizations. This gap highlights the need for further investigation to better understand how servant leadership influences employee job satisfaction within the Ethiopian NGO context.

1.2. Background of the Selected NGOs

1.2.1. Background of Child Fund Ethiopia

Child Fund International is a child-centred global development and child protection agency, and a founding member of the Child Fund Alliance. It has worked since 1938 to help children break the generational cycle of poverty and reach their full potential. It couples what it learns from children with best practices in the field of international development to develop and deliver programs made possible by the generosity of its sponsors and donors. Child Fund began operations in Ethiopia in 1971, and today it supports 13 community-based child development programs in 4 regions: Amhara, Oromia, Southern Nations, Nationalities, and People's (SNNP) and Addis Ababa). It implements programs on Child Protection, Household Economic Strengthening, Early Childhood Development, Education, WASH

(Water, Sanitation and Hygiene), Food Security, Emergency Response, Health and Nutrition, Climate Change and Resilience Building (Child Fund Ethiopia, 2025).

1.2.2. Background of Engender Health Ethiopia

Engender Health Ethiopia is a global SRHR organization that has worked for more than 30 years in partnership with the Ethiopian government to expand access to high-quality, rights-based sexual and reproductive health services. Operating in over 440 Woredas across six regions and Addis Ababa, the organization focuses on integrated SRH and maternal health services, gender-based violence (GBV) prevention and response, community mobilization, and health system strengthening. Engender Health is recognized for its Men as Partners (MAP) approach, which promotes gender equality and reduces SGBV, and implements major donor-funded programs including SIDA, the Embassy of the Netherlands, USAID, and the Gates Foundation to improve family planning, safe abortion care, RMNCH services, WASH, and menstrual hygiene management. Through these programs and partnerships with local organizations, Engender Health continues to advance SRHR, empower women and youth, and enhance service quality and health outcomes throughout Ethiopia (Engender Health, 2025).

1.3. Statement of the Problem

Servant leadership has attracted increasing global interest from scholars in how it might empower subordinates through prioritizing the growth and well-being of their followers (Gumbo and Ngwenya, 2016). According to Lobago and Abraham (2023), a perception by employees that their leaders are oriented toward servant leadership is likely to relate positively to job satisfaction-a psycho-economic state of being satisfied with one's job-and in general, a very important determinant of motivation, commitment, and finally performance (Simamora et al., 2019). Despite the increased interests in servant leadership studies, very limited empirical studies have explored how servant leadership is related to job satisfaction within African organizational contexts and particularly in Ethiopian companies (Tessema et al., 2025).

Evidence shows that low job satisfaction leads to adverse outcomes, such as high turnover, absenteeism, demotivation, and reduced productivity. Such challenges are an operational concern for organizations, especially those working in competitive and resource-constrained environments like Child Fund International and Engender Health Ethiopia as NGOs, where employee satisfaction impacts directly on service delivery and thus the sustainability of such entities. While various studies have been conducted in Pakistan (Anas et al., 2025), Egypt (Attia et al., 2023) and El-Sisi and Montaser (2022) and Portuguese contexts (Franco and Antunes, 2020) that prove the potential of servant leadership in raising satisfaction and commitment levels of employees, many such works remain incomplete in addressing how servant leadership influences the operational and cultural realities within the NGO sector in Ethiopia.

Though servant leadership is supposed to influence employee behaviour and organizational values and performance, there is a limited understanding of how this particular leadership style influences job satisfaction in Ethiopian NGO settings. The gap is even more acute in organizations like the Engender Health Ethiopia and Child Fund International, which have service-oriented missions calling for emotionally resilient and highly motivated staff. However, little, if any, scholarly research has explored this particular relationship between servant leadership and job satisfaction in these kinds of NGOs.

Findings from preliminary interviews among employees and managers within the shortlisted NGOs have shown that employees' perceptions about the presence of servant leadership have an impact on job satisfaction. Participants were unanimous about leaders' practice of core servant leadership traits like active listening, employee concern, and employee development. The end result inspires employees' trust and enhances satisfaction. Lack of employee satisfaction arises among employees as they perceive challenges within leaders' practice, notably within communication, empowerment, recognition, and employee understanding and knowledge about advancements within the organisation. A result would be lower job satisfaction and a high intention to leave an organisation. Findings among preliminary interviews have clearly indicated that employees' perceptions about servant leadership directly affect employees' satisfaction within an organisation.

These results create an incongruity between existing leadership practices and employees' job

satisfaction, thus suggesting that servant leadership is applied inconsistently across organizations (Darvishmotevali & Altinany, 2022). This inconsistency may further contribute to the decline in job satisfaction and higher turnover risks that eventually undermine organizational performance and long-term success.

With these gaps in mind, the problem the study is trying to address is the lack of empirical evidence as to how servant leadership is influencing employees' job satisfaction within selected NGOs in Addis Ababa, Ethiopia. Therefore, the purpose of this study is to examine the relationship between perceived servant leadership on employees' job satisfaction in selected NGOs in Addis Ababa, Ethiopia.

1.4. Research Questions

- What is the effect of empowerment on employees' job satisfaction in the selected NGOs?
- What is the effect of stewardship on employees' job satisfaction in the selected NGOs?
- What is the effect of ethical behavior on employees' job satisfaction in the selected NGOs?
- What is the effect of leadership communication on employees' job satisfaction in the selected NGOs?
- What is the effect of servant leadership on employees' job satisfaction in the selected NGOs?

1.5. Objectives of the Study

1.5.1. General Objective

This study intends to examine the role of servant leadership on employee job satisfaction at selected NGOs (Engender Health Ethiopia and Child Fund International) in Addis Ababa, Ethiopia.

1.5.2. Specific Objectives

This study intends;

- To examine the effect of empowerment on employees' job satisfaction in the selected NGOs.
- To examine the effect of stewardship on employees' job satisfaction in the selected NGOs.
- To analyze the effect of ethical behavior on employees' job satisfaction in the selected NGOs.
- To evaluate the effect of leadership communication on employees' job satisfaction in the selected NGOs.
- To examine the effect of servant leadership on employees' job satisfaction in the selected NGOs.

1.6. Significance of the Study

This study not only deepen the general understanding of the relationship that may exist between leadership styles, specifically servant leadership, and important organizational outcomes such as job satisfaction but also it is useful to the selected non-governmental organizations i.e., Engender Health Ethiopia & Child Fund International in Addis Ababa, Ethiopia. The findings gives meaningful insights into ways by which servant leadership practices can be used to build a more active and motivated workforce.

The research supports the selected NGOs i.e., Engender Health Ethiopia and Child Fund International to develop and implement human resource practices mainly leadership strategy that may enhance their success. This study is significant for service-providing organizations other than selected NGOS, especially within the studied sector, where job satisfaction is crucial to success. Lessons learned would provide valuable information to the leadership development programs, organizational training, and employee well-being programs in different industries. Such research results might encourage more studies to be conducted with regards to servant leadership in various cultural and organizational contexts, which is particularly relevant to developing countries such as Ethiopia, where studies of servant leadership practices have not yet been widely conducted.

1.7. Scope of the Study

This study had focused on selected dimensions of servant leadership; empowerment, stewardship, ethical behavior and leadership communication and examine their effect on employees' job satisfaction in the selected Non-governmental organizations. This study was delimited to Engender Health Ethiopia and Child Fund Ethiopia's permanent employees currently working in the headquarters in Addis Ababa. Major managerial and operational decisions are made. The study was limited to these organizations and employees due to their relevance to the research topic and the accessibility of respondents within the available time and resource constraints. Consequently, the findings reflect perceptions within the two non-governmental organizations in Addis Ababa, Ethiopia, and may not be fully generalizable to other organizations such as NGOs, financial institutions or other organizations operating in different sectors. Consequently, the findings should be interpreted within the context of the selected NGOs and may not be generalized to all NGOs or organizations operating in different sectors and geographical locations. However, the study provides valuable insights into servant leadership practices and employee job satisfaction that may serve as a foundation for future research in similar organizational settings.

Methodologically, the study mainly adopted quantitative research approach. However, the quantitative data was supported by qualitative approach to complement each other. Primary data was collected through the surveying and interviewing of employees, while secondary data was obtained from company records on employee job satisfaction and job satisfaction metrics. Geographically, the study was conducted in selected NGOs in Addis Ababa, Ethiopia. In this way, a profound understanding of the local context and the practices of servant leadership within the Ethiopian non-governmental sector was obtained.

1.8. Limitations of the Study

Although this study is prudently prearranged and designed, there were several limitations that affect the scope and generalizability of the results and findings of this study. This study deals entirely with Engender Health Ethiopia and Child Fund International, both of which are headquartered in Addis Ababa. Subsequently, its findings cannot be generalized to other NGOs

working in Ethiopia or to similar organizations operating in different regions with different management structures. The study ascertains employees' perceptions at one particular moment in time. No changes that might have occurred due to changes in leadership practices, organizational policies, or employee experiences over time is reflected, limiting the ability to infer causality.

Consequently, organizational outcomes and employee satisfaction are also subject to external factors such as political, economic, or social conditions, which the present study does not fully control for. With all these limitations, the study provides useful insights into the role of servant leadership in influencing employee job satisfaction of funded permanent employees within selected NGOs in Addis Ababa, Ethiopia.

1.9. Definition of Terms

- **Communication:** Open and honest communication in building relationships with the staff, communicating in terms of organizational goals, expectation, and feedback. Improved communications have positive consequences for job satisfaction and Job satisfaction (Simamora et al., 2019).
- **Empowerment:** Provided that the employees with the accountability for their tasks and permitting them to make work-related decisions (Wase & Arif, 2020).
- **Ethical Behavior:** Leaders act with honesty, justice, and transparency and it builds a culture of trust, leading to greater job satisfaction and better job satisfaction from employees (Kartono et al., 2023)
- **Job Satisfaction:** It is the feeling of fulfillment of employees from their job, workplace environment, and relations with coworkers (Wase & Arif, 2020).
- **Leadership:** Produces a meaningful supportive work environment, inclusive of autonomy, professional development opportunities, job clarity, work contribution recognition (Simamora et al., 2019).
- **Servant Leadership**: Servant leaders strive hard to be "servant first", not "leader first" (Lobago & Abraham, 2023).
- **Stewardship:** Is about caring to lead towards the organization's well-being and sustainability long-term. Leaders demonstrating stewardship serve both employees and the organization through trust and respect.

1.10. Organization of the Study

This research will be classified into five chapters. The first chapter mainly comprises a general background of study, background of the case organizations, statement of the problem, objective, significance, scope and limitation of the study. The second one includes literature review including general definition of leadership styles, servant leadership, and job satisfaction and employee job satisfaction to details about the relationship between servant leadership with job satisfaction. Research methods including research design, sampling methods, data collection and analysis methods are included in the third chapter. The fourth chapter provides the presentation of the collected data, data analysis and interpretation. Finally, the fifth chapter, which is the final chapter, contained the summary of findings, conclusion and recommendations.

Chapter Two

Literature Review

2.1. Theoretical Review

2.1.1. Servant Leadership

Sendjaya (2008) defines servant leadership as an ethical and holistic leadership approach that focuses on serving others, prioritizing followers' needs, and fostering their growth and well-being while achieving organizational goals. The greatest, most challenging obstacle of a society's servant leadership is to answer: 1) Do people grow, as individuals; will they grow up to become separated, more mature, independent, competent, capable, adaptable and ultimately angels on Earth? As a result, 2) who become the most hurt by servant leadership; if someone is hurt, will they at least not be more injured? Out of these two conditions, what will the ultimate impact of servant leadership be on the least privileged within society? (Greenleaf, 1977). The servant leadership style is one of the increasingly popular concepts in leadership research. It is understood as a holistic approach to work, a sense of community, and power sharing in leadership decision-making. Servant leadership, according to Greenleaf, begins with the natural feeling that one wants to serve first (Sarwar et al., 2021).

Servant leadership is difference from other leadership style by focusing on people centre not power centre and always prioritizing serving other first and focusing support team member team success; goes beyond the financial success of the organization; the leader recognizes one's moral responsibility towards subordinates, customers, and the whole community of the company. Servant Leadership is designed to increase the self- determination, self-confidence and self-sacrifice of everyone. Servant leaders motivate through modelling and mentor people and proclaiming important of service for the sake of others. Giving power away through servant leadership will transform individuals and institutions to be empowered to engage with the world around them (Lobago & Abraham, 2023).

2.1.2. Characteristics of Servant Leader

Giorgiov (2010) cited Larry Spears, Executive Director of the Robert K. Greenleaf Center for Servant-Leadership identifies 10 important attributes of Servant Leadership as detailed by Greenleaf.

1. **Listening:** While all leaders must possess superior communication and decision-making skills, the servant leader also must be willing to listen intently to others
2. **Empathy:** A servant leader "assumes the good intentions of co-workers and colleagues and does not reject them as people, even when one may be forced to refuse to accept certain behaviors or performance."
3. **Healing:** Servant leaders understand part of their leadership responsibility is to "help make whole" employees whose sense of self is precarious or impaired. According to Greenleaf, able leaders convey that "the search for wholeness is something they share" with those they serve.
4. **Awareness:** Greenleaf observed awareness "is not a giver of solace -- it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed," he said, but are steadied by "their own inner serenity."
5. **Persuasion:** Servant leaders rely on persuasion, not positional authority or coercion, to convince others. "This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership," Spears wrote.
6. **Conceptualization:** Seeing a problem from a "conceptualizing perspective" requires an ability to "think beyond day-to-day realities," Spears said. Servant leaders must balance between thinking big and managing the everyday reality.
7. **Foresight:** According to Spears, foresight is a "largely unexplored area in leadership studies." In servant leaders, the ability to understand the past and see the present clearly to predict how the future will unfold is a key attribute.
8. **Stewardship:** Stewardship reflects Greenleaf's view that CEOs, staff and trustees all have a responsibility to hold the institution "in trust" for the greater good of society.

9. **Commitment to the growth of people:** Believing in the intrinsic value of people, servant leaders feel a responsibility to nurture the growth of employees.
10. **Building community:** Greenleaf believed the shift from local communities to large institutions was the "primary shaper of human lives," diminishing the sense of community people once had, Spears said. The awareness of this loss propels servant leaders to find ways to build community in their institutions.

In addition, the servant leader possesses foresight and intuition. In order to anticipate the future and understand potential changes to the future, leaders must have the ability to see beyond what is known or seen at present; leadership is often lost due to a lack of foresight and/or foresight not being acted upon while they still possess the capacity to act on it. Intuition puts a "bridge" between solid information currently available and the information needed in the future. Servant leadership also includes the dimension of healing, which refers to the leader's ability to support employees in overcoming personal and professional difficulties. In addition, the servant leader has an understanding and perception of both immediate and long-term consequences resulting from their decisions or actions (Lobago & Abraham, 2023). Stewardship in servant leadership emphasizes accountability and responsible management of organizational resources for the benefit of employees and the organization. Servant leaders act as caretakers who prioritize long-term organizational sustainability over short-term personal gains. This sense of responsibility fosters trusts and enhances employees' perception of ethical leadership behavior (Spears, 2010; Sabry, 2024). Furthermore, the central dimension of servant leadership is the commitment to the growth and development of employees. Servant leaders actively invest in employees through training, mentoring, and empowerment opportunities to enhance their skills and career development. This focus on employee growth increases motivation and strengthens organizational commitment (Spears, 2010; Bano et al., 2024). Finally, the servant leader possesses extensive skills in persuading others to follow through on his/her direction. As the initiator, provider of ideas and organization, and risk-taker in both the event of failure and success, the servant leader must possess the skills necessary to convince others to support him/her in any direction (Giorgiov, 2010). A servant leader has the ability to create and share ideas & goals with others. A servant leader always has the vision of what he or she wants to achieve at all times. Greenleaf describes 'goal' in a broad sense as feeling the unique, purposeful

achievements one hopes to achieve in their lifetime and much more broadly than that. Servant leadership starts with changing oneself. Servant leadership starts with the desire to change one's self if they want to change anything in the external world around them. "The change process to the servant starts with the internal servant, not the outside world." The remaining three skills of servant leaders include the abilities to give healing to others and institutions, build a sense of community in the workplace, and practice the art of contemplation.

2.1.3. Employee Job Satisfaction

Job satisfaction is said to be a significant concept to study as it is pertinent both to the humanitarian perspective and utilitarian perspective. The humanitarian perspective centres on the concept that level of employee satisfaction pertains to the degree those employees are being treated justly and appropriately in the organization. The utilitarian perspective indicates that employee satisfaction might lead to behaviours that relate to the functioning of the organization (El-Sisi & Montaser, 2022).

Definition: Job satisfaction is defined as a feeling of employee achievements and successes. The term "job satisfaction" describes how employees feel their work fulfils them or how it allows them to express their personal values in work-related responsibilities. Generally, it is thought to be directly related both to productivity and work performance, and also to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts, as suggested by Chiniara & Bentein (2016).

2.1.4. Dimensions of Servant Leadership

The study focuses on empowerment, stewardship, ethical behaviour, and communication as the key dimensions of servant leadership because these dimensions are most relevant to employee-centred leadership practices and have been widely emphasized in recent empirical studies as strong predictors of employee attitudes and behaviours such as motivation, job satisfaction, and retention. In addition, these dimensions are particularly suitable for examining leadership practices in organizational contexts like NGOs.

A. Empowerment

The servant leader trains, encourages, and puts trust in individuals to grow in skill and expertise. The leaders try to eliminate any obstacles and create opportunities for developing new skills and knowledge. They enable others to realize their potential, show initiative, and make informed decisions on their own. It's not just a question of giving somebody autonomy but supporting the person such that he or she will be successful in his job task, which in turn enhances job satisfaction and motivation (Lobago & Abraham, 2023).

Empowerment is selected as one of the key dimensions of servant leadership because servant leaders prioritize developing employees' autonomy, confidence, and decision-making capacity. According to servant leadership theory, leaders are expected to share power, involve employees in decision-making, and enable them to take ownership of their work. Empirical servant leadership models, such as Liden et al. (2008), also identify empowerment as a central dimension that enhances employees' sense of control and psychological ownership, which in turn contributes to positive job attitudes such as job satisfaction.

B. Stewardship

Stewardship in servant leadership alludes to the leader's taking responsibility for the health and successful results of the organization and its people. It means leaders act as stewards responsible not only for money, time, or equipment management but also for values, culture, and purpose in the organization. According to Chiniara & Bentein (2016), for a servant leader, his job is to serve others and preserve the integrity of the firm for the good of all parties concerned, such as the workers, customers, and the community at large (Sihombing et al., 2018). They perceive themselves as custodians of the mission of the organization who fight to achieve sustainability and ethical behaviour for long-term success.

Stewardship is included because servant leadership emphasizes leaders' responsibility to act as stewards of organizational resources and employee well-being rather than pursuing self-interest. Greenleaf's original servant leadership theory highlights stewardship as a core principle where leaders are accountable for serving the organization and its members ethically and responsibly. In NGO contexts, stewardship is particularly relevant because leaders are expected to ensure responsible resource use, mission alignment, and service to stakeholders, which strengthens employees' trust and satisfaction.

C. Ethical Behavior

This behaviour conduct in servant leadership includes leading with integrity, honesty, and fairness. Hence, striving to be open and fair in their dealings, whatever the servant leaders choose upon is founded on high ethical values. This goes hand in glove with humanity, characterized by compassion, empathy, and respect for others (Love & Amos, 2021). Leaders guide by example to make sure that their actions are per their values and inspire those they lead to act with the same level of ethics and care. Humanity in this context emphasizes treating people with dignity and addressing their needs, not just as workers but also as whole individuals with personal and emotional dimensions (Tripathi eet al., 2020).

Ethical behavior is selected as a dimension because servant leadership is fundamentally rooted in moral and ethical conduct. Servant leaders are expected to demonstrate honesty, fairness, integrity, and consistency in their actions. Ethical behavior builds trust between leaders and employees, which is a critical foundation for positive workplace attitudes. Servant leadership literature consistently identifies ethical conduct as a defining characteristic that differentiates servant leadership from other leadership styles, making it essential for explaining employees' perceived leadership quality and job satisfaction.

D. Communication

In servant leadership, the concept of communication does not relate to just speaking or uttering instructions. Rather, it is said that much of the communication is done through listening. A servant leader tries to listen actively and understand other people's feelings, needs, and concerns without trying to provide solutions right away. When leaders listen attentively, they will be able to establish more rapport with their team, foster more positive relationships, and address any potential issues (Darvishmotevali & Altinany, 2022).

Emotional healing plays an important role in servant leadership; it focuses on emotional healing for those served. This type of leadership offers an environment in which people can direct their feelings, define problems, and heal from disturbing events-either personal or professional (Sihombing et al., 2018). Such leaders make supportive and caring working surroundings that perpetuate psychological safety where people can feel safe to be susceptible and seek help when they need it. This is all about thoughtful and comforting others, understanding with them so they

may get over the problems that refrain them from being sound emotionally and spiritually. A servant leader fully fathoms the emotional and psychological requirements of his team and strives hard to keep a healthy and nurturing work atmosphere (Tripathi eet al., 2020).

Communication is included because effective listening and open communication are central mechanisms through which servant leaders understand and respond to employee needs. Servant leadership theory emphasizes active listening, empathy, and transparent communication as essential behaviors that strengthen leader–follower relationships. Clear and supportive communication reduces uncertainty, enhances role clarity, and fosters a sense of inclusion, all of which contribute to higher employee satisfaction. Therefore, communication is a critical observable dimension of how employees perceive servant leadership in practice.

2.1.5. Measurements of Job Satisfactions

Employee job satisfaction can be defined as the general feeling one enjoys in performing their roles, the work environment, and the leadership nature. Satisfaction may be measured through surveys that review the levels of communication, leadership support, and work-life balance. In addition, focus groups and Employee Net Promoter Scores can give extensive insights into the feelings of employees toward their job and leadership behaviours (Darvishmotevali & Altinany, 2022).

Satisfaction is considered the key to increasing morality, discipline, and achievement among employees, for the success and objectives of the company (Lobago & Abraham, 2023). It is noted that and reviewed this issue, which claimed that there were positive and significant relationships between job satisfaction and the employee's productivity. The employee with high job satisfaction was likely to be more committed and highly dedicated to the company. Besides, they can work harder and be more productive (Tripathi et al., 2020). On the other hand, employees with low job satisfaction tended to do turnover and were less disciplined and productive. Once the job satisfaction is achieved, the job satisfaction in the company will level up (Sihombing et al., 2018).

2.1.6. Leadership Theories

Central to this framework is the relationship between servant leadership and employee job satisfaction. Servant leadership is conceptualized as a perspective that gives primacy to people in terms of their well-being and growth as human beings, hence enabling them to reach their full potential. By the nature of servant leadership, it applies a philosophy of leading whereby leaders serve their followers by supplying them with all the resources and support necessary for their development (Chiniara & Bentein, 2017).

Servant leadership itself is theorized to have a positive direct influence on employee job satisfaction. According to Chiniara and Bentein (2017), servant leaders ensure an environment of trust, empowerment, and personal development. In such a context, when leaders are concerned with the growth and well-being of their employees, it would logically affect the latter's perceptions of job satisfaction positively. Employees would feel more supported and valued when such a feeling is created, and that essentially enhances their job satisfaction, thus making them more engaged and committed to organizational goals.

Miao et al. (2019) also agree that servant leadership promotes job satisfaction through building employee autonomy and providing them with an opportunity for personal growth. The employees' autonomy can help them get more control over the determinants of their work processes and hence increase their job satisfaction and eventually result in higher levels of Job satisfaction.

A. Social Exchange Theory

Social Exchange Theory proposes that behaviours can be thought of as the result of cost-benefit analyses by people attempting to interact with society and the environment. If a person believes that they are able to extract more of a reward through behaviour than they lose by performing it, then the person will perform the behaviour. Conversely, when the person feels that the cost will outweigh the benefit, the behaviour will not be performed. If someone does not value maintaining a relationship, or is distrustful and does not expect others to follow through with the reward, then the balance would be shifted toward anticipating a lower worth to any social exchange. That is, the relative costs would be higher, and the anticipated rewards would be lower. Such a mind-set could produce a short-term orientation favouring immediate, assured

rewards, and would elicit the socially aversive behaviours characteristic of the Dark Triad. However, while we agree that there are costs and benefits, we are suspicious of apparent the Neo-Classical Economics assumption that humans are rational, calculating animals (Social Exchange Theory, 2015).

B. Great Man Theory

The effort toward explorations for common traits of leadership has been protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that "universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here. Carlyle claimed in his "great man theory" that leaders are born and that only those men who are endowed with heroic potentials could ever become leaders. He opined that great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle's perspective, highlighting the impact which could be made by the eventful man vs. the event-making man (Darvishmotevali & Altinany, 2022).

The moment that set the results of great capacities of intelligence, will, and character rather than the actions of distinction" as the basis for man's place in the universe. Nevertheless, as time went on, it became clear that this idea of leadership was immoral, as seen by the actions of Hitler, Napoleon, and similar figures, casting doubt about the viability of the Great Man concept (Tripathi eet al., 2020).

C. Trait Theory

Early theorists believed that leaders were born with specific physical attributes and psychological qualities that set them apart from non-leaders. The question of whether leadership traits were inherited or learned was disregarded by trait theories. Jenkins recognized two characteristics as essential to leadership: effectiveness traits (derived from experience or education), such as charisma, and emergent traits (those that rely primarily on heredity), such as height, intelligence, Attractiveness and self-confidence (Miao et al., 2019).

Max Weber termed charisma as "the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they

perceived as endowed with almost magical supernatural, superhuman qualities and powers". (Tripathi et al., 2020). Failure to detect the traits present in each of those effective leaders in common resulted in trait theory being developed as an inaccessible component falling into disfavour. In the late 1940s, scholars studied the characteristics of military and non-military leaders respectively, and revealed the importance of some characteristics developing at some times (Franco and Antunes, 2020)

D. Contingency Theories

Contingency theories suggest that no one leadership style is accurate as a stand-alone since the leadership style used is dependent upon factors such as the quality, situation of the followers or along with several other variables. The contingency theory espouses that no single approach to leading is correct because a true leader must be adapted to the particular circumstances, depending on both internal and external aspects of the environment (Chiniara & Bentein, 2016).

Contingency theorists assumed that the leader was the focus of the leader-subordinate relationship; situational theorists believed that the role of subordinates was central in defining the relationship (Antunes, 2020).

E. Situational Theory

The situational leaders are known for giving the proper guidance and task support to their subordinates. Therefore, there can be a reasonable connection between this and the growth of workers' efficiency is linked (Lobago & Abraham, 2023). The theory Situational leadership suggests that the style of leadership should be accorded to the maturity of the subordinates Commissioners Directive 1995 "The situational leadership model first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adjust to the situation and switch their leadership style between task-oriented and "relationship-oriented" (Tripathi eet al., 2020).

F. Behavioral Theory

The behaviour theory recognizes the role of necessary leadership skills that play as enablers for a leader who performs an act while drawing its parallel with a previous capacity of the leader, before that particular act, while suggesting that every person can have a different style of

leadership with which he/she feels most contented (Chiniara & Bentein, 2016). The employees working with democratic leaders also demonstrated a high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective dependence of existence on the presence or absence of the leader; and close contact with the leading member, in more productive terms, whereas autocratic leaders mainly focused on quantity of output (Lobago & Abraham, 2023).

G. Participative Theory

Leaders who are actively engaged in their groups facilitate activity and participation of their members, so that they may feel wanted and relevant to the decision-making process. When the supervisor uses participative leadership, they try to involve diverse people in the decision-making process. This generates commitment and raises teamwork, hence higher quality decisions (Tripathi et al., 2020).

H. Transactional Theory

The leadership theories, by late 1970s and early 1980s, activated to diverge from the specific views of the head, leadership circumstance, and also the follower and toward practices which focuses more on the transactions or interaction between the followers and leaders. Transactional leadership was explained as that in which leader-follower associations had been based upon a series of agreements between followers and leaders (Miao et al., 2019).

The transactional theory was "Reciprocal approach, where not only the leaders influence the followers but also are under their influence as well". Some studies revealed that transactional leadership shows a discrepancy concerning the level of leaders‟ actions and the nature of the relations with the followers. Transactional theories focus on group dynamics, organization and the role of supervision that is, the interactions that take place between leaders and followers. These ideas centre leadership on a system of reward an equating of the child and its development is based on support and punishment (Anselmus et al., 2024).

2.1.7. Theoretical Foundation of the Study

This study is grounded in Servant Leadership Theory and Social Exchange Theory. Servant Leadership Theory provides the foundational understanding of leadership behavior that

prioritizes serving, developing, and empowering employees. It conceptualizes servant leadership as a leadership approach where leaders place employees' needs above their own, fostering growth, trust, and ethical conduct. In contrast,

Social Exchange Theory, which explains that relationships between leaders and employees are based on reciprocal exchanges. When leaders demonstrate supportive behaviours such as empowerment, ethical conduct, and open communication (core elements of servant leadership) employees are likely to reciprocate with positive attitudes, including higher job satisfaction and commitment. Therefore, Social Exchange Theory provides the main theoretical foundation for understanding how servant leadership influences employee job satisfaction in this study.

2.2. Empirical Literature Review

2.2.1. Servant Leadership Practices

One of the critical practices of servant leadership contributing to higher job satisfaction in Indonesians, according to Anselmus et al. (2024), is active listening and empathy, with a high concern for the growth and development of employees. Servant leaders put the welfare of their team members first by offering them support, guidance, and opportunities for professional development. The study further talks of humility in practice, whereby leaders show themselves willing even to learn something from their subordinates and also value their contribution.

As pointed out by Gil et al. (2024), servant leaders involve themselves proactively with their followers to ensure that they too become more proactive, fully engaging themselves in achieving organizational objectives. This includes giving employees greater autonomy over their work as a means of increasing their sense of responsibility and engagement. Finally, a culture of continuous improvement and innovation is promoted whereby it becomes easy to share ideas and interact among the employees themselves.

Lobago and Abraham (2023) focused on the practices of servant leadership at Compassion International in Ethiopia. From this study, it came out clear that the leadership within the organization conducts servant leadership through involving employees, making decisions together, and offering a caring and supportive environment. Leadership within Compassion International is characterized by active listening, empathy, and commitment to the professional

and personal development of employees. Besides, the practice of servant leadership focuses on serving others, whereby leaders support their teams and encourage cooperation and trust. The practices of servant leadership are core to the success of the organization by adding to positive work culture.

Franco and Antunes (2020) addressed the concept of servant leadership and identify the dimensions of servant leadership in organizational working surroundings by using multiple exploratory case studies. The thematic findings revealed nine dimensions of servant leadership: empowerment, helping subordinates to grow and succeed, putting subordinates first, ethical behavior, altruistic calling, wisdom or vision, organizational stewardship, creating a family atmosphere, and identification with the leader. This study offers valuable insights about organizations that have implemented servant leadership and thus may be used as a starting point for further research and a point of comparison for other kinds of organizational structures when seeking to apply or understand servant leadership principles.

In this context, Farrington and Lillah (2019) discuss how servant leadership is conducted to provide a just and fair workplace in healthcare. The authors mentioned some important servant leadership practices, including integrity, transparency, and fairness in decision-making. They ensure that they build good interpersonal relationships with the members of their team and earn trust and respect. An approachable leader keeps the lines of communications open so that employees feel their voices are heard and hence preserve a positive and just workplace in the healthcare setting.

Lee et al. (2018) observe that some of the servant leadership practices at fitness clubs enhance job satisfaction. The practices include serving as mentors to employees, offering frequent feedback and recognition, and allowing staff to grow both personally and professionally. Servant leaders in the context of fitness clubs also pay great attention to the personal welfare of their employees by offering them support both within and outside work.

2.2.2. Servant Leadership Practices and their effects on Employees' Job Satisfaction

Servant leadership and job satisfaction are two of the core topics under study in the domain of leadership. Anas et al., (2025) examined the impact of servant leadership and transformational leadership on the job satisfaction of lecturers in Kendari, Indonesia, with a focus on trust and leader-member exchange as mediating variables. The results indicate that the two types of leadership styles-servant leadership and transformational leadership-strongly influence job satisfaction both directly and indirectly through trust and leader-member exchange.

A more recent study has identified that servant leadership significantly improves job satisfaction across Indonesian higher education institutions and does so to a greater extent than other styles. The studies by Gil et al. (2024) point to proactive employee behaviour as a key mechanism to further improve these positive influences of servant leadership, identifying that developing a proactive organizational culture is crucial for the maximization of benefits.

In this respect, Muttalib et al., (2023) researched the relationships of various styles of leadership, including transformational, ethical, servant, and transactional styles of leadership, with regard to job satisfaction. The findings showed that ethical leadership was most closely related to job satisfaction, followed by transactional leadership. Servant and transformational leadership had positive associations with job satisfaction but were relatively low in their magnitude, as reflected in their respective beta values.

A study by Lobago & Abraham (2023) explores the practice of servant leadership and its relationship with employee job satisfaction at Compassion International in Ethiopia. According to the Organizational Leadership Assessment tool, Compassion International is a servant-oriented organization. The result showed that 94% of employees are satisfied with their jobs and that job satisfaction is positively correlated with the overall practice of servant leadership and its five key dimensions. In addition, the organizational position, department, gender, years of service, and age of employees have been found to significantly influence all the dimensions of practice of servant leadership and job satisfaction. It has, therefore, been concluded that the leadership at Compassion International has indeed set a benchmark for servant leadership in Ethiopia that could serve as a model for other similar organizations.

Attia et al., (2023) studied how leadership styles impact job satisfaction. Servant and leadership styles were the basis of their research; thus, the researchers adopted an integrated mixed-method approach. Results indicated that servant, transformational, and transactional leadership styles have a positive relationship with job satisfaction. However, the study limits itself to the CIT sector and two leadership styles mentioned above, excluding other sectors and other styles. The findings might guide top management in understanding which leadership style has a significant effect on job satisfaction and at what behaviours each leadership style should comprise in order to be effective in influencing employees.

Yang & Wang (2022) explores the relationships of the four key variables: servant leadership, organization-based self-esteem, power distance, and job satisfaction. It thus explores if servant leadership influences job satisfaction through the mediation of organization-based self-esteem and moderation of power distance. The outcomes of this study therefore provide considerable inputs to construction company managers on how to enhance employee job satisfaction.

Wase and Arif (2020) conducted a systematic review of empirical studies that investigated the nexus between servant leadership and employee job satisfaction. Results of their analysis on 10 studies published between 2014 and 2019 showed that servant leadership is related to increased employee job satisfaction. The reviewed studies showed that practices of servant leadership are widely applied across various sectors, including health care; however, there was an identified need to research its role in educational contexts. A study by Lee et al. (2018) demonstrated that servant leadership has a positive influence on job satisfaction within a fitness club context; thus, it proved that a servant leadership style functions well across different organizational settings. Farrington and Lillah (2019) later provided evidence of the view that servant leadership builds a fair environment that contributes to overall job satisfaction.

2.2.3. Research Gap

For instance, much of the existing literature by El-Sisi & Montaser, 2022, has looked at servant leadership in industries such as tourism and hospitality and academia while its influence on employee job satisfaction in different sectors, such as a global supply chain or corporate sectors remains under-explored. By focusing on a corporate organization like selected NGOs, the study

could fill the gap in understanding how servant leadership operates in sectors outside traditional service industries such as manufacturing or business services.

Previous studies on servant leadership, such as Chiniara & Bentein (2017), have failed to integrate various dimensions of servant leadership, including empowerment, communication, and ethical behaviour, and their specific impact on both job satisfactions. This study will be valuable in this regard by investigating in-depth the multidimensional aspects of servant leadership, such as empowerment, ethical behaviour, and communication, integrating them into one framework, and studying their direct and indirect influences on job satisfaction.

While most of the studies focus on employees' job satisfaction as a dependent variable, comprehensive measurement models explaining how servant leadership relates to various indications of job satisfaction across different jobs and work contexts are rare in literature (Franco & Antunes, 2020). The proposed study can provide the needed framework on measuring employee Job satisfaction at selected NGOs both from qualitative and quantitative standpoints of the employees' perceptions and, respectively, some productivity metrics.

While studies like those of Sihombing et al. (2018) and Chiniara & Bentein (2017) are concerned with general aspects of employee performance, not many studies have related the dimensions of servant leadership to specific job roles and work responsibilities of employees in organizations. The study in selected NGOs will contribute to addressing this gap by investigating the impact of servant leadership on various job roles and work responsibilities in the context of NGOs, taking into consideration the differences in impact on role-specific dynamics: that is, leadership positions versus subordinate roles. By focusing on sector-specific applications, incorporating communication variables, exploring the effect, and integrating job roles and responsibilities, this study can add highly valued new insights into the emergent literature on servant leadership, in particular in African organizational contexts.

2.3. Conceptual Framework of the Study

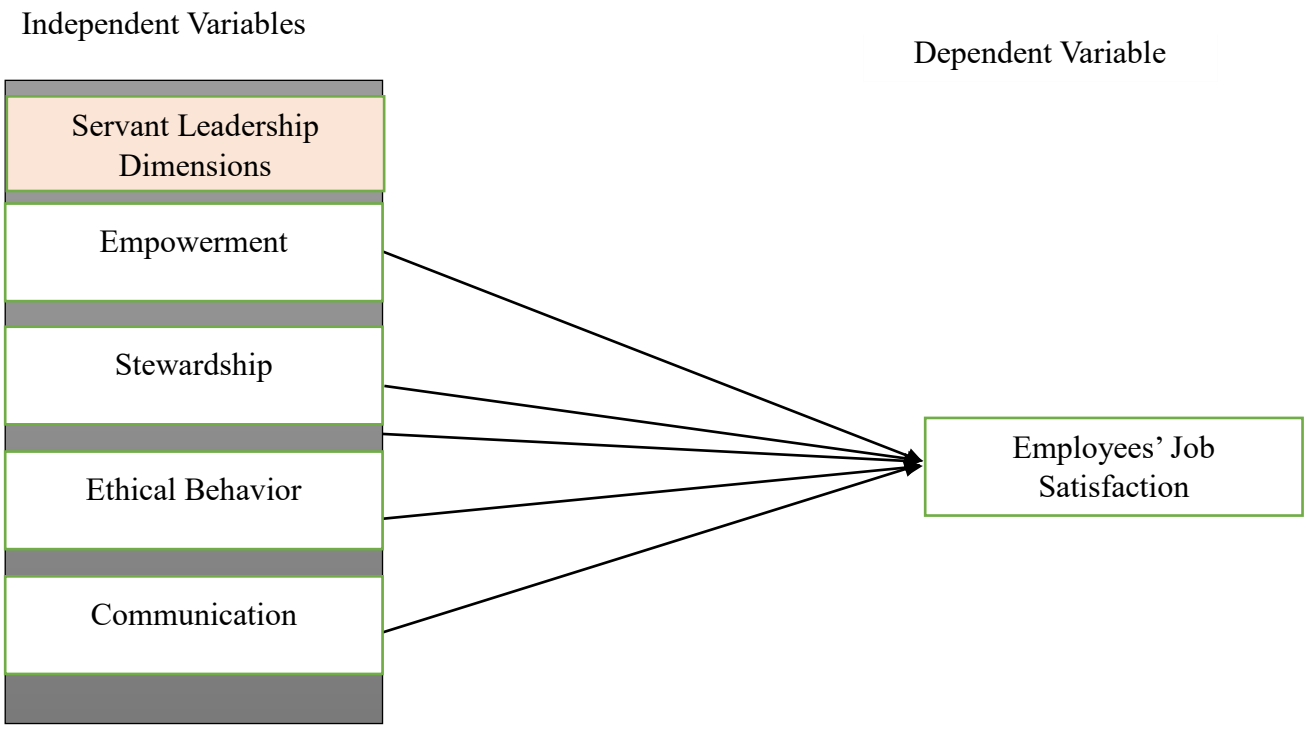


Figure 1: Conceptual Framework

Adapted from Franco and Antunes (2020)

Based on the study by Franco and Antunes (2020), the conceptual framework can be developed with the identified dimensions of servant leadership**.** The framework focuses on the interaction between servant leadership variables and how they influence key organizational outcomes, such as job satisfaction**.** In the study, four independent variables will be selected: Empowerment, Stewardship**,** Ethical Behavior**,** and Communication. These four variables of servant leadership describe the leader's ability to support employees, act responsibly, maintain ethical standards, and engage in open communication. Collectively, these variables influence directly the combination of both work experiences for employees and the climate in which employees work in their organization. Job satisfaction is utilized as the dependent variable because it is an important outcome of employee behavior and is impacted greatly by the behavior of leaders and reflects the overall state of well-being in the workplace.

The study by Franco and Antunes (2020) focused on servant leadership and its impact on job satisfaction, by emphasizing key leadership qualities such as empowerment**,** stewardship**,** ethical behavior**,** and communication. In this conceptual framework, the independent variables (empowerment, stewardship, ethical behavior, and communication) are hypothesized to have direct effects on the dependent variables (job satisfaction). This study adapted the dimensions of servant leadership from Franco and Antunes (2020), while omitting some variables to focus on the most impactful dimensions for this research. The four variables selected for this study, based on the framework, have been demonstrated to significantly influence employee attitudes and behaviors, ultimately affecting job satisfaction.

2.4. Research Hypothesis

Empowerment is well defined as giving the right to initiate, to make decisions, and to take an active part in organizational outcomes as one of the dimensions of servant leadership. When employees are allowed by their leaders, they sense ownership and a rise in confidence and autonomy in performing their duties; these contribute to increased job satisfaction (Chiniara & Bentein, 2016). As said by several studies (Miao et al., 2019; Yang & Wang, 2022), employees who perceive empowerment tend to be more motivated, hereafter more involved and dedicated to organizations, which in turn leads to increased levels of satisfaction. In Selected NGOs, giving employees the right to make certain decisions and providing them with necessary support is consistent with the concept of servant leadership and therefore is expected to positively and significantly impact job satisfaction. Accordingly, the following hypothesis has been developed.

H_1: Empowerment has a significant positive effect on employees' job satisfaction.

Stewardship includes leaders performing as caretakers of their companies or businesses and staff, concentrating on long-term development and ethical management. This is additional serious feature of servant leadership. In actual fact, employees under stewardship-oriented leaders reported higher job satisfaction owing to amplified confidence in leadership and stability in the organization (Chiniara and Bentein, 2017; Miao et al. (2019). In a study, it has been shown that employees working for leaders who adopt the concept of stewardship express higher job satisfaction due to amplified confidence in leadership and stability in the organization. The use of

stewardship practices in the Selected NGOs is envisaged to go a long way in ensuring satisfaction for employees, indicating the concern of leaders in their professional growth and organizational well-being. Accordingly, the following hypothesis has been developed.

H_2: Stewardship has a significant positive effect on employees' job satisfaction.

Ethical conduct is one of the critical dimensions of servant leadership; the leaders are honest and manifest integrity by making fair decisions and treating others fairly. According to Muttalib et al. (2023), ethical leaders ensure a transparent and trusting environment. In that respect, such an atmosphere can benefit the employees in terms of perceiving that they work in a fair and just environment. Evidence shows that ethical leadership is related to high job satisfaction because when employees work under a principled leader, they are more likely to be respected, thus motivating them and making them feel supported. Khan et al. (2012); Chiniara & Bentein, 2017 Therefore, in Selected NGOs, ethical leadership can contribute in a positive and significant manner to the job satisfaction of the employees, building trust and organizational commitment. Accordingly the following hypothesis has been developed.

H3: Ethical Behavior has a significant positive effect on employees' job satisfaction.

Theoretically, the keystone of servant leadership is effective communication; it allows leaders to actively listen and give actual response, hence appealing employees in organizational processes (Darvishmotevali & Altinany, 2022). Open and transparent communication supports people understand organizational objectives, expectations, and roles and reduce ambiguity, which enhances job satisfaction. According to available research conducted by (Franco & Antunes, 2020; Farrington & Lillah, 2019), when leaders use clear, empathetic communication, employees feel valued, are motivated, and subsequently satisfied with their jobs. Regarding the NGOs selected, good practices of communication are expected to influence job satisfaction positively and significantly and foster a collaborative-supportive culture within an organization (Lobago & Abraham, 2023; Muttalib et al., 2023). Accordingly, the following hypothesis has been developed.

H_4: Communication has a significant positive effect on employees' job satisfaction.

Servant leadership contracts with arranging the requirements of employees by offering opportunities that ensure their growth in terms of well-being and overall success (Muttalib et al., 2023). Servant leaders make an enabling work environment that will confirm that workers are appreciated, reinforced, and empowered. Evidence of research studies (Yang & Wang, 2022; Muttalib, Danish, & Zehri, 2023) indicates that it influences job satisfaction since it enhances employees' emotional and professional experiences within the organization. This leadership approach is thus likely to influence employees' satisfaction with their roles, responsibilities, and workplace environment within selected NGOs in Addis Ababa. Accordingly, the following hypothesis has been developed.

H_5: Servant leadership has significant positive impact on employees' job satisfaction

Chapter Three

Research Methodology

3.1. Introduction

This section encompasses methods to be used in order to achieve the objectives of the study. It highlights research design, data source and the methods used in data collection for the research. It also identified the target population for the study, the sample size and frame, sampling technique and other methods used for the study.

3.2. Description of the Study Area

This research aimed to examine the role of servant leadership on employees' job satisfaction in selected NGOs located at Addis Ababa, Ethiopia. The study was conducted in Addis Ababa. It is located on a well-watered plateau surrounded by hills and mountains, in the geographic center of the country. Addis Ababa is the financial, educational and administrative center of Ethiopia. It is a unique city in East Africa. The city is located almost in the center of the nation in the foothills of Mount Entoto about 2,500 m (8,200 ft.) above sea level. Besides, Addis Ababa is the center of Ethiopia's economy and almost all the head quarter of the public sectors are located in this city (Addis Ababa City Administration, 2025).

3.3. Research Design

The research design is categorized by means of a variety of ways, such as the methods of data collection, time dimension, researcher participation and the purpose of the study. There are three types of research designs based on the study's purpose: exploratory, descriptive and causal. The exploratory study provides more insight and ideas to discover the real nature of the issue under investigation. Descriptive study stems from prior knowledge and is concerned with describing specific phenomena; it is a means to an end rather than an end, since it encourages future explanation. Causal or explanatory research explains causal relationships between dependent and independent variables (Creswell, 2014).

This study was attempted to examine the relationship between the two variables (investigate factors that affect cause-and-effect relationships), such as servant leadership and employees' job satisfaction. This study tested the relationship between servant leadership and employees' job satisfaction. It investigated to what extent the role of servant leadership have impact on employees' job satisfaction at selected NGOs located at Addis Ababa. It meant it explained causal relationships among these variables and it employed mathematical models and theories pertaining to leadership styles and satisfaction. Also, the study provides complete picture of the current practices of job satisfaction and servant leadership style. Accordingly, this study appropriately employed descriptive and explanatory research designs.

3.4. Research Approach

Research applied both qualitative and quantitative or simply called mixed. Predominantly, a quantitative method was employed, supported by a qualitative one. The highlighting of quantitative research is on collecting and analyzing numerical data; it concentrates on measuring the scale, range, frequency, etc. of phenomena. Whereas, qualitative research is more subjective in nature than quantitative research and involves examining and reflecting on the less tangible aspects of a research subject, e.g., values, attitudes, perceptions. Furthermore, mixed methods integrate both quantitative and qualitative data collection and analysis in a single study or a program of enquiry (Creswell, 2014).

This study employed mixed-research approach by integrating both quantitative and qualitative research approaches supported by both descriptive and explanatory research designs. The quantitative approach is used to explore the relationship between the three main variables i.e., servant leadership dimensions and employees' job satisfaction, using numerical data collected from the selected NGOs. This approach allows the researcher to statistically test the research hypothesis and generalization of findings across the overall population.

3.5. Population and Sampling

3.5.1. Unit of Analysis

The units of analysis for this study were individual employees working at the selected NGOs, which are located in Addis Ababa, Ethiopia. These individuals were the primary source of data to understand the influence of servant leadership on employees' job satisfaction.

3.5.2. Sample Frame

The sample frame was designed using the current employee working at these selected NGOs as of March 2026. This frame included all permanent employees working for the companies at the time of the study, and served as the list from which the sample is drawn. To ensure diversity and representativeness, some control variables were taken into account when analyzing data, including position level, gender, age, experience in the organizations, and educational level. These variables helped the researcher to establish differences within sub-groups and ensure that a comprehensive view of employee experiences and job satisfaction is captured.

3.5.3. Target Population

The target population refers to the total group to which findings of the study was generalized. For the purpose of this research, the population comprises 225 employees both at Engender Health Ethiopia (94) and Child Fund International (131). The employees include staff from headquarters and relevant offices in Addis Ababa, Ethiopia. Responses were collected from employees with diverse organizational levels and various departments to capture the complete perspective of the workforce at large. This population was targeted because employees' perceptions and experiences are directly relevant for understanding the role of leadership on job satisfaction in such NGOs.

3.5.4. Sample Size

The sample was selected by stratified random sampling with proportional allocation to ensure the representativeness of the two organizations. To determine the appropriate sample size, the Yamane Formula (1967) was used for sample size calculation in studies with a known population. The formula is as follows:

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

Where:

- n = the sample size
- N = the total population size (225)
- e = the margin of error (commonly set at 0.05 or 5%)

Plugging the values into the formula:

$$n = \frac{225}{1 + 225(0.05)^2}$$

n=144

Thus, the sample size for this study was 144 individuals.

The stratified random sampling helped in ensuring the representativeness of the population distribution in the two organizations, hence giving reliable and generalizable results.

3.5.5. Sampling Techniques

Resulting from recent budget reforms by USAID and other donor organizations, some positions were frozen or terminated, and employees holding such positions were not included in this study. Only those employees whose positions continue to be funded and active had been included in this sample. In order to provide an equal chance of representation of the workforce, stratified random sampling with proportional allocation is used: two organizations are strata, and all funded permanent employees are census cases for that stratum. This method ensures a reflection of the actual structure of the workforce in the sample, minimize sampling bias, and enable comprehensive generalizable findings.

Stratified random sampling was applied in the selection of participants in this study. Employees were first stratified into two strata based on their organization, namely Engender Health Ethiopia and Child Fund International. In each stratum, all employees were included-census-ensuring that the proportions are representative, hence minimizing sampling bias. This enhances validity and the reliability of findings to reflect the true composition of the target population.

Table 1: Population and Sample Distribution

Organization	Population	Proportion	Sample Size
Engender Health Ethiopia	94	0.418 (41.8%)	60
Child Fund International	131	0.582 (58.2%)	84
Total	225	1.000 (100%)	144

Source: Selected NGOs, 2026

3.6. Data Type and Sources

The researcher mainly used primary data but some secondary data was utilized. The primary data was collected via questionnaire. These data were collected from semi structured interviews and questionnaire. The questionnaire was adapted from Lobago and Abraham (2023) about practices of servant leadership and communication and Franco and Antunes (2020) about empowerment, ethical behavior and stewardship.

3.7. Data Collection Procedures and Instruments

3.7.1. Data Collection Instruments

Primary data was collected using a structured questionnaire which comprises only close-ended questions. The rationale behind selecting questioner as a data collection instrument was to get information from large audiences in a short period of time. Two types of data collection instruments were used in this study. A questionnaire was prepared that consist two parts which are respondents profile and main research questions.

The questionnaire included four independent and one dependent variable; various statements with a five-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree). The questionnaire developed in English and no need to translate into Amharic as all surveyed employees' are able to read and write on English efficiently due to their nature of their work. Besides, it may be particularly useful when participants wish to remain unnamed, as it provides a more comfortable way for them disclose information that would make them uncomfortable in a face-to-face setting.

Additionally, semi-structured interview sessions were prepared to gather pertinent information about employees' Job satisfaction of the surveyed organization. The study mostly applied phone interview due to employees' busy schedules. It attempts to cover up to fifteen (15) employees and managers who had been working in various positions and departments.

3.7.2. Data Collection Procedures

The researcher used self-administered questionnaire to collect information on the study area and issues. To collect the information, a set of procedures were established to ensure that this information is collected in a consistent and systematic manner. First, the researcher decided the timeframe to collect information before data collection taken place. The timeframe during which the data is collected was obviously specified. Subsequently, the scheduled had made based on the availability of the study population from which the information was collected. This made due to the fact that the information had to be collected before the class starts or at the end of the program. Before distributing the questionnaire, the researcher informed the participants about the objective of the study. During the time of data administration, assistant data collectors played a vital role to distribute and got back the questionnaire filled by the participants.

3.8. Data Analysis

The data analysis was supported with software called Statistical Package for Social Science (SPSS) version 27. Mean scores, standard deviations, percentages and frequency distribution were used to summarize the responses. In addition, tables and figures were employed to present facts as required in order to give more clarifications to readers. In addition, and chi square was used to test if the level of servant leadership and job satisfaction vary according to demographic variables.

Furthermore, regression analysis was used to assess the relationship between servant leadership elements and employees' job satisfaction, as it is suitable to analyze the relationship between dependent and independent variables. Multiple regressions are an extension of simple linear regression. It is used to predict the value of a variable based on the value of two or more other variables. The variable the researcher want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). The variables used to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor,

explanatory or regressor variables). Multiple regressions also allow determining the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained. Finally reasonable explanation of data and interpretation was accomplished. The model of the study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

In the above equation,

- Y = Job Satisfaction
- X_1 = Empowerment
- X_2 = Stewardship
- X_3 = Ethical Behavior
- X_4 = Communication
- e = Error terms

3.9. The Credibility of the Research

To reduce the possibility of getting the wrong answer, emphasis has to be given to two particular issues of research: reliability and validity.

3.9.1. Validity

Validity refers to the extent to which a test measures what we actually wish to measure. Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study (Kothari, 2014). The validity of the study therefore, was appropriately checked through content validity method by taking an advice from the advisor and an experienced people on the topic under study and adopting questionnaires from previous researchers would increase its validity.

A pilot test was conducted to see whether the questionnaires can obtain the results which the study required for meeting objectives and hypotheses of the research. Accordingly, Ninity (19) questionnaires were prepared initially and dispatched to different human recourse experts and specialists in Addis Ababa to ensure the validity of the tool.

3.9.2. Reliability

Prior to the main data collection, pilot test was conducted by using Cronbach Alpha statistic method to ensure internal consistency. The overall Cronbach alpha of the scales used in this study was rated high. As a result, it indicated the reliability of the scales was high depicting a very strong internal consistency among the measurement items and the selected instrument accurately measures the variables selected. Values of 0.70 or greater were considered the data collection instrument is reliable.

Table 2: Pilot Test

S/N	Variables	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.805	5
2	Empowerment	0.702	5
3	Stewardship	0.789	5
4	Ethical Behavior	0.821	5
5	Communication	0.792	5

3.10. Ethical Considerations

Ethical approval was obtained from Addis Ababa University, Post Graduate Studies Program in MBA. Then after, the objectives and benefits of the research was discussed in detailed with the headquarter official. Then, a similar discussion was held with managers and staffs. As a result, permission/consent was secured from the executive management of the selected organizations. Participation in the study was voluntary and confidentiality of the information was assured during as well as after data collection. The participants were informed about their right not to participate, privacy, risk and no direct benefits of the study and not to answer any question or all of the questions. Data collectors obtained verbal consent from employees after informing them about the nature of the study and that their participation was voluntary. Confidentiality of the staffs were maintained by establishing secured safeguards using codes during data collection rather than asking names and the original data was accessed except for the researcher and supervisor for data checking, cleaning and data entry purpose.

Chapter Four

Result and Discussion

4.1. Introduction

The interpretation of the results of analysis is based on data collected from the 127 respondents representing employees of Child Fund and Engender Health Ethiopia. Out of the distributed 144 questionnaires, a response rate of 88.2% was achieved, highlighting the outstanding level of participation from the targeted participants. The study findings have been summarized and presented below. The findings provide valuable insights into the level of servant leadership dimensions and employee job satisfaction and show their magnitude and direction of relationship. The first section of the questionnaire was designed to collect relevant demographic data of the respondents. This section covered important demographic aspects such as gender, age, tenure, position level, and educational level of the respondents. By including these demographic variables, comprehensive demographic profiles of the respondents were obtained.

4.2. Response Rate

Table 3: Response Rate

S/N	Organization	Sample Size	Number of Responses	Response rate (%)
1	Child Fund Ethiopia	84	71	84.5
2	Engender Health Ethiopia	60	56	93.3
		144	127	88.2

The survey achieved outstanding response 127 responses out of 144 which are 88.2 %. Engender Health Ethiopia achieved higher response rate i.e., 93.3%, while Child Fund Ethiopia achieved 84.5 % ensuring the collected data is representative enough for both organizations.

4.3. Demographic Characteristics of Respondents

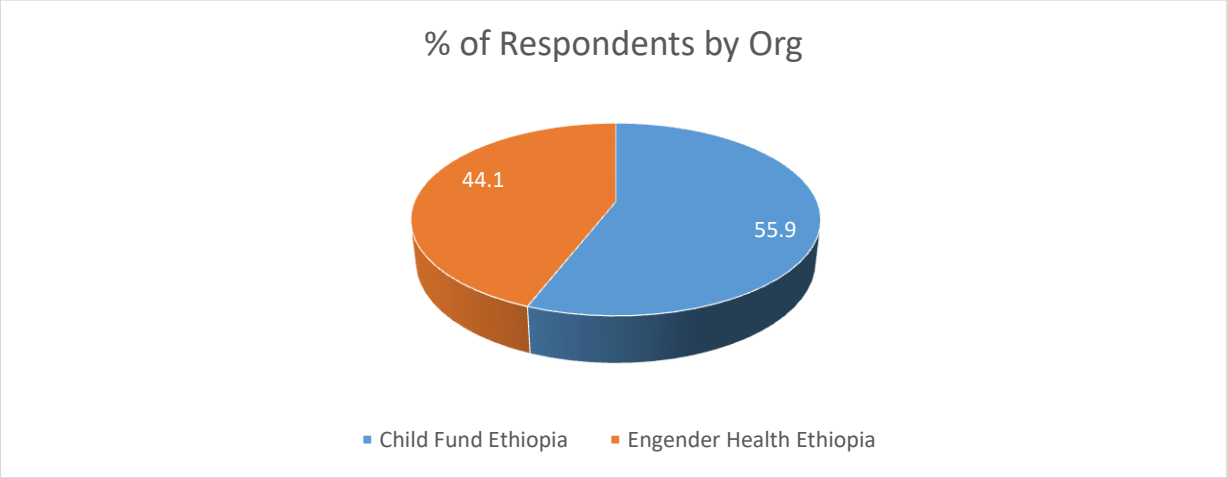
This section of the questionnaire is designed to collect relevant demographic data of the respondents. This section covered important demographic aspects such as gender, age, tenure, position level, and educational level of the respondents. This part helped the researcher know the characteristics of the respondents.

Table 4: Demographic Information of Respondents

S/N	Demographic Characteristics		Number of Respondents	% of Respondents
1	Organization	Child Fund Ethiopia	71	55.9
		Engender Health Ethiopia	56	44.1
2	Age	18-35	66	51.9
		36-55	59	46.45
		>56	2	1.57
3	Sex	Male	56	44.1
		Female	71	55.9
4	Educational Level	Diploma and below	4	3.15
		First Degree	47	37.00
		Masters and Above	76	59.85
5	Work Experience in Year	5 Years and below	27	21.25
		6-10	43	33.85
		11-15	38	29.92
		16 and Above	19	14.89
6	Position level	Top Management	11	8.66
		Middle Management	42	33.07
		Low Management	23	18.11
		Professional	51	40.15

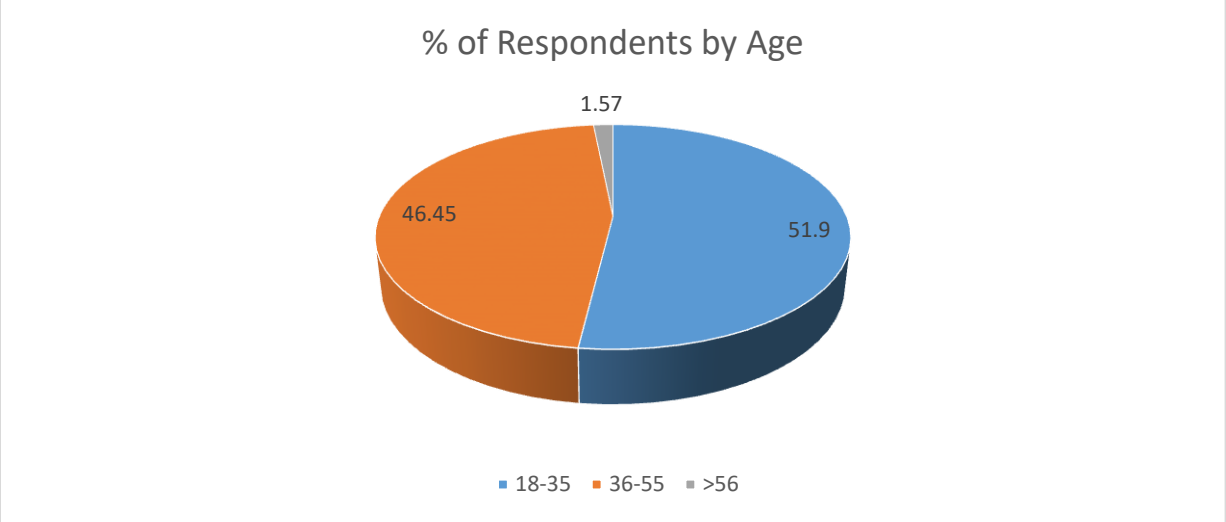
Source: Own Survey (2026)

A. Distribution of the Respondents by Organization



From the overall responses found, Child Fund Ethiopia covered 55.9% of respondents and 44.1% of respondents were from Engender Health Ethiopia. From these finding employees from Child Fund Ethiopia were slightly overrepresented in the sample as shown in the above table.

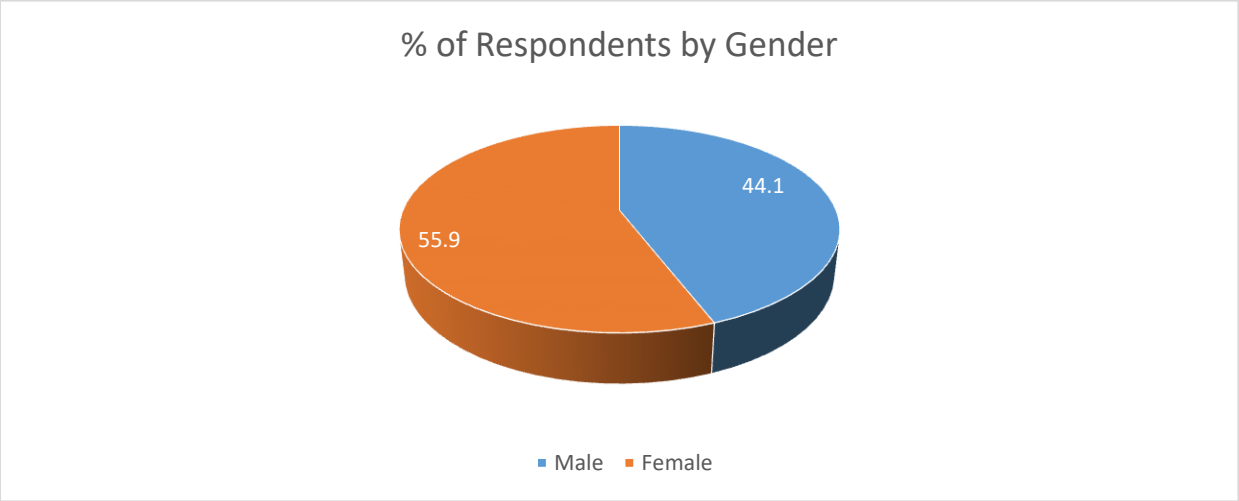
B. Distribution by Age



From the overall 127 responses, 66(51.9%) of respondents fall under the category of 18-35 years old, 59 (46.45%) fall under 36-55 age interval and the rest 2 (1.57%) of respondents are aged greater than 56. From this data we can confidently conclude that almost half of respondents were young adults (18-35 years old) followed by middle age adults (36-55 years old) and very few respondents were older adults (>56 years old). This implies that the study findings largely reflect

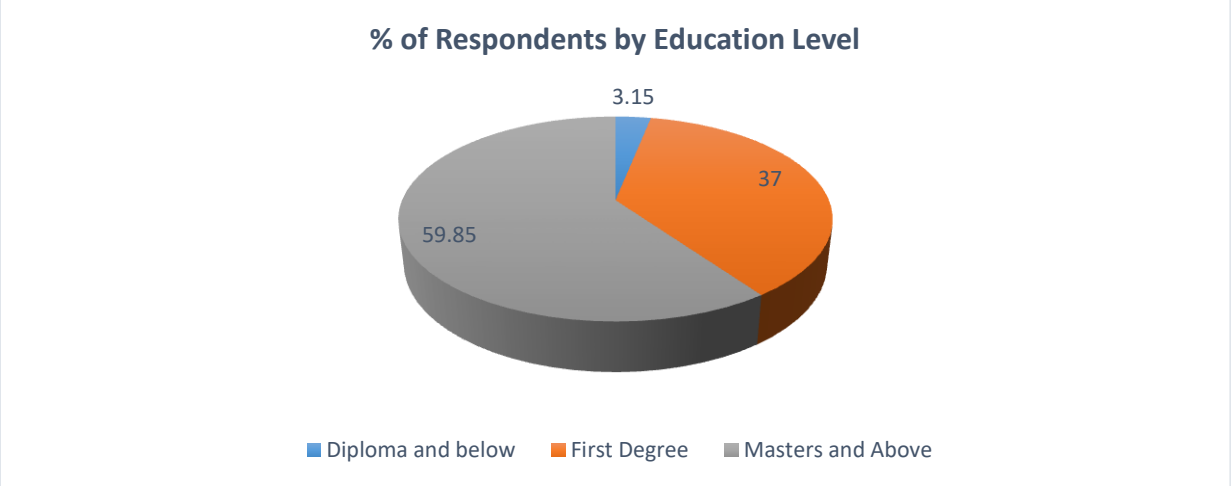
the perceptions and experiences of young and middle-aged employees, who constitute the majority of the workforce in the selected organizations.

C. Distribution of the Respondents by Gender



Regarding distribution of the respondents by gender, the study found that only 71 (55.9%) of respondents were female and the remained 56 (44.1%) of the respondents were male. From this finding the female gender is slightly overrepresented. This implies that the study findings reflect the perspectives of both genders, although female employees' views are slightly more represented in the overall results.

D. Respondent Level of Education



Out of the 127 respondents, 76 (59.85%) have a master's degree and above, 47 (37%) have a bachelor's degree, and the rest 4(3.15%) have diploma and below. This shows that all

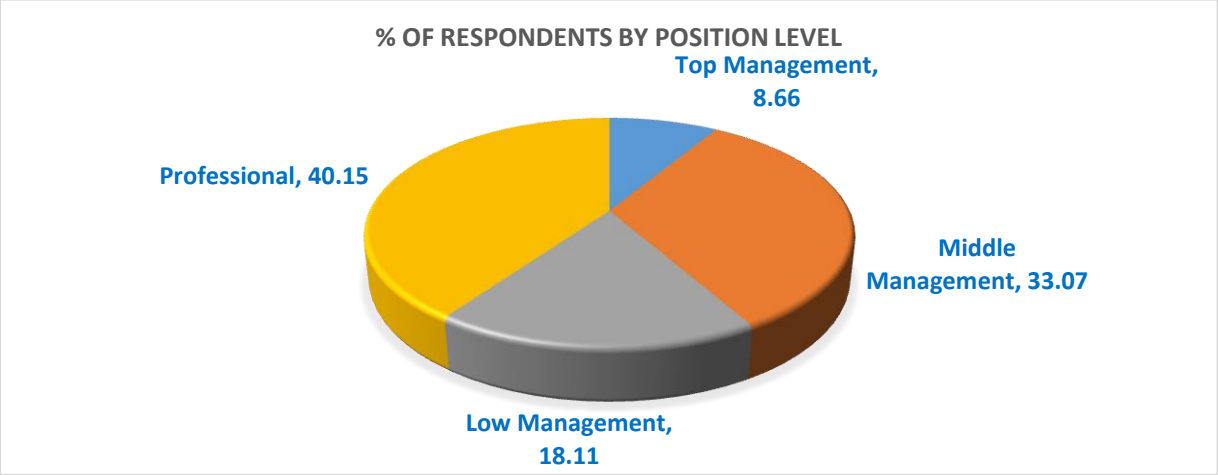
respondents have education levels that qualify them to express their perceptions of the assessment of servant leadership and its impact on employee job satisfaction.

E. Respondents of Work Experience in their Current Organization

As shown in the above table, 43 (33.85%) of respondents have 6-10 years of progressive work experience in their organization. About 38 (29.92%) of respondents also have 11-15 years of experience in their current organization. Additionally, 27(21.25%) of respondents have less than 5 years of tenure with in the organization, and the rest 19(14.9%) of respondents had been working for more than 16 years. From this, it is possible to say that majority of respondents have 6 years and above progressive experience with in their organization. This implied that the majority of respondents have plenty experience to respond to this study with invaluable insight.

F. Respondents Level of Position in their Organizations

Regarding respondents' level of position within their organization, 51 (40.15%) respondents worked at professional level, 42 (33.07%) respondents are working at middle management level, 23 (18.11%) respondents have been working at low management level and the remaining 11(8.66%) of respondents are working at the top management level. This implies that the majority of respondents are from professional and middle-level positions. The same questionnaire was designed to all respondents because the study aimed to assess organizational leadership practices and employee perceptions across different position levels. The instrument contained generalized questions applicable to all employees regardless of their organizational position.



4.4 Reliability Test

Reliability test was conducted using Cronbach Alph to verify internal consistency of the variables.

Table 5: Reliability Test

S/N	Variables	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.855	5
2	Empowerment	0.804	5
3	Stewardship	0.890	5
4	Ethical Behavior	0.886	5
5	Communication	0.855	5

The finding demonstrated that all constructs show good to excellent reliability. Specifically, both job satisfaction and communication with $\alpha = 0.855$ show strong internal consistency, suggesting that their respective questions reliably measure what they intend to measure. The rest three variables specifically empowerment, stewardship and ethical behavior also demonstrated very high degree of reliability, indicating high degree of consistency among their measurement items. Generally, since all constructs of this research exceeded the minimum acceptable threshold 0.7, the instruments used in this research are considered as reliable and suitable for further statistical analysis.

4.4. Descriptive Analysis

4.4.1. Job satisfaction Dimension

The following table shows the descriptive statistics of employees' job satisfaction in their organization.

Table 6: Descriptive statistics of job satisfaction

Job Satisfaction Dimensions	Org.	Frequency (% of 127 respondents					Mean	SD
		1	2	3	4	5		
I am satisfied with the recognition I receive for my work.	CFE	0.00	4.23	15.49	43.66	36.62	4.13	0.83
	EHE	1.79	16.07	21.43	30.36	30.36	3.71	1.12
I feel motivated to perform well in my current role.	CFE	0.00	2.82	5.63	45.07	46.48	4.35	0.72
	EHE	1.79	12.50	7.14	51.79	26.79	3.89	1
I am happy with the level of support provided by my organization.	CFE	0.00	2.82	11.27	38.03	47.89	4.31	0.79
	EHE	1.79	5.36	17.86	44.64	30.36	3.96	0.93
I feel my job allows me to use my skills effectively.	CFE	2.82	2.82	7.04	36.62	50.70	4.30	0.93
	EHE	3.57	8.93	3.57	35.71	48.21	4.16	1.09
I am satisfied with the opportunities for career growth in this organization.	CFE	1.41	5.63	35.21	38.03	19.72	3.69	0.90
	EHE	8.93	16.07	26.79	32.14	16.07	3.3	1.19

Source: Own survey, April (2026)

As the result depicted in the above table, majority of employees working under both organizations i.e., Child Fund Ethiopia and Engender Health Ethiopia are very satisfied with the recognition they are obtaining from their organization. Comparatively, employees working for Child Fund Ethiopia (80.2%) is highly satisfied than the Engender Health Ethiopia (60.72%).

The response shows that, 91.5% of Child Fund Ethiopia's employees are feeling motivated to perform well in their current role, while 78.5% of Engender Health Ethiopia employees feeling motivated in their current role. Comparatively, employees working for Child Fund Ethiopia are more motivated than Engender Health Ethiopia's employees.

Regarding the levels of employees' happiness with the support given by the organization, around 75.9% of Child Fund Ethiopia workers are happy with it while employees working for Engender Health Ethiopia demonstrated 76% level of happiness. Overall, majority of employees working for the two organizations are very happy with the level of support they got from their organization.

The response indicated that, 87.3% of Child Fund Ethiopia's and 83.9% of Engender Health Ethiopia's employees agreed that they feel their job allows them to use their skills effectively. Comparatively, employees working in Child Fund Ethiopia are slightly higher in the usage of their skills than Engender Health Ethiopia employees. Overall, majority of employees working for those two non-governmental organizations are feeling their job allow them use their skills when they perform their daily duty.

As presented in the above table, 57.75% of Child Fund Ethiopia and 48.21% of Engender Health Ethiopia employees are satisfied with the career opportunities provided by their organization. Comparatively, Child Fund Ethiopia's employees are more satisfied with the career opportunities provided by their organization than Engender Health Ethiopia employees. Overall, almost half of employees working for those two organizations are happy with the career trajectory opportunities provided by their organization. Though, the career program of the two case organizations needs some adjustment to excel the level of satisfaction of their employees.

The mean scores indicate that employees in both organizations generally reported a high level of job satisfaction, with ChildFund Ethiopia recording higher mean values across all dimensions (M = 3.69-4.35) compared to Engender Health Ethiopia (M = 3.30-4.16). The standard deviation values (SD = 0.72–1.19) suggest relatively low to moderate variability in responses, indicating a reasonable level of agreement among respondents regarding their job satisfaction.

4.4.2. Employee Empowerment Dimension

Table 7: Descriptive statistics of the employee empowerment dimension

Empowerment dimensions	Org.	Frequency (% of 127 respondents					Mean	SD
		1	2	3	4	5		
I have the authority to make decisions related to my work.	CFE	0.00	2.82	14.08	47.89	35.21	4.15	0.77
	EHE	3.57	16.07	12.50	48.21	19.64	3.64	1.1
I am encouraged to take initiative in performing my tasks.	CFE	0.00	0.00	9.86	53.52	36.62	4.27	0.63
	EHE	0.00	1.79	14.29	44.64	39.29	4.21	0.8
My ideas and suggestions are valued by my supervisor.	CFE	0.00	0.00	5.63	50.70	43.66	4.38	0.59
	EHE	5.36	7.14	8.93	42.86	35.71	3.96	1.1
I feel confident in making decisions that affect my work.	CFE	0.00	2.82	14.08	39.44	43.66	4.24	0.80
	EHE	7.14	10.71	16.07	35.71	30.36	3.71	1.2
I am given the resources and support needed to perform my job effectively.	CFE	0.00	0.00	9.86	39.44	50.70	4.41	0.67
	EHE	1.79	7.14	7.14	46.43	37.50	4.11	1

Source: Own Survey (April, 2026)

As depicted in the above table, 83.1% of Child Fund Ethiopia and 67.8% of Engender health Ethiopia employees agreed that they have the autonomy to make decisions related to their work. Comparatively, Child Fund Ethiopia employees scored high level of agreement with this dimension than Engender health Ethiopia employees. Overall, employees working for these two Non-governmental Organizations have the authority to make decisions on their day-to-day works.

In the second dimension of employee empowerment, 90.1% of Child Fund Ethiopia, and 83.9% of Engender health Ethiopia employees felt encouraged to take initiatives when they perform their task. Comparatively, Child Fund Ethiopia's employees are more encouraged to take initiative by their selves in their day to day job. All in one, employees working for these two organizations are highly encouraged to initiate any initiatives in their job.

As presented above, 94.3% of Child Fund Ethiopia and 78.5% of Engender health Ethiopia employees agreed that their ideas and suggestions are valued by their immediate supervisors. Comparatively, Child Fund Ethiopia's employees are feeling valued by their supervisors than Engender health Ethiopia employees since their supervisors are valuing their daily suggestions given to the organization/supervisor.

According to the finding, 83.1% of Child Fund Ethiopia and 66% of Engender health Ethiopia employees are feeling confident to make decisions that affect their work. Comparatively, Child Fund Ethiopia employees are more confident than Engender health Ethiopia employees while making decisions that affect their work. In aggregate, majority of employees working for both organizations felt confident while they make decisions that affect their daily job.

Regarding resource availability, 91.1% of Child Fund Ethiopia and 83.9% of Engender health Ethiopia employees agreed that they are equipped with the necessary resources and supports needed to perform their job effectively. Cooperatively, Child Fund Ethiopia's employees are happier with the resource and support given by their organization than Engender health Ethiopia employees. Overall, majority of employees working for these two organizations are satisfied with the resource and support given.

The mean scores indicate that employees in both organizations generally perceived a high level of empowerment. Child Fund Ethiopia recorded higher mean scores across all empowerment

dimensions (M = 4.15–4.41) compared to Engender Health Ethiopia (M = 3.64–4.21), suggesting a stronger empowerment culture in Child Fund Ethiopia. The standard deviation values ranged from 0.59 to 1.20, indicating low to moderate variability in responses and a relatively consistent perception of empowerment among employees in both organizations.

4.4.3. Stewardship Dimension

Table 8: Descriptive statistics of stewardship

Stewardship dimensions	Org.	Frequency (% of 127 respondents					Mean	SD
		1	2	3	4	5		
Leaders in my organization act responsibly toward employees and the organization.	CFE	0.00	1.41	12.68	33.80	52.11	4.37	0.76
	EHE	3.57	3.57	17.86	33.93	41.07	4.05	1.03
I feel that organizational leaders care about long-term success.	CFE	0.00	1.41	12.68	36.62	49.30	4.34	0.75
	EHE	1.79	3.57	16.07	42.86	35.71	4.07	0.91
Leaders promote a culture of accountability and responsibility.	CFE	0.00	0.00	14.08	52.11	33.80	4.20	0.67
	EHE	1.79	3.57	19.64	41.07	33.93	4.02	0.92
Leaders are committed to the welfare of employees.	CFE	0.00	2.82	11.27	40.85	45.07	4.28	0.78
	EHE	1.79	3.57	23.21	37.50	33.93	3.98	0.94
Leaders make decisions that benefit the organization and its employees.	CFE	0.00	2.82	9.86	35.21	52.11	4.37	0.78
	EHE	1.79	7.14	16.07	42.86	32.14	3.96	0.97

Source: Own Survey (April, 2026)

Based on the result presented in the above table, 85.9% of Child Fund Ethiopia and 75% of Engender health Ethiopia employees agreed that leaders in their organizations act responsibly towards employees and the organization. Relatively, employees working for Child Fund Ethiopia are supporting that their organization's leaders are acting responsibly to them and the organization than Engender health Ethiopia employees. Generally, majority of employees of these two non-governmental organizations agreed that their leaders are responsible enough.

Regarding the long-term success of their organization, 85.9% of Child Fund Ethiopia and 78.5% of Engender health Ethiopia employees agreed that the organization's leaders care about the long-term success of their organization. Comparatively, Child Fund Ethiopia's employees feel their leaders care about the long-term success of their organization than Engender Health Ethiopia employees. Overall, majority of employees under these two organizations agreed that their leaders really care about the long-term success of their organization.

As depicted above, 85.9% of Child Fund Ethiopia and 75% of Engender health Ethiopia employees agreed that their leaders promote a culture of accountability and responsibility.

Relatively, Child Fund Ethiopia's employees scored high level of agreement than Engender health Ethiopia employees on the leaders' ability to promote culture of accountability and responsibility. In summary, majority of employees working in these two organizations agreed that their leaders are instilling a culture of accountability and responsibility.

Regarding employee's welfare, 85.9% of Child Fund Ethiopia and 71.4% of Engender health Ethiopia employees agreed that their leaders are committed to the employees' welfare. Relatively, Child Fund Ethiopia's employees scored high level of agreement than Engender health Ethiopia employees regarding the commitment of their leaders about employees' welfare. In aggregate, majority of employees in these two organizations agreed that their leaders are highly committed to the welfare of their employees.

As presented above, 87.3% of Child Fund Ethiopia and 75% of Engender health Ethiopia employees agreed that their leaders usually make decisions that benefit both the organization and employees. Relatively, Child Fund Ethiopia's employees scored high level of agreement than Engender health Ethiopia employees regarding this concern. Overall, majority of employees working for these two non-governmental organizations agreed that their leaders are making decisions that can benefit both the organization and employees.

The mean scores show that employees in both organizations perceived a high level of stewardship among their leaders. ChildFund Ethiopia recorded consistently higher mean scores (M = 4.20–4.37) than Engender Health Ethiopia (M = 3.96–4.07), indicating a stronger perception of stewardship practices. The standard deviation values ranged from 0.67 to 1.03, suggesting relatively low to moderate variation in responses and a reasonable level of agreement among employees regarding their leaders' stewardship behaviors.

4.4.4. Ethical Behaviour Dimension

Table 9: Descriptive statistics of ethical behavior dimension

Ethical Behavior dimensions	Org.	Frequency (% of 127 respondents)					Mean	SD
		1	2	3	4	5		
Leaders in my organization demonstrate honesty in their decisions.	CFE	0.00	2.82	8.45	42.25	46.48	4.32	0.75
	EHE	1.79	8.93	14.29	33.93	41.07	4.04	1.03
Leaders treat employees fairly and respectfully.	CFE	0.00	1.41	14.08	49.30	35.21	4.18	0.72
	EHE	1.79	16.07	10.71	37.50	33.93	3.86	1.11
I trust the integrity of the leadership in my organization.	CFE	0.00	0.00	9.86	47.89	42.25	4.32	0.65
	EHE	1.79	3.57	17.86	46.43	30.36	4	0.89
Leaders follow organizational policies and procedures consistently.	CFE	0.00	1.41	7.04	45.07	46.48	4.37	0.68
	EHE	1.79	5.36	10.71	50.00	32.14	4.05	0.89
Leaders model ethical behavior in their daily actions.	CFE	0.00	1.41	8.45	49.30	40.85	4.30	0.68
	EHE	1.79	0.00	23.21	46.43	28.57	4	0.82

Source: Own Survey (April, 2026)

The findings indicated that 88.7 % of Child Fund Ethiopia and 75% of Engender Health Ethiopia employees have strong perception of leadership honesty. Comparatively, employees working in Child Fund Ethiopia have better perception of leadership honesty than the Engender Health Ethiopia's employees. Overall, majority of employees working for these organizations rated this dimension positively.

Response revealed that Child Fund Ethiopia employees scored higher in perceived respect and fairness from leaders than Engender Health Ethiopia employees. Overall, majority of employees working for these two non-governmental organizations perceive positively the respect and fairness they got from their leaders.

The above table indicated that majority of Child Fund Ethiopia employees (90.1%) agreed that they perceive positively the integrity of their leadership in their organization. However, 76.9% of employees working for Engender Health Ethiopia agreed that they believe in the integrity of their leaders. Overall, majority of employees working for these two organizations scored high level agreement with their trust on the integrity of leaders in their organization.

The finding revealed that 91.5% of Child Fund Ethiopia and 82.1% of Engender Health Ethiopia employees scored high level of agreement on their leaders in using the organization's policy and procedures when they make decisions. Comparatively, employees working for Child Fund Ethiopia demonstrated higher agreement than Engender Health Ethiopia employees in this dimension.

The result demonstrated that leaders in both organizations are perceived as modeling ethical behavior, through Child Fund Ethiopia scored high level of agreement i.e., 90.1% than Engender Health Ethiopia employees.

The mean scores indicate that employees in both organizations perceived a high level of ethical behavior among their leaders. ChildFund Ethiopia recorded higher mean scores across all ethical behavior dimensions (M = 4.18–4.37) than Engender Health Ethiopia (M = 3.86–4.05), suggesting a more favorable perception of ethical leadership practices. The standard deviation values ranged from 0.65 to 1.11, indicating low to moderate variability in responses and a relatively consistent view among employees regarding the ethical conduct of their leaders.

4.4.5. Communication Dimension

Table 10: Descriptive statistics of communication dimension

Communication dimensions	Org.	Frequency (% of 127 respondents					Mean	SD
		1	2	3	4	5		
Leaders clearly communicate goals and expectations.	CFE	1.41	2.82	5.63	30.99	59.15	4.44	0.84
	EHE	1.79	7.14	10.71	41.07	39.29	4.09	0.98
I feel comfortable sharing ideas and feedback with my supervisor.	CFE	0.00	1.41	12.68	42.25	43.66	4.28	0.74
	EHE	1.79	7.14	23.21	35.71	32.14	3.89	1
Leaders listen actively to employees' concerns.	CFE	0.00	4.23	22.54	43.66	29.58	3.99	0.84
	EHE	0.00	12.50	23.21	41.07	23.21	3.75	0.96
Information flows effectively from management to employees.	CFE	1.41	4.23	11.27	43.66	39.44	4.15	0.89
	EHE	0.00	14.29	19.64	46.43	19.64	3.71	0.95
Leaders provide constructive feedback to help employees improve.	CFE	0.00	1.41	22.54	45.07	30.99	4.06	0.77
	EHE	1.79	3.57	30.36	41.07	23.21	3.8	0.9

Source: Own Survey (April, 2026)

Child Fund Ethiopia demonstrated strong performance, with very high level of agreement (90.14%) and high mean (M=4.44) indicating clear and consistent communication. However, Engender Health Ethiopia also perform well (80.3%; M=4.09 and SD=0.98) with slightly lower rating and more variability.

The above table shows that Child Fund Ethiopia shows strong performance with high level of agreement (85.91%; M=4.28, and SD= 0.74), supporting employees through providing conducive culture for forwarding ideas and suggestions freely. However, Engender Health Ethiopia's result demonstrated comparatively lower (67.85%; M=3.89, SD=1.00), indicating moderate openness and higher variation.

As presented in the above table, 73.2% of Child Fund Ethiopia and 64.2% of Engender health Ethiopia's employees agreed that their leaders actively listen their concerns. Comparatively, CFE employees are more feel heard than Engender heal Ethiopia employees. Overall, majority of employees working for those two organizations are feeling positively to this dimension of communication.

In the dimension of information flow from management to employees, majority of Child Fund Ethiopia employees (83%) with mean of 4.15 agreed their management delivers information effectively. Relatively, Engender Health Ethiopia's employees scored lower result (66%) with average mean value of 3.71. This shows that EHE needs some interventions to improve the delivery of information from management to employees. Overall, majority of both organizations' employees agreed on this dimension.

As depicted in the above table, CFE employees scored higher level of satisfaction regarding leaders' feedback to their employees. Relatively, EHE scored slightly lower (64.2%) with 3.8 mean value. Overall, both organizations scored satisfactory result.

The Engender Health Ethiopia scored relatively lower across all dimensions may be attributed to differences in organizational practices and work environment. Compared to CFE, EHE may have relatively less structured communication systems, limited leadership engagement, or fewer opportunities for employee participation in decision-making. Additionally, variations in organizational culture, leadership style, and internal communication channels could contribute to employees perceiving lower levels of openness, feedback, and information flow. These factors

may explain the comparatively lower ratings reported by employees in Engender Health Ethiopia.

4.5. Correlation Analysis

Table 11: Correlation Result

Correlations							
Organization			Job Satisfaction	Empowerment	Stewardship	Ethical behavior	Communication
Child Fund Ethiopia	Job Satisfaction	Pearson Correlation	1				
		Sig. (2-tailed)					
		N	71				
	Empowerment	Pearson Correlation	.655**	1			
		Sig. (2-tailed)	.000				
		N	71	71			
	Stewardship	Pearson Correlation	.615**	.583**	1		
		Sig. (2-tailed)	.000	.000			
		N	71	71	71		
	Ethical behavior	Pearson Correlation	.570**	.628**	.688**	1	
		Sig. (2-tailed)	.000	.000	.000		
		N	71	71	71	71	
	Communication	Pearson Correlation	.616**	.708**	.629**	.628**	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	71	71	71	71	71
Engender Health Ethiopia	Job Satisfaction	Pearson Correlation	1				
		Sig. (2-tailed)					
		N	56				
	Empowerment	Pearson Correlation	.753**	1			
		Sig. (2-tailed)	.000				
		N	56	56			
	Stewardship	Pearson Correlation	.699**	.657**	1		
		Sig. (2-tailed)	.000	.000			
		N	56	56	56		
	Ethical behavior	Pearson Correlation	.634**	.748**	.746**	1	
		Sig. (2-tailed)	.000	.000	.000		
		N	56	56	56	56	
	Communication	Pearson Correlation	.630**	.749**	.611**	.783**	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	56	56	56	56	56
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Researcher's SPSS result (2026)

A. Child Fund Ethiopia's Correlation Analysis

In this organization, all dimensions have positive and significant relations to job satisfaction. Empowerment has strong statistically significant positive relation with employee job satisfaction (r=0.655). This shows that as empowerment practices in Child Fund Ethiopia increases, the employees' job satisfaction also increase. When we see the stewardship's correlation result, it shows strong positive correlation with employees' job satisfaction (r=0.615). Ethical behavior also show moderate relationship with employees' job satisfaction at Child Fund Ethiopia (r=0.570). This implies as the level of ethical behavior of Child Fund Ethiopia's leaders'

increase, the level of employee satisfaction increases moderately. Finally, communication and employees' job satisfaction have correlated strongly and positively (r=0.616). Generally, in CFE, empowerment has the strongest relationship with employees' job satisfaction followed by communication, stewardship and ethical behavior. All dimensions are important predictors of employees' job satisfaction, with correlation ranging from moderate to strong.

B. Engender Health Ethiopia's Correlation Analysis

Similarly, all independent variables (servant leadership dimensions) show positive and significant relationship with employees' job satisfaction. The relationship between empowerment and job satisfaction demonstrated very strong positive relationship in this case organization (r=0.753). This implies that as the level of empowerment practices increased in EHE, the employees' job satisfaction also increase very strongly. Stewardship also have strong positive relationship with job satisfaction (r=0.699). The relationship between ethical behavior and job satisfaction is found as strong and positive (0.634). Similarly, the relationship between communication and employees' job satisfaction found as positive and strong with r=0.630). Generally, similar to CFE, empowerment has the strongest relationship with job satisfaction in EHE. Empowerment was followed by stewardship, ethical behavior and communication.

There are also strong correlations among the independent variables. For instance, the relationship between empowerment and communication founds as strong (up to r=0.749), ethical behavior and communication (up to r=0.783).

C. Comparison of Correlation Results

Both organizations show consistent positive relationships. However, Engender Health Ethiopia exhibits stronger correlations between the dimensions of servant leadership and employees' job satisfaction. This implies that servant leadership practices may be more effectively implemented in both non-governmental organizations.

Overall, the correlation analysis shows that all dimensions of servant leadership (empowerment, stewardship, ethical behavior and communication) are positively and significantly associated with employees' job satisfaction in both non-governmental organizations. Their strength ranges from moderate to strong with empowerment showing strongest relationship with job satisfaction in both organizations.

4.6. Test of Assumptions

In quantitative research, especially when primary data is collected through questionnaire surveys, conducting a test of assumptions are essential to ensure the usability, reliability, and validity of the data for subsequent analyses (Roni, 2014; Lowry & Gaskin, 2014). In this study, assumptions underlying ANOVA and regression analysis were examined using appropriate statistical methods to identify and address unengaged respondents, sample size adequacy, outliers, and normality assumptions (Kumar, 2015). Moreover, prior to testing the hypothesis, the model undergone through a serious of assessment for assumptions including normality, linearity, heteroscedasticity, and the independence and normal distribution of error terms.

4.6.1. Disengaged Respondents

The collected data was examined to identify unengaged respondents by computing the standard deviation (SD) of each response. If each respondents SD exceeded the cutoff point of 0.2, there are no unengaged respondents in the dataset (Gaskin, 2017). Subsequently, there is no case fall below the cutoff value of 0.2. So, all responses were considered in the analysis since the standard deviation of the dataset exceeded the minimum requirement i.e., 0.2.

4.6.2. Test of Normality

Table 12: Test of Normality

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	127	1.00	5.00	4.0016	.76449	-1.079	.215	1.526	.427
Empowerment	127	1.80	5.00	4.1307	.66063	-.788	.215	.484	.427
Stewardship	127	1.20	5.00	4.1811	.71467	-1.084	.215	1.608	.427
Ethical Behavior	127	1.20	5.00	4.1622	.69361	-1.292	.215	2.393	.427
Communication	127	1.60	5.00	4.0362	.71244	-.898	.215	.806	.427
Valid N (listwise)	127								

Source: Researcher's SPSS result (2026)

In this study, normality was assessed by examining the kurtosis and skewness values of each variable included in the analysis. According to Skarpness (1983), values greater than 2.2 or less than -2.2 indicate a departure from normality. The result indicated that skewness values ranged

from -1.292 to -0.788 and kurtosis values ranged from 0.484 to 2.393. These values fall within the acceptable range (±2), suggesting that the data is approximately normally distributed.

4.6.3. Multicollinearity Test

Table 13: Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.025	.294		-.086	.932		
	Empowerment	.522	.108	.451	4.854	.000	.364	2.748
	Stewardship	.362	.092	.338	3.939	.000	.427	2.343
	Ethical Behavior	-.031	.110	-.029	-.285	.776	.314	3.182
	Communication	.121	.101	.113	1.199	.233	.357	2.800
a. Dependent Variable: Job Satisfaction								

Source: Researcher's SPSS result (2026)

A multicollinearity test was conducted using tolerance and variance inflation factor (VIF), to assess the presence or absence of correlation among the independent variables. The finding shows that all tolerance values range between 0.314 and 0.427, which are above the minimum acceptable threshold of 0.10. Additionally, the variance inflation factor (VIF) values range from 2.343 up to 3.182, which are below tolerable threshold of 10.

These results show there is no multicollinearity issue among the independent variables (empowerment, stewardship, ethical behavior and communication). Therefore, all variables are suitable to be included in the regression analysis.

4.6.4. Test of Heteroscedasticity

The assumption of error terms constant variance across observations was tested using both the Breusch-Pagan and Koenker tests. The probabilities (prob > chi2) of respective tests were 0.232 29 and 0.677 (see Appendix-3), indicating no statistical evidence to reject null hypothesis of homoscedasticity (Gujarati, 2012), hence confirming no issue with heteroscedasticity.

Figure 2: Test of Hetroscedasticity (Child Fund Ethiopia)

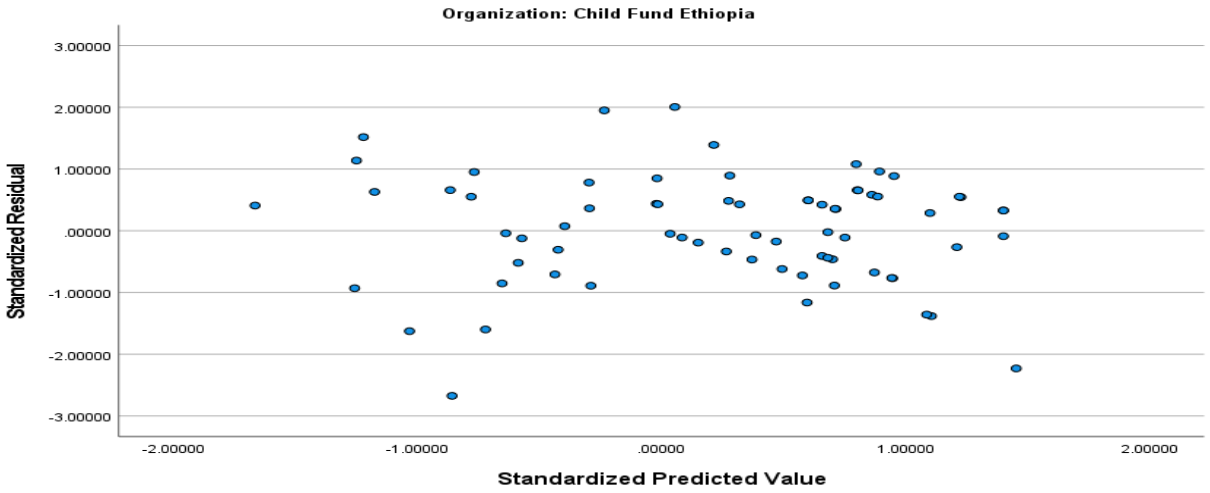
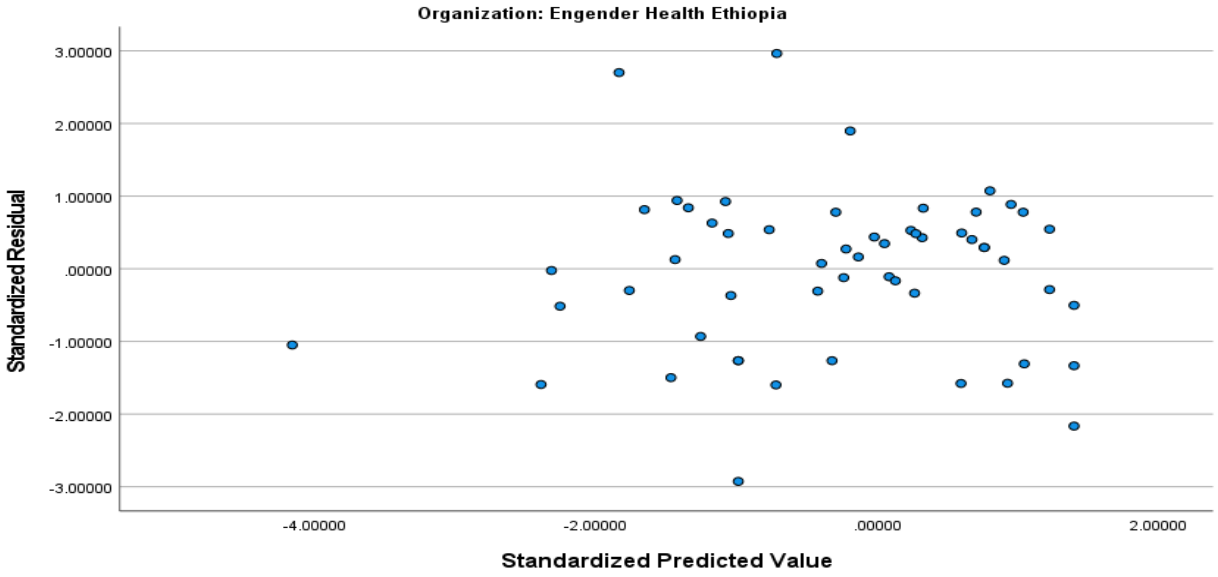


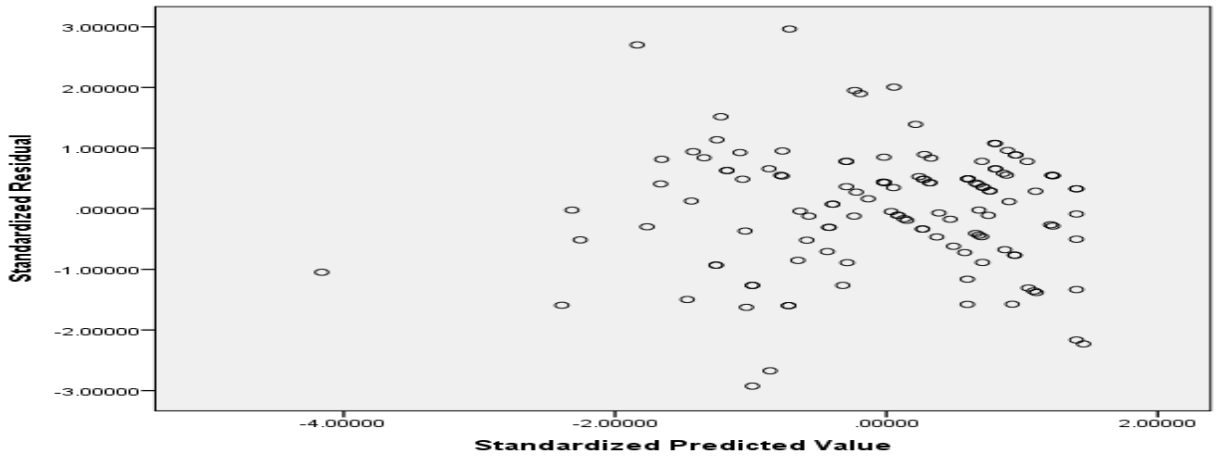
Figure 3: Test of Hetroscedasticity (Engender Health Ethiopia)



4.6.5. Test of Linearity

The linearity assumption was assessed using a scatter plot of standardized residuals against standardized predicted values. As shown in Appendix 2, the residuals are randomly dispersed around the horizontal line with no clear pattern or curvature. This indicates that there is no systematic deviation from linearity between independent variables and job satisfaction. Therefore, the assumption of linearity is satisfied, and multiple linear regression analysis is appropriate.

Figure 4: Scatterplot for Regression Standardized Residual



4.7. Independent Sample t-test

Table 14: Group Statistics

Group Statistics					
	Organization	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Job Satisfaction	Child Fund Ethiopia	71	4.1549	.61523	.07301
	Engender Health Ethiopia	56	3.8071	.88787	.11865
Empowerment	Child Fund Ethiopia	71	4.2901	.49082	.05825
	Engender Health Ethiopia	56	3.9286	.78664	.10512
Stewardship	Child Fund Ethiopia	71	4.3099	.59598	.07073
	Engender Health Ethiopia	56	4.0179	.81823	.10934
Ethical Behavior	Child Fund Ethiopia	71	4.2986	.53224	.06317
	Engender Health Ethiopia	56	3.9893	.82895	.11077
Communication	Child Fund Ethiopia	71	4.1831	.59976	.07118
	Engender Health Ethiopia	56	3.8500	.80114	.10706

Source: Researcher's SPSS result (2026)

The above table compares the mean scores of the dependent and independent variables between Child Fund Ethiopia and Engender Health Ethiopia. The comparative result shows that

employees of Child Fund Ethiopia reported higher mean (level of agreement) compared to Engender Health Ethiopia Employees across all variables.

Specifically, the mean score of job satisfaction for Child Fund Ethiopia (Mean=4.1549, SD=0.61523) is much higher than Engender Health Ethiopia's (M=3.8071, SD=0.88787). Similarly, in the dimension of empowerment, Child Fund Ethiopia (M=4.2901) exceeded Engender Health Ethiopia's (M=3.9286). In terms of stewardship, the mean score of Child Fund Ethiopia (M=4.3099) is higher than that of Engender Health Ethiopia with 4.0179 mean score.

Similar pattern was observed for the remaining two variables i.e., ethical behavior and communication. Child fund Ethiopia with 4.2986 mean value has higher mean compared to Engender Health Ethiopia (M=3.9893) and in terms of communication, CFE (M=4.1831) exceeds Engender Health Ethiopia having mean value of 3.8500.

Overall, this result shows that the employees of CFE have perceived positive higher level of servant leadership practices and job satisfaction compared to EHE employees. However, further statistical testing is required to determine whether these differences are statistically significant or not.

Table 15: Independent Samples t-test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	6.430	.012	2.603	125	.010	.34779	.13360	.08337	.61220
	Equal variances not assumed			2.496	93.959	.014	.34779	.13931	.07118	.62440
Empowerment	Equal variances assumed	10.859	.001	3.170	125	.002	.36157	.11404	.13586	.58728
	Equal variances not assumed			3.009	87.481	.003	.36157	.12018	.12272	.60042
Stewardship	Equal variances assumed	2.684	.104	2.326	125	.022	.29200	.12555	.04352	.54048
	Equal variances not assumed			2.242	97.277	.027	.29200	.13022	.03356	.55045
Ethical behavior	Equal variances assumed	6.023	.015	2.549	125	.012	.30931	.12135	.06915	.54946
	Equal variances not assumed			2.426	89.175	.017	.30931	.12752	.05594	.56267
Communication	Equal variances assumed	4.488	.036	2.679	125	.008	.33310	.12432	.08706	.57914
	Equal variances not assumed			2.591	99.150	.011	.33310	.12856	.07801	.58818

Source: Researcher's SPSS result (2026)

Independent sample t-test was conducted to check whether there is significant difference between the two case organizations (NGOs) across the variables (job satisfaction, empowerment, stewardship, ethical behavior and communication). Before the t-test interpretation, Levene's Test for Equality of Variances was assessed to determine whether equal variances between the two case organizations can be assumed.

For the job satisfaction dimension, Levene's test was very significant ($p=0.012 <0.05$), shows unequal variances. Therefore, the "equal variance not assumed" result was not assumed. The t-test result show a statistically significant difference between the selected two case organizations ($t=2.496$, $p=0.014$), showing the employees' job satisfaction differs among these two organizations.

In terms of empowerment, Levene's test was significant ($p=0.001$), and the result shows unequal variances indicate a significant difference among two case organizations ($t=3.009$, $p=0.003$). This implies there is difference in perception of empowerment among these two organizations.

For stewardship dimension, Levene's test was significant ($p=0.104$), so, equal variance result was assumed. The t-test result ($t=2.326$, $p=0.022$) shows a statistically significant difference among the two non-governmental organizations. This result implies there is difference in ethical behavior perceptions in the selected case organizations.

In the case of ethical behavior, Levene's test was significant ($p=0.015$), and the unequal variance result shows a significant difference ($t=2,426$, $p=0.017$). This result implies there is difference in ethical behavior perceptions in the selected case organizations.

Finally, for communication, Levene's test was significant too ($p=0.036$), and the unequal variance shows a significant difference ($t=2.591$, $p=0.011$), showing that there is perceived communication difference between the selected organizations.

Generally, bot dependent and independent variables shows statistically significant difference ($p<0.05$) between the two non-governmental organizations. This shows these organizations are difference in terms of employees' job satisfaction, empowerment, stewardship, ethical behavior and communication. These differences suggest that organizational context plays vital role in shaping in the perception of servant leadership dimensions and employees' job satisfaction.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the effect of servant leadership dimensions specifically, empowerment, stewardship, ethical behavior and communication on employees' job satisfaction in these selected non-governmental organizations.

4.7.1. Model Summary

Table 16: Regression Analysis's Model Summary

Model Summary					
Organization	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Child Fund Ethiopia	1	.726[a]	.527	.499	.43561
Engender Health Ethiopia	1	.803[b]	.645	.617	.54971
a. Predictors: (Constant), Communication, Ethical Behavior, Stewardship, Empowerment					
b. Predictors: (Constant), Communication, Ethical Behavior, Stewardship, Empowerment					

Source: Researcher's SPSS result (2026)

A. Child Fund Ethiopia

The relationship between the independent variables (predictors) and outcome is strong and positive in this organization (R=0.726). When we see the coefficient of determination (R^2=0.527), shows that about 52.7% of the variation in the employees' job satisfaction is explained by the dimensions of servant leadership (empowerment, stewardship, ethical behavior and communication).

The adjusted R^2= 0.499 implies that, after controlling for the number of predictors, the model still can explain about 49.9% of the variance, confirming reasonably good model fit. However, the standard error of the estimate (0.43561) suggests a relatively lower level of prediction error.

Generally, the model has moderate explanatory power, showing that the selected predictors (independent variables) play an important role in determining employees' job satisfaction in Child Fund Ethiopia, although half of variation is explained by other variables not considered in this study.

B. Engender Health Ethiopia

In Engender Health Ethiopia, the model shows a strong relationship (R=0.803), showing a very strong relationship between the selected predictors and employees' job satisfaction. The R^2=0.645 implies that 64.5% of variation in dependent variable (job satisfaction) is explained by the selected independent variables.

The adjusted R^2=0.617 confirms that the model remains strong even after the number of predictors are adjusted. However, the standard error (0.54971) is slightly higher than that of Child Fund Ethiopia, showing somewhat greater in variability in prediction.

Overall, the model demonstrated strong explanatory power. This suggests that empowerment, stewardship, ethical behavior and communication are highly strong determinants of the employee job satisfaction in Engender Heath Ethiopia.

C. Comparative Analysis

Measure	Child Fund	Engender Health	Interpretation
R^2	0.527	0.645	Engender Health Ethiopia's model fits better
Adjusted R^2	0.499	0.617	Stronger even after correlation
Std. Error	Lower	Higher	Child Fund predictions slightly more precise

The selected independent variables have a greater predictive power in Engender Health Ethiopia than Child Fund Ethiopia. This shows that job satisfaction of employees working in Engender Health Ethiopia is more systematically influenced by the dimensions of servant leadership. However, in Child Fund Ethiopia, other variables may play critical role in enhancing employees' job satisfaction.

4.7.2. ANOVA (Model Fitness)

Table 17: ANOVA Table

ANOVA[a]							
Organization	**Model**		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Child Fund Ethiopia	1	Regression	13.972	4	3.493	18.408	.000[b]
		Residual	12.524	66	.190		
		Total	26.496	70			
Engender Health Ethiopia	1	Regression	27.946	4	6.986	23.120	.000[c]
		Residual	15.411	51	.302		
		Total	43.357	55			
a. Dependent Variable: Job Satisfaction							
b. Predictors: (Constant), Communication, Ethical Behavior, Stewardship, Empowerment							
c. Predictors: (Constant), Communication, Ethical Behavior, Stewardship, Empowerment							

Source: Researcher's SPSS result (2026)

The overall significance of the regression models was assessed using ANOVA using SPSS, version 27. This analysis evaluated whether the selected independent variables (servant leadership dimensions) have a statistically significant effect of the dependent variable.

A. Child Fund Ethiopia

For this case organization, the ANOVA result shows that the regression model is statistically significant with F-value of 18.408 and a significance level of $p<0.05$. This shows that the selected independent variables i.e., empowerment, stewardship, ethical behavior and communication jointly have a significant effect on employees' job satisfaction. Therefore, the model can be considered as appropriate to predict employee satisfaction in Child Fund Ethiopia.

B. Engender Health Ethiopia

Similarly, for this case organization, the ANOVA result demonstrated that the model is statistically significant with F-value of 23.120 and a significance level of $p<0.05$. This implies that the independent variable in aggregate have statistically significant effect on employees' job satisfaction among employees working for Engender Health Ethiopia.

C. Comparative Analysis

Measure	Child Fund	Engender Health	Interpretation
F-value	18.408	23.120	Engender Health is stronger
Sig.	0.000	0.000	Both models have significant impact

F-value of Engender Health Ethiopia is higher than that of Child Fund Ethiopia, suggesting stronger overall model fit. This implies that the aggregated effect of the servant leadership dimensions on employees' job satisfaction is more pronounced in Engender Health Ethiopia.

In summary, the ANOVA table confirms that the model for both organizations is statistically significant and suitable for explaining variations in employees' job satisfaction. However the greater F-value found in Engender Health Ethiopia indicates that the model provides better explanation of employee job satisfaction to Child Fund Ethiopia.

4.7.3. Regression Coefficients

Table 18: Regression Coefficients Table

Coefficients[a]									
Organization	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
			B	Std. Error	Beta			Tolerance	VIF
Child Fund Ethiopia	1	(Constant)	.090	.493		.182	.856		
		Empowerment	.426	.160	.340	2.656	.010	.438	2.283
		Stewardship	.273	.129	.265	2.117	.038	.458	2.185
		Ethical behavior	.083	.148	.072	.562	.576	.434	2.302
		Communication	.168	.135	.163	1.244	.218	.414	2.413
Engender	1	(Constant)	-.080	.418		-.192	.848		

Health Ethiopia		Empowerment	.570	.158	.505	3.600	.001	.354	2.827
		Stewardship	.423	.140	.390	3.030	.004	.421	2.373
		Ethical behavior	-.127	.176	-.118	-.720	.475	.258	3.882
		Communication	.118	.162	.107	.729	.469	.327	3.062
a. Dependent Variable: Job Satisfaction									

Source: Researcher's SPSS result (2026)

A. Child Fund Ethiopia

Both empowerment (p=0.010) and stewardship (p=0.038) as dimension of servant leadership are statistically significant predictors of the outcome (employee job satisfaction) at the 5% level. However, the remaining two variables; ethical behavior (p=0.576) and communication (p=0.218) do not show statistically significant effect on employees' job satisfaction.

With Beta value of 0.340, empowerment is the strongest predictor of job satisfaction in this case organization. This shows that for every one unit increase in empowerment, there is 0.426 units increase in job satisfaction. Following to empowerment, stewardship have relatively significant effect on employees' job satisfaction with a Beta value of 0.265. A single unit increase in stewardship in Child Fund Ethiopia can be resulted in a 0.273 units increase in job satisfaction. All variance inflation factor (VIF) values of each variables range in between 2.185 and 2.413 are below the maximum threshold 10, implying that multicollinearity is not a concern for this regression model in this organization.

B. Engender Health Ethiopia

Similar to Child Fund Ethiopia, both empowerment (p=0.001) and stewardship (p=0.004) are affects job satisfaction significantly. In this model, empowerment has significant effect even at the 1% level. Additionally, neither ethical behavior (p=0.475) nor communication (p=0.469) are significant drivers of employees' job satisfaction.

With a high Beta value (B=0.505), empowerment is the strongest predictor of employee job satisfaction. A one unit increase in empowerment practices in Engender Health Ethiopian can be resulted in 0.570 units increase in job satisfaction. Next to empowerment, stewardship with Beta value of 0.390 has statistically significant effect on job satisfaction in this organization. This shows that an increase in a single unit of stewardship practice can be resulted in 0.423 increases in employees' job satisfaction in this organization.

Surprisingly, ethical behavior has a negative unstandardized coefficient (-0.127), since it has not statistically significant effect on job satisfaction, this cannot be generalized to the population.

Additionally, communication with p=0.469 is not a statistically significant predictor of job satisfaction in this model.

VIR values in this organization are slightly higher (up to 3.882), but still it is within the acceptable threshold (under 10), suggesting the independent variables are sufficiently distinct.

Across both organizations, empowerment and stewardship consistently found as significant predictors of employee job satisfaction, while ethical behavior and communication didn't show statistically significant effects. The non-significance of ethical behavior and communication may be explained by contextual and organizational factors. In both NGOs, employees may perceive empowerment and stewardship-related practices (such as participation in decision-making, responsibility sharing, and leadership support) as more immediate and tangible determinants of their job satisfaction compared to abstract ethical standards or general communication practices. In addition, it is possible that ethical behavior and communication are already institutionalized as basic organizational norms, resulting in limited variability among respondents and therefore a reduced statistical effect on job satisfaction.

The negative and statistically insignificant relationship between ethical behavior and job satisfaction in Engender Health Ethiopia suggests that ethical conduct, as perceived by employees, does not significantly contribute to their job satisfaction in this context. This finding may indicate the presence of contextual or organizational factors influencing employees' perceptions of ethical leadership, which may require further exploration through qualitative methods such as interviews or existing literature to better understand the underlying reasons.

C. Comparative Analysis

In both organizations, empowerment and stewardship are the main drivers of employee job satisfaction. The influence of both empowerment and stewardship is notably stronger in Engender Health Ethiopia than Child Fund Ethiopia. Example, Beta value of empowerment is 0.505 at Engender Health Ethiopia compared to 0.340 at Child Fund. This shows there is significant difference in effect of empowerment on job satisfaction in these two organizations.

In both organizations, ethical behavior and communication failed to reach statistically significance. This shows that the existence of these practices in these two organizations can not affect employee job satisfaction.

Both models show a healthy Collinearity statistic. However, when we see the comparative result, Engender Health Ethiopia shows slightly higher VIF scores, specifically for the ethical behavior

dimension (3.882). This suggests a higher degree of correlation between the independent variables (predictors) in that organization compared to Child Fund Ethiopia.

4.7.4. Hypothesis Testing

A. Child Fund Ethiopia

Hypothesis	Variable	B	Beta	Sig.	Decision
H_1	Empowerment	0.426	0.340	0.010	Supported
H_2	Stewardship	0.273	0.265	0.038	Supported
H_3	Ethical Behavior	0.083	0.072	0.576	Rejected
H_4	Communication	0.168	0.163	0.218	Rejected

Source: Own Survey Result (2026)

H_1: Empowerment has significant positive impact on job satisfaction in CFE

This hypothesis has been **supported**. Empowerment has a statistically significant positive effect on employees' job satisfaction (B=0.426, Beta=0.340 and Sig. =0.010 (<0.05)). This indicates that increasing empowerment leads to higher employees' job satisfaction. Relatively, it has the strongest influence (highest Beta=0. 0.340) on employees' job satisfaction than the remaining independent variables in this organization.

H_2: Stewardship has a positive significant effect on employees' job satisfaction in CFE

This hypothesis has been **accepted**. Stewardship has a positive and significant effect on employees' job satisfaction (B=0.273, Beta=0.265 and Sig. =0.038 (<0.05)). This shows that increase in leaders' stewardship behavior can be resulted in increased employees' job satisfaction. Employees perceive high level of job satisfaction when leaders demonstrate stewardship behavior consistently.

H_3: Ethical behavior has a positive significant effect on employees' job satisfaction in CFE

This alternative hypothesis is **rejected**. Ethical behavior has insignificant effect on employees' job satisfaction (B=0.083, Beta=0.072 and Sig. =0.576 (>0.05)). This shows that the change in ethical behavior of leaders does not have meaningful impact on employees' job satisfaction. The insignificance may suggest that ethical behavior is perceived as a basic or expected organizational norm, and therefore does not strongly differentiate employees' level of job satisfaction in Child Fund Ethiopia.

H_4: Communication has a positive significant effect on employees' job satisfaction in CFE

This alternative hypothesis is **rejected**. Communication shows positive but statistically insignificant effect on employees' job satisfaction (B=0.168, Beta=0.163 and Sig. =0.218 (>0.05)). Hence, its effect is not strong enough to be considered as significant. This may suggest that communication practices in the organization are either already well-established or not directly translated into employees' perceived job satisfaction in this context.

H_5: Servant Leadership has a positive significant effect on employees' job satisfaction

Summary from ANOVA Table

F-value	Sig. (p-value)	Decision	Conclusion
18.408	0.000	Supported	Servant leadership has significant effect on job satisfaction in Child Fund Ethiopia

This hypothesis is supported. According to the ANOVA result, the regression model of Child Fund Ethiopia is statistically significant (F=18.408, and p=0.000<0.05. This implies that the dimensions of servant leadership included in this study collectively explain variation in employees' job satisfaction. Therefore, the selected independent variables (empowerment, stewardship, ethical behavior, and communication) as dimension of servant leadership, has a statistically significant effect on employees' job satisfaction in Child Fund Ethiopia.

B. Engender Health Ethiopia

Hypothesis	Variable	B	Beta	Sig.	Result
H_1	Empowerment	0.570	0.505	0.001	Supported
H_2	Stewardship	0.423	0.390	0.004	Supported
H_3	Ethical Behavior	-0.127	-0.118	0.475	Rejected
H_4	Communication	0.118	0.107	0.469	Rejected

H_1: Empowerment has significant positive impact on job satisfaction in EHE

This hypothesis has been **supported**. Empowerment has a statistically significant positive effect on Engender Health Ethiopia employees' job satisfaction (B=0.570, Beta=0.505 and Sig. =0.001 (<0.05)). This shows that increasing empowerment in this case organization leads to higher employees' job satisfaction. Relatively, it has the strongest influence (highest Beta=0. 0.505) on employees' job satisfaction than the remaining independent variables in this organization.

H_2: Stewardship has a positive significant effect on employees' job satisfaction in EHE

This hypothesis has been **supported**. Stewardship has a positive and significant effect on employees' job satisfaction (B=0.423, Beta=0.390 and Sig. =0.004 (<0.05)). This shows that increase in Engender Health Ethiopia leaders' stewardship behavior can be resulted in increased employees' job satisfaction.

H_3: Ethical behavior has a positive significant effect on employees' job satisfaction in EHE

This alternative hypothesis is **rejected**. Ethical behavior has negative and insignificant effect on employees' job satisfaction (B=-0.127, Beta=-0.118 and Sig. =0.475 (>0.05)). This shows that the change in ethical behavior of Engender Health Ethiopia leaders does not have meaningful impact on employees' job satisfaction.

H_4: Communication has a significantly positive effect on employees' job satisfaction in EHE

This alternative hypothesis is **rejected**. Communication shows positive but statistically insignificant effect on employees' job satisfaction (B=0.118, Beta=0.107 and Sig. =0.469 (>0.05)). Hence, its effect is not strong enough to be considered as significant.

Overall, empowerment and stewardship have positive and statistically positive impact on employees' job satisfaction in these two non-governmental organizations, with empowerment as a strong influential factor in this study. However, ethical behavior and communication have not statistically significant effect on employees' job satisfaction in the selected NGOs.

H_5: Servant Leadership has a Positive significant effect on employees' job satisfaction in EHE

F-value	Sig. (p-value)	Decision	Conclusion
23.120	0.000	Supported	Servant leadership has significant effect on job satisfaction in Engender Health Ethiopia

This hypothesis is supported. According to the ANOVA result presented in the above table, the regression model of Child Fund Ethiopia is statistically significant (F=23.120, and p=0.000<0.05). This implies that the dimensions of servant leadership collectively explain variation in employees' job satisfaction. Therefore, servant leadership, as represented by empowerment, stewardship, ethical behavior, and communication, has a statistically significant effect on employees' job satisfaction in Engender Health Ethiopia.

4.7.5. Summary of Hypothesis Testing

Table 19: Hypothesis Summary

Hypothesis	Variable	Child Fund Ethiopia		Engender Health Ethiopia	
		Sig.	Decision	Sig.	Decision
H_1	Empowerment	0.010	Supported	0.001	Supported
H_2	Stewardship	0.038	Supported	0.004	Supported
H_3	Ethical Behaviour	0.576	Rejected	0.475	Rejected
H_4	Communication	0.218	Rejected	0.469	Rejected
H_5	Job Satisfaction	0.000	Supported	0.000	Supported

Overall, the result revealed that empowerment and stewardship have statistically significant positive effect on employees' job satisfaction in both Child Fund and Engender Health Ethiopia. So, both the first and the second hypothesis have accepted. However, both ethical behaviour and communication have not statistically significant effect leading to the rejection of the third and fourth hypothesis for both organizations. Furthermore, the ANOVA result shows that servant leadership as a whole have statistically significant effect on employees' job satisfaction in both organizations ($p=0.000<0.05$). As a result, the fifth hypothesis (H5) is supported.

4.7.6. Collinearity Diagnostics

Table 20: Regression's Collinearity Diagnostics

Collinearity Diagnostics[a]									
Organization	Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
					(Constant)	Empowerment	Stewardship	Ethical behavior	Communication
Child Fund Ethiopia	1	1	4.972	1.000	.00	.00	.00	.00	.00
		2	.011	21.694	.71	.00	.09	.00	.16
		3	.008	25.073	.00	.09	.45	.08	.37
		4	.005	31.411	.13	.03	.41	.79	.08
		5	.004	34.878	.16	.88	.05	.12	.39
Engender Health Ethiopia	1	1	4.941	1.000	.00	.00	.00	.00	.00
		2	.026	13.896	.94	.02	.01	.04	.04
		3	.016	17.549	.02	.05	.66	.00	.23
		4	.010	22.073	.02	.92	.00	.13	.23
		5	.007	26.107	.02	.01	.33	.82	.50
a. Dependent Variable: Job Satisfaction									

Source: Researcher's SPSS result (2026)

For both non-governmental organizations, multicollinearity was assessed using the condition index and variance proportions.

A. Child Fund Ethiopia

The result shows some high Condition Index values (above 30), specifically 31.411 and 34.878, showing potential multicollinearity concerns. At the fourth dimension (CI=31.411), stewardship (0.41) and Ethical behavior (0.79) have relatively higher variance proportions. Additionally, at dimension 5 (CI=34.878), empowerment with variance proportion value of 0.88 shows a very high variance, but it is not strongly shared with other variables at same level.

Although some high values exist, no two independent variables simultaneously exceeded the critical threshold (>0.50) within the same high condition index dimension. So, there is no serious multicollinearity problem, though moderate multicollinearity is existed.

B. Engender Health Ethiopia

The condition index results are lower (maximum=26.107), which is below the critical threshold (CI<30), suggesting a weaker multicollinearity risk. At the fifth dimension (CI=26.107), Ethical behavior (0.82) and communication (0.50) shows relatively high level of variance. However since the Condition Index is below 30, this does not show sever multicollinearity issue.

Overall, in both Child Fund and Engender health Ethiopia, the regression model does not face severe multicollinearity issue, and the independent variables can be considered sufficiently distinct for reliable regression analysis.

4.8. Qualitative Analysis (Interview Analysis)

4.8.1. Method of Analysis

The data collected through semi-structured interviews were analyzed using thematic analysis. All interviews were transcribed verbatim and carefully reviewed to ensure familiarity with the data. The responses obtained from employees of the two non-governmental organizations were then systematically coded and categorized into key themes. These themes were developed based on patterns in the data and aligned with the variables of the study, including empowerment, stewardship, ethical behavior, communication, and overall employee satisfaction.

4.8.2. Thematic Analysis

A. Child Fund Ethiopia

I. Theme 1: Empowerment Practices

Child Fund Ethiopia Employees reported moderate to strong autonomy to make decisions. Additionally, the employees feel involved in the day-to-day decisions made by leaders of the organization. This supports the significant effect of employee empowerment found in the multiple regression conducted earlier.

> Yes, there have been several instances where I felt empowered to take initiative in my role. For example, during a period when our team was handling multiple tasks, I identified gaps in coordination and took the initiative to organize follow-ups and improve communication among team members. This helped ensure tasks were completed on time and improved overall efficiency. [Code009, March 2026]

II. Theme 2: Stewardship

Child Fund Ethiopia leaders are generally supportive and concerned about their staff welfare. But the employees also reported that there are some inconsistencies observed across departments. This supports the strong relationship between the stewardship practices of Child Fund Ethiopia and employee job satisfaction.

> The leaders here are committed to checking on the well-being of the staff, safety if there are concerns, and asking around if there is staff going through hard. [Code011, March 2026].

III. Theme 3: Ethical Behavior

Majority of respondents in this organization reported that some fairness is observed in the organization but some of them also have some concerns regarding bias. This complements the insignificant relationship between this dimension and employee job satisfaction.

> I sometimes think there is irregularity regarding how they handle concerns. I truly feel there is bias, and I believe this kind of lets my heart loose [Code012, March 2026].

IV. Theme 4: Communication

In this organization, communication is reported as partially effective. Additionally, the interviewees also reported that there is a significant gap in feedback and clarity of expectations. This confirms the weak relationship between communication and employees' job satisfaction.

> There are times when I hear stuff from other employees that I would have to hear it from my supervisor. There's a truly broken bridge when it comes to sharing information. [Code015, March 2026]

B. Engender Health Ethiopia

i. Theme 1: Empowerment

Employees working for Engender Health Ethiopia have reported there is enough autonomy in their organization. Additionally, they also highlighted that they are highly encouraged to take initiative and ownership. This is well aligned with the regression result found in the quantitative analysis.

> I felt empowered to take initiative when my manager trusted me to lead a small project, allowed me to make decisions, and supported my ideas. I was also motivated when I was encouraged to solve problems independently and share new suggestions without fear of criticism. [Code002, March 2026]

ii. Theme 2: Stewardship

The majority of interviewees reported that Engender Health Ethiopia leaders are showing strong commitment to employee welfare in this organization. Engender Health Ethiopia leaders are more consistent in caring about their employees' well-being. This supports the quantitative findings (strong relationship between stewardship and employees' job satisfaction).

> They are very committed. The leaders in my organization pay attention to my needs and even initiate ideas for the staff annual retreat, for calming, reflection, and connection time for all staff. [Code003, March 2026]

iii. **Theme 3: Ethical Behavior**

Majority of interviewee from Engender Health Ethiopia confirmed that there is serious issue regarding fairness among employees. But also there are inconsistent findings from the interviewees.

> The leadership is not sometimes true to their promises, do not work towards accomplishing what they are set for and evaluates it in regular manner. [Code005, March 2026]

iv. Theme 4: Communication

In this organization, communication is structured relative. But there is inconsistency in feedback. This supports the weak relationship between communication and employees' job satisfaction.

> They do not communicate effectively address the organization vision, mission, goals, and expectations and change effectively and consistently [Code006, March 2026].

Cross-Case Comparison

Theme	Child Fund Ethiopia	Engender Health Ethiopia
Empowerment	Moderate	Strong
Stewardship	Moderate	Strong
Ethical Behavior	Moderate	Moderate
Communication	Weak-Moderate	Moderate

Engender Health Ethiopia demonstrated relatively stronger servant leadership practices, specifically in empowerment and stewardship. This is well aligned with the higher regression coefficient observed in quantitative analysis conducted earlier.

Generally, the qualitative findings from both Child Fund Ethiopia and Engender Health Ethiopia support the quantitative results in regression. However, Engender Health Ethiopia demonstrated relatively higher servant leadership practices, which may show its higher impact on employees' job satisfaction. In both organizations, ethical behavior and communication remains inconsistent, pointing there might be lack of statistical significance.

4.9. Discussion of Findings

The study examined the effect of perceived servant leadership dimensions on employees' job satisfaction in Child Fund Ethiopia and Engender Health Ethiopia. The finding shows that servant leadership practice can positively influence employees' job satisfaction. The result supports the assumptions of Social Exchange Theory which explains that employees respond positively to supportive leadership behaviors through increased satisfaction and commitment.

The overall pattern of findings further reinforces the relevance of integrating Servant Leadership Theory with Social Exchange Theory in explaining employee job satisfaction. Servant Leadership Theory provides the behavioral explanation of how leaders demonstrate empowerment, stewardship, ethical conduct, and communication in organizational settings, while Social Exchange Theory explains the psychological mechanism through which employees interpret these behaviors and decide how to respond. In this sense, servant leadership behaviors are not only managerial practices but also social cues that signal care, value, and respect. When such signals are positively perceived, employees are more likely to experience enhanced job satisfaction as a form of reciprocal response to perceived organizational support.

The variation in significance among servant leadership dimensions may also be explained by the unique nature of non-governmental organizations. NGOs such as Child Fund Ethiopia and Engender Health Ethiopia operate within structured donor-driven environments where ethical compliance, standardized communication systems, and procedural transparency are strongly institutionalized. As a result, employees may perceive ethical behavior and communication as baseline organizational requirements rather than distinctive leadership qualities that differentiate leaders. In contrast, empowerment and stewardship remain more salient in influencing employee attitudes because they directly affect employees' sense of autonomy, trust, and meaningful participation in organizational activities, which are critical drivers of job satisfaction in mission-driven nonprofit settings.

Empowerment was found to have statistically significant and positive effect on employees' job satisfaction at both organizations. This implies that employees are satisfied when they are involved in the decision making process, get the autonomy to make decisions, and delegate

responsibilities. This finding is in alignment with previous study conducted by Chiniara and Bentein (2017), Miao et al. (2019), and Yang and Wang (2022), which reported empowerment enhances employee motivation and engagement.

In addition to empowerment, stewardship showed statistically significant and positive effect on employees' job satisfaction. This implies that leaders who prioritize employees' wellbeing and organizational sustainability can be resulted in higher employee satisfaction. This finding is in alignment with studies conducted by Chiniara and Bentein (2017) and Miao et al. (2019), which found positive relationship between stewardship and employees' job satisfaction.

However, ethical behavior did not show a statistically significant effect on employees' job satisfaction in both non-governmental organizations. This finding is in contradiction with studies conducted by Muttalib et al. (2023) and Farrington and Lillah (2019) that concluded ethical leadership positively affects employees' job satisfaction. The possible reason may be that employees of these organizations may perceive ethical conduct as a normal organizational expectation rather than a motivating factor that directly influences satisfaction.

Similarly, communication showed a positive but statistically insignificant effect on employees' job satisfaction. This finding partially contradicts the studies of Franco and Antunes (2020) and Farrington and Lillah (2019), which identified communication as a significant determinant of employee satisfaction. The insignificant result may indicate that communication practices in the selected NGOs are relatively standardized and therefore have limited influence on satisfaction levels.

Overall, the findings of the study confirm that servant leadership plays an important role in enhancing employees' job satisfaction in the selected NGOs, with empowerment and stewardship emerging as the most influential dimensions.

Chapter Five

Conclusions and Recommendations

5.1. Summary of the Study

The main objective of this study was to investigate the effect of servant leadership on employees' job satisfaction in selected non-governmental organization (Child Fund Ethiopia and Engender Health Ethiopia) in Addis Ababa, Ethiopia.

Specifically, servant leadership was explained by four dimensions. So, the study aimed the effect of these dimensions of servant leadership (empowerment, stewardship, ethical behavior and communication) on employees' job satisfaction.

A mixed research combining both qualitative and quantitative methods was employed. The quantitative data was collected via structured questionnaire, and it was supported by semi-structured interview. A total 144 employees from both organizations were selected from 225 population. From this sample, 88% (127) of response rate was attained.

The collected data was analyzed using SPSS V27, applying descriptive, correlation and multiple regression analysis. The study tested five hypotheses by relating the dimensions of servant leadership to employees' job satisfaction.

5.2. Major findings of the Study

- Empowerment and stewardship have a positive and statistically significant effect on employees' job satisfaction. Relatively, empowerment has the stronger effect on job satisfaction in both of the selected non-governmental organizations.
- Servant leadership has positive and statistically significant effect on employees' job satisfaction in both NGOs.
- However, both ethical behavior and communication were found as statistically insignificant determinant of employees' job satisfaction in both organizations.

5.3. Conclusion

The study aimed to examine the effect of servant leadership on employees' job satisfaction in the selected non-governmental organizations in Addis Ababa. The study incorporated four dimensions of servant leadership. These are empowerment, stewardship, ethical behavior and communication and their effect on employee job satisfaction was assessed.

From these four dimensions of servant leadership, two of them (empowerment and stewardship) have statistically significant and positive effect on employees' job satisfaction while the remaining two dimensions (ethical behavior and communication) haven't report positive effect on employees' job satisfaction.

The finding revealed that empowerment has significant and positive impact on employees' job satisfaction on both non-governmental organizations. This implies that giving employees the autonomy, trust, decision-making freedom can significantly enhance their satisfaction.

From the result, we can also conclude stewardship has statistically significant and positive impact on employees' job satisfaction. Which shows that leaders who demonstrate commitment to their organization and employees well-being can positively impact employees' job satisfaction?

Ethical behavior doesn't demonstrate statistically significant effect on job satisfaction in these organizations. Though ethical practices are essential, they might have to be used as standards rather than as determinants of employees' job satisfaction.

Communication also does not significantly predict job satisfaction. While effective communication is important, it may not be enough alone to impact employees' job satisfaction.

Finally, servant leadership can significantly improve job satisfaction in the case of both non-governmental organizations. The overall servant leadership practices can enhance job satisfaction in these organizations but if properly practiced only.

5.4. Recommendations

From this study, the following recommendations are proposed;

1. **Better to Promote Servant Leadership Practices:** The selected NGOs should actively promote the servant leadership practices so as to enhance employee satisfaction. This can be achieved through integrating these servant leadership practices with their organization's culture, policies and leadership frameworks.
2. **Reinforce Employee Empowerment:** To make employees feel empowered, the organizations' leaders should participate their employees in decision-making process. Additionally, empowerment can be strengthening through encouraging initiatives and giving autonomy to make decisions within their discretion.
3. **Enhance Stewardship Oriented Leadership:** Leaders of these two non-governmental organizations shall prioritize the long-term well-being of their employees. Additionally, they shall promote the culture of accountability, responsibility and organizational care.
4. **Prioritization of servant leadership dimensions:** For better employees' job satisfaction, both organizations shall give emphasis to stewardship and empowerment programs over ethical behavior and communication practices.

5.5. Limitations of the Study

- The study was limited to the two selected non-governmental organizations (Child Fund Ethiopia and Engender Health Ethiopia), which may limit the generalizability of findings to other organizations.
- Geographically, the study was limited to employees working in Addis Ababa, it may not generalize to other employees working under different up-country offices.
- The cross-sectional research design may limit the causal inferences between the variables through time.
- Only the selected four dimensions of servant leadership were considered in this research.

5.6. Direction for Future Research

Future studies are recommended to;

- Investigate why ethical behavior and communication were not significant determinant of employees' job satisfaction.
- Explore the mediating role of different variables such as trust, engagement and organizational culture.
- Conduct comparative studies across different sectors and regions.
- If possible, conduct longitudinal research designs to assess changes that may happen over time.
- Include other pertinent dimensions of servant leadership or alternative leadership styles.

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APPENDIX

Appendix 1 Questionnaire



COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA IN HUMAN RESOURCE MANAGEMENT (EXTENSION) PROGRAM 2024/25

Dear,

Greetings!

I am Eyerusalem Amare, a postgraduate student of the Master of Arts in Human Resource Management, Addis Ababa University. I am carrying out a study on "***Role of Servant Leadership on Employees' Job Satisfaction: The Case of Selected Non-Governmental Organizations***". It will be of great value if you can share your wealth of knowledge by completing the attached questionnaire. Your answers will be handled with the highest anonymity and confidentiality; this will be achieved by no indication of names.

Please kindly return the completed questionnaire to me. Your participation will be highly appreciated.

Yours Sincerely

Eyerusalem Amare
Tel: +251 913 555929

Part A: Demographic Profile

Instruction

Please tick the appropriate answer you choose.

Age (in years)	Young adults (ages 18-35 years)	[ ]
	Middle-aged adults (ages 36-55 years)	[ ]
	Older adults (aged older than 55 years)	[ ]
Sex:	Male	[ ]
	Female	[ ]
Education level:	Diploma and below	[ ]
	First Degree	[ ]
	Master and above	[ ]
Your work experience in working at NGOs	Below 5 years	[ ]
	6 to 10 years	[ ]
	11 to 15 years	[ ]
	Above 16 years	[ ]
Which management level do	Low	[ ]
	Medium	[ ]
	Top	[ ]
	Professional	[ ]

Part B: Role of Servant Leadership on Employees' Job Satisfaction in Non-Governmental Organizations in Ethiopia

Instructions: For each statement, please select the number that best reflects your opinion about the statement, where the Items are the actual statements being measured, and the 1 to 5 scale represents the respondent's level of agreement or disagreement with each statement.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Items Questions	Measurement Scale				
Y = Job Satisfaction	**1**	**2**	**3**	**4**	**5**
I am satisfied with the recognition I receive for my work.					
I feel motivated to perform well in my current role.					
I am happy with the level of support provided by my organization.					
I feel my job allows me to use my skills effectively.					
I am satisfied with the opportunities for career growth in this organization.					
X1 = Empowerment					

I have the authority to make decisions related to my work.					
I am encouraged to take initiative in performing my tasks.					
My ideas and suggestions are valued by my supervisor.					
I feel confident in making decisions that affect my work.					
I am given the resources and support needed to perform my job effectively.					
X2 = Stewardship					
Leaders in my organization act responsibly toward employees and the organization.					
I feel that organizational leaders care about long-term success.					
Leaders promote a culture of accountability and responsibility.					
Leaders are committed to the welfare of employees.					
Leaders make decisions that benefit the organization and its employees.					
X3 = Ethical Behaviour					
Leaders in my organization demonstrate honesty in their decisions.					
Leaders treat employees fairly and respectfully.					
I trust the integrity of the leadership in my organization.					
Leaders follow organizational policies and procedures consistently.					
Leaders model ethical behaviour in their daily actions.					
X4 = Communication					
Leaders clearly communicate goals and expectations.					
I feel comfortable sharing ideas and feedback with my supervisor.					
Leaders listen actively to employees' concerns.					
Information flows effectively from management to employees.					
Leaders provide constructive feedback to help employees improve.					

Interview Checklist

Dear Participant,

I am studying on the role of servant leadership on employees' job satisfaction in NGOs in Ethiopia. Your understandings are tremendously appreciated and will contribute meaningfully to understanding how leadership practices affect employee satisfaction.

This interview session will take approximately 35 minutes. Your answers will remain personal and will be used only for academic research purposes please note that your research involvement is voluntary, and you may choose to withdraw at any time without any consequences.

Thank you again.

- Name (Optional/Anonymous): _____
- Position/Role: _____
- Years in the organization: _____
- Organization: _____

Interview Guide / Questions

1. Could you please identify aspects within your organization, which result in your motivation or demotivation?
2. Do you have examples where you felt empowered to take up the initiative?
3. How would you explain the leadership commitment of the welfare of employees?
4. How do you describe ethical norms among leaders within your organization?
5. How effectively do leaders communicate goals, expectations, and change?
6. Can you give instances where effective communication from the management enhanced your work experience?

Thank you!