

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE



**ASSESSMENT OF JOB SATISFACTION OF OUTSOURCED EMPLOYEES: THE
CASE OF OUTSOURCED EMPLOYEES WORKING FOR THE UNITED NATIONS
AGENCIES IN GAMBELLA TOWN**

**A Thesis Submitted to Addis Ababa University School of Commerce Graduate Studies
Program in Partial Fulfilment of the Requirements for the Award of Master of Arts
Degree in Human Resource Management**

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Addis Ababa, Ethiopia

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Statement of Certification

This is to certify that this research work carried out by Yosef Mulugeta with a topic “Assessment of Job Satisfaction of Outsourced Employees, the Case of United Nations Agencies in Gambella Town” is his original work and is suitable for submission for the award of Master of Art Degree in Human Resources Management.

Advisor

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Declaration

I the undersigned, declare that this thesis entitled “Assessment of Job Satisfaction of Outsourced Employees, the Case of United Nations Agencies in Gambella Town” is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the thesis have been duly acknowledged.

Declared by:

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Signature _____

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List of Abbreviations

UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
WFP	World Food Program
IOM	International Organizations for Migration
UNDP	United Nations Development Program

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Abstract

The study is aimed at assessing the job satisfaction of outsourced employees with the United Nations Agencies operating in Gambella town. Further, the study has an overall objective of assessing the job satisfaction of outsourced employees in the United Nations Agencies operating in Gambella town. Specifically, the study has a purpose of assessing if salary and other benefit package employees receiving have impact on their job satisfaction. The study is designed to be Descriptive survey In connection with the methodology of the study, this study is a descriptive study that used both quantitative and qualitative mechanisms in collecting the required data and a stratified random sampling technique was used to collect data. As a population of the study, all outsourced employees working for the agencies in Gambella town were from whom the representative sample was selected. The most important broad pillars behind the absence or presence of job satisfaction of employees that include monetary benefits, non-financial benefits, working conditions, nature of the work, opportunity for growth and development and the leadership styles practiced were scrutinized. The findings of the research proved that there is a critical issue that must be addressed in respect of job satisfaction of the outsourced employees working in those organizations. This argument was proved, according to the research, that the main contributing factors that cause job satisfaction were found to be either missing or very low if present. It is also believed that the same holds true for virtually all outsourced employees in Ethiopia if we project this out. In order to tackle this, organizations should do their best to ensure that there is fair compensation for outsourced employees, provide them with a reasonable benefit packages, ensure their job security, value the contribution made by the outsourced employees to the organization, create a trustful relationship between employees and supervisors and open up opportunities for growth and career advancement. The issue of job satisfaction of outsourced employees should be of great interest for organizations, managers and human resource practitioners in the effort to stablish effective human resource systems. It is also a worth venturing area of research for other similar researchers in digging out and discover more about the issue and enlighten the public and all the concerned.

Key words: *Outsourcing, Job Satisfaction, United Nations (UN) Agencies*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

In accordance with a definition by Hoppock, job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). As specified by Brikend AZIRI, (December 2011), it is outlined that in accordance with this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. It was also added by the author that job satisfaction presents a set of factors that cause a feeling of satisfaction.

The need of individuals and society have been in constant change attributable to the improvement in quality of life and economic growth in the societies (Tutuncu & Kozak, 2007). It is also noted that An, Cha, Moon, Ruggiero, & Jang that given the fact that the largest portion of majority of individuals' life is dedicated for their job or work and the subsequent shift in what people demands from life, put an immense pressure in the anticipation, sentiments and spirits towards their work (An, Cha, Moon, Ruggiero, & Jang, 2014). There is a growing interest towards job satisfaction in organizations as employee job satisfaction is crucial to the success of any business. Improvements of job satisfaction have positive effect on employees' motivation, performance, and productivity (Ong Choon Hee, Lim Hui Yan, Adriana Mohd Rizal, Tan Owee Kowang, Goh Chin Fei, June 2018).

According to Stephanie, outsourcing can be referred as business arrangement where in some or all parts of the job or services of an organization are handed over to an organization that is a third party (Stephanie Overby, November 2017). Some of the benefits of outsourcing could be to minimize costs through doing a saving on personal benefits, or reshuffle workers to other activities which are more crucial for the organization (Koonth&Wehrich, 2004). In recent days, it seems that virtually all organization is convinced of the importance of outsourcing and to that effect they are outsourcing a notable amount of their less important responsibilities. Since the Industrial Revolution, companies have been concerned with how they can exploit their competitive advantage to increase their markets and their profits (Handfield, 2006)

Outsourcing has become a strategic human resource approach in our current competitive business environment. Those organizations engaged in outsourcing should make sure that they are focusing on their core competencies while they should also peruse strategic outsourcing in their effort to minimize cost while they try to provide a best service to their customers. A company's business success could be determined partly on how well it manages its outsourcing relationship. All in all, the outsource decision of organizations has a very purpose of minimizing cost while they remain focused on the very core of their business. It is also normal for business to opt for outsourcing arrangement in their effort to make sure that they remain to be efficient, effective and be able to be capable in their different services (William, 1999).

In case of Ethiopia, we can say that the understanding and implementation of outsourcing is at its infancy stage. However, it is also worth to note that few organizations took bold decisions and took some steps to work in outsourcing arrangement by handing over their no functions to a third party (Betelhem 2017). Meanwhile, most of the outsourcing arrangements at this time in Ethiopia are restricted to mostly non- core activities of organizations like; security service, recruitment service and janitorial services (Merese, 2007). The UN agencies operating in Ethiopia, like other business and non-business organizations, they are handing over their non-core functions like Security, Janitorial activities, Gardner, Messengers and Loading and Unloading activities to outsider third party.

The UN Agencies operating in Gambella region are coordinating and implementing both the emergency and relief operations in the region together with non-governmental organizations and government counterparts. In their day to day operation, in order to ensure smooth operation of their offices and premises, the agencies contracted different manpower supply companies. Accordingly, they outsourced virtually all of the security, janitorial activities, Gardner, Messengers, and Loading and Unloading activities.

1.2 Statement of the Problem

Given the current tendencies of doing business using outsourced employees worldwide, the problems faced by the outsourced employees should be given a due attention as it may affect the overall success of organizations. The UN Agencies are benefiting from the services of the outsourced employees in varieties of areas. Hence, it is a day to day experience to see outsourced employees of different UN Agencies performing their usual duties assigned to them. Almost all of the outsourced employees contracted by the UN Agencies operating in Gambella Region in general and specifically in Gambella town are engaged in lower level

non- core activities of serving as Security Guards, Janitors, Messengers and Loading and Unloading different commodities and items.

When it comes to outsourcing arrangements, many organizations worldwide are suffering from lack of job satisfaction and belongingness of the outsourced employees. In the same fashion, as per a preliminary assessment done on these organization the same prevails when it comes to the job satisfaction of the outsourced employees caused by a number of rationales behind the problem that makes the employees less satisfied with their job. The manpower supply companies are contracted by the organizations based on a competitive bidding process of service procurement by the UN agencies. Given the fact that the procurement process uses a list price as a main criterion for awarding the contract it allows the organizations to procure the service with lower price. In return, the outsourced employees are receiving a poor treatment as the overall attention of the manpower supply company is minimizing cost and maximizing their profit margin.

According to interviews done with the employees, there are a number of issues that must be resolved to create a conducive working environment. Attributable to many factors, however the outsourced employees seem to be less satisfied with what they do and less motivated to do more. The problems of these outsourced employees are deep-rooted both in the very nature of what they do and other external factors that are associated with the job.

The employees complain a lot about their job and express their distress about their job whatever channel they come across with. Their complains range from specific issues of lacking the necessary tools to and accessories to perform their job properly up to the ill treatment they receive from both the manpower supply company as well as the agencies whom they provide their services for. Specifically, the benefits they are entitled to including salaries, allowances, leave entitlements are the main sources of complains they are voicing boldly. The gross consequence of their distress as they are claiming in their job is leaving them with lower satisfaction in their job.

All in all, the outsourced employees are claiming to be not satisfied with their job which in return making them not to be motivated and productive. Accordingly, we can see the reflection of not being satisfied in their job with their lower morale, high turnover rate and job stresses.

1.3 Research Questions

Based on the above stated problem, the following research questions were raised to be addressed:

- 1) Are the outsourced employees satisfied with their job?
- 2) What are the main factors contributing to the employees not to be satisfied with their job?
- 3) Are outsourced employees happy about the benefits, entitlements and overall working condition and environment?
- 4) Are outsourced employees motivated to do their work in their current job?

1.4 Objective of the Study

General Objective: The study has a general objective of assessing the job satisfaction of outsourced employees in UN Agencies.

Specific objective: The specific objectives of the study are mentioned hereunder:

- To assess the motivation of the outsourced employees towards their job.
- To assess if salary and benefit package they are receiving has an impact on their job satisfaction.

1.5. Significance of the Study

Given the fact that outsourcing is the new spectrum of Human Resource Management in Ethiopia, the study will provide an insight into the factors that affect the management of outsourced employees for the desired level of contribution. The study will also be an important input for decision makers in determining what kind of HR management factors to be taken into considerations in managing outsourced employees. The UN (United Nations) Agencies can also make use of the findings of the study fine tune their attitudes, actions and decisions towards the management of outsourced employees to have a satisfied and motivated workforce. The study will also be of paramount importance for the manpower supply companies to understand the real feelings of the contracted service providers for better management and result. Moreover, the study is believed to provide important inputs for researchers who are interested to make researches in the area.

1.6. Scope of the Study

The study was bounded only to the scrutiny of job satisfaction of outsourced employees contracted by the UN (United Nations) Agencies in Gambella town. Further, the study was limited to the lower level outsourced employees that include Security Guards, Janitors, Gardeners, Car Washers and loading and unloading employees. This is mainly because nearly all of the outsourced employees are categorized under one of the aforementioned responsibilities.

The research also excluded the Supervisors of the outsourced employees and higher level of outsourced service providers like that of consultants as they are very few in number and their situation cannot be a representative for the total scenario.

1.7. Limitation of the Study

The scope of the study is limited to the assessment of the job satisfaction of the outsourced employees in lower level grades that includes; Security Guards, Cleaners, Gardeners, Carwashes and Loading and unloading staffs.

Accordingly, as the study is focused on investigating the issue of job satisfaction of the lower level outsourced employees described above.

1.8. Ethical Considerations

The fact that the study took into consideration the implementation of varieties of ethical yardsticks that are crucial. In due course of doing the study, the researcher did his best in requesting the consent of the organization, the involving respondents and while keeping the confidentiality all the obtained information including the anonymity of the outsourced employees as far as notifying the purpose of the study to all the concerned.

In confirming this, the necessary permission was sought from the organizations in order to conduct the research and research was commenced once the approval was granted. As it is of paramount importance for the study, the overall purpose of the research was revealed to all stakeholders as required. Further, the participants were assured that the response they provide will absolutely remain confidential, which was also be reflected on the questionnaire.

1.9. Definition of Terms

For the sake of understanding of different terms, the following definition of terms is provided.

Outsourcing: Outsourcing: Financial institution's contract with a third party to provide services, systems, or support. Outsourcing can be provided on or off premises, in the same country or in a separate country (Outsourcing Glossary of Terms, 2007).

Job Satisfaction: any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935), Value Based Management website, <http://www.Valuebasedmanagement.net> (2007), posted the following glossary of outsourcing terms:

Co-Sourcing or Co-sourcing

Co-sourcing is where a business function is performed by both internal staff and external resources, such as consultants or outsourcing vendors, with specialized knowledge of the business function (<http://www.Valuebasedmanagement.net> (2007)).

Insourcing

Insourcing is the transfer of an outsourced function to an internal department of a company, to be managed entirely by employees. The term has also been used to describe foreign companies locating facilities in the United States and employing U.S. workers (<http://www.V>

1.10. Organization of the Study

The whole study is organized in five different chapters as outlined hereunder.

Chapter one: The overall purpose of this chapter is just to introduce the topic and provide justifications to why the study is focused on job satisfaction of outsourced employees. On top of that this chapter outlines the research objectives, research questions, the significance of the study, the scope of the study and finally limitations and definitions of terms.

Chapter two: Under this chapter the related literature review of the study is presented. Accordingly, an in-depth review of literatures on the issue; job satisfaction of outsourced employees was presented.

Chapter three: This chapter contains the research methodology employed, the research approach followed, the design of the research, the population, the sampling frame, the sampling technique, the sample size, the data sources and types, the data collection procedures and methods of data analyses.

Chapter four: Analysis of the collected data as well as interpretation and presentation are done under this chapter. Besides, based on the collected data, further discussion on the findings will also be made.

Chapter five: Finally, this chapter is used to present the summary of findings together with conclusion and recommendations.

CHAPTER TWO

2. METHODOLOGY

2.1. Description of the Study Area

The study was conducted in the UN (United Nations) Agencies operating in Gambella, which started its work in the year 1984 GC in Ethiopia.

2.2. Research Approach and Design

2.2.1. Research approach

The research approach to the study involves both quantitative and qualitative approach to collect data. In dealing with the quantitative approach, this study uses descriptive and inferential statistical approach. The collected data will be summarized and analyzed using descriptive and inferential statistics. Then after, the result will be presented using charts, graphs and tables followed by discussions for further interpretation on the findings. SPSS version 22 data analysis methods will also be employed. Further, descriptive statistics will be used to present the demographic characteristics of the participants.

2.2.2. Research design

Both qualitative and quantitative approach were used as a research approach. The research design is a descriptive. A standard questionnaire was developed and distributed to the outsourced employees that enabled the researcher to measure the variables in relation to job satisfaction of the outsourced employees. The questionnaire developed used 5-point Likert Scale, where 5 is the highest degree of agreement (strongly agree) and 1 is the least degree of agreement (strongly disagree). Once the questionnaires collected, the researcher tried to describe and relate the gathered data by quantitatively analysing them.

2.2.3. Population, Sample frame, Sampling Technique and Sample size Population and Sample Frame

Outsourced employees of UN (United Nations) Agencies were the target population of the study. There are five major UN (United Nations) Agencies operating in Gambella currently. UNHCR, UNICEF, WFP, IOM and UNDP are the agencies working in the town. The data in relation to the outsourced employees obtained from the UN (United Nations) agencies served as the base to outline the target population. For the purpose of this research, those outsourced employees who are in lower grade positions who are assigned in janitorial Gardner, loading & unloading and security responsibilities was considered as lower grade level employees, which were used as a sample frame.

Sampling Technique

The sampling technique employed was a stratified random sampling technique. The rationale behind the use of stratified random sampling is due to the fact that there are different manpower supply companies administering the outsourced employees in the agencies and this enables the researcher to get ample representatives from each of the suppliers. Accordingly, the employees were grouped under different UN (United Nations) agencies, that enabled the researcher to obtain proportionate data from the different UN (United Nations) agencies which made the collected data as comprehensive as possible to make it representative of all the UN agencies in Gambella Region.

Sample Size

Currently, (May 2020 GC) the total number of outsourced employees working for the UN agencies in Gambella are 288. From the total population, a sample size of 165 respondents were selected. These employees are working for five UN (United Nations) Agencies under different manpower supply companies as illustrated in the table below and the sample size from population and sample size per each stratum was calculated using the formulas with proportionate stratification approach where in the sample size of each stratum is proportionate to the population size of the stratum. Accordingly, the strata sample sizes were determined using a formula.

Table 2.1 Total Number of Outsourced Employees in each Agencies

S/N	Name of Agency	Number of Employees	Number of Employees Surveyed
1	UNHCR	112	64
2	UNICEF	78	44
3	WFP	38	21
4	UNDP	36	20
5	IOM	24	15
Total		288	165

2.2.4. Data Sources and Types

Both primary and secondary data were used for the purpose of this study. Accordingly, questionnaires were used to collect the primary data while review of relevant documents, related articles, journals and books were used to collect primary data.

2.2.5. Data Collection Procedures

The researcher collected data from the manpower supply companies and the agencies by request for cooperation by informing them the importance of the study by going through their records. In relation to the other respondents, the data was collected using the developed questionnaires which was distributed to all of them by providing the required explanation. Besides, secondary data, in relation to outsourcing and job satisfaction was collected from books and journals. As per the above-mentioned procedures the researcher managed to gather data by using the instrument.

2.2.6. Data Analyses

Narrative analysis method was used once the data was collected and coded to SPSS, version 22 and then after the data was organized and presented using tables.

Once the data was edited, coding was done and entered then after to the software in order to make it ready for analysis. For the purpose of achieving the objectives of the study, the collected data was processed with descriptive statistics using Statistical Package for Social Studies (SPSS) version 22.

CHAPTER THREE

3. LITRATURE REVIEW

3.1. DEFINITION AND IMPORTANCE OF JOB SATISFACTION

As stipulated by Aziri, in the face of the fact that it is being used widely in scientific research and in the day to day life, the absence of general agreement on the definition of the what job satisfaction mean is vivid. In fact, there is no final definition on what job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered (Aziri, 2011).

As different scholars follow varies of approaches towards defining job satisfaction, some of the most commonly cited definitions on job satisfaction are presented hereunder (Aziri, 2011).

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in the other hand definied on job satisfaction from a perspective of workforces' role in the office or work place settings where they work which led him to define job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Aziri, 2011).

Aziri further stated that the other widely known job satisfaction definition is the one given by Spector who said, job satisfaction has to do with the way how people feel about their job and its various aspects. He also added that it has to do with the extent to which people like or dislike their job. Further, he said that is why job satisfaction and job dissatisfaction can appear in any given work situation (Aziri, 2011).

Job satisfaction reveals whether workers hold good or bad views about their work. Up on arrival of an employee at a specific workplace, he/she carries in their mind their expectations

and background which will have a paramount impact during their tenure in the organization in relation to the job satisfaction they are going to experience.

Aziri described Davis's idea about job satisfaction by saying job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the workplace (Davis et al.,1985).

On the other hand, Kaliski specified that Job satisfaction merely means that employees' sense of success and achievement on the job as further explained by Aziri. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one indicator for the importance of job satisfaction in contemporary companies. When analysing job satisfaction, the logic that a satisfied employee is a happy employee and a happy employee is a successful employee (Kaliski,2007).

According to Spector, the value of job satisfaction for the organization would have been given a great emphasis if the impact of its absence on a lack of loyalty, increased absenteeism, increase number of accidents were known. (Spector, 1997) according Aziri laid down to three vital characteristics of job satisfaction. First, he mentioned the importance of using human values in guiding organizations. He further stated that if organizations are guided by human values, they will end up being where staff members are to be equally and with dignity (Aziri, 2011). In order to determine how effectively staff members are working, evaluation of job satisfaction may be done. Accordingly, if the result suggested that there is a boosted levels of job satisfaction it means that staff members have a very sound mental and emotional wellbeing or status. As a second point, it was suggested that how employees act in the organization as per the level of their job satisfaction puts a direct impact on the success or failure of the organization. We can infer from what was mentioned above that the job satisfaction of employees will result in favourable or unfavourable behaviours on their job. Thirdly, it was mentioned that organizational activities can be judged by job satisfaction. An assessment done on job satisfaction at various parts of the organization may result different results. However, this will provide action points as to where relevant changes should be done so as to improve the performance level of the organizational performance.

As mentioned by Aziri, Christen, Iyer and Soberman (2006) described a model of job satisfaction shown in the below Figure 1 in which the following elements are included: (Aziri, 2011)

Job related factors,

Role perceptions,
 Job performance and
 Firm performance.

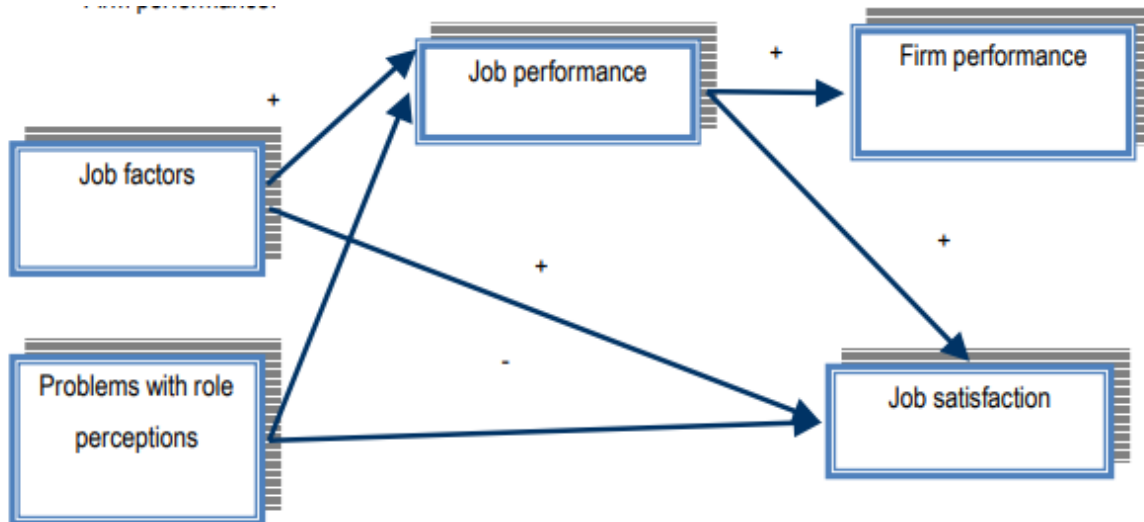


FIGURE 1 - CHRISTEN, LYER AND SOBERMAN MODEL OF JOB SATISFACTION (CHRISTEN ET, 2006)

As paraphrased by Aziri, Lawler and Porter (1967) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction, Figure 2. (Lawler and Porter,1967 as cited in Aziri, 2011)

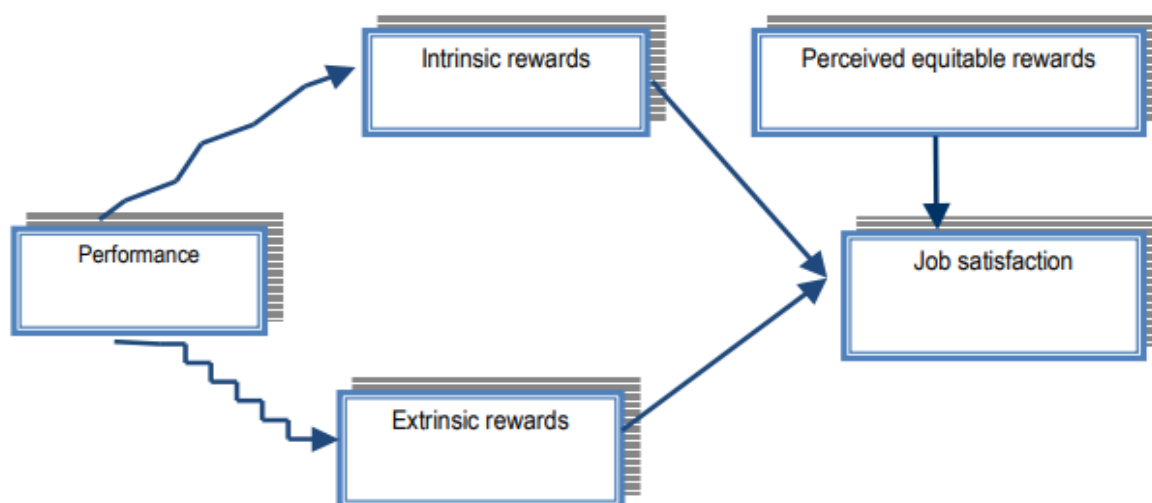


FIGURE 2 - LAWLER’S AND PORTER’S MODEL OF JOB SATISFACTION (Lawler and Porter,1967 as cited in Aziri, 2011)

This model explained that job satisfaction are not the direct result of the intrinsic and extrinsic rewards given the fact that staff members’ level of pay regarding perception of it as mentined by (Aziri, 2011).

However, according to Aziri Locke and Latham provided a little bit different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analysed as a factor that creates job satisfaction (Locke and Latham, 1990 as cited in Aziri, 2011). This model is presented in Figure 3.

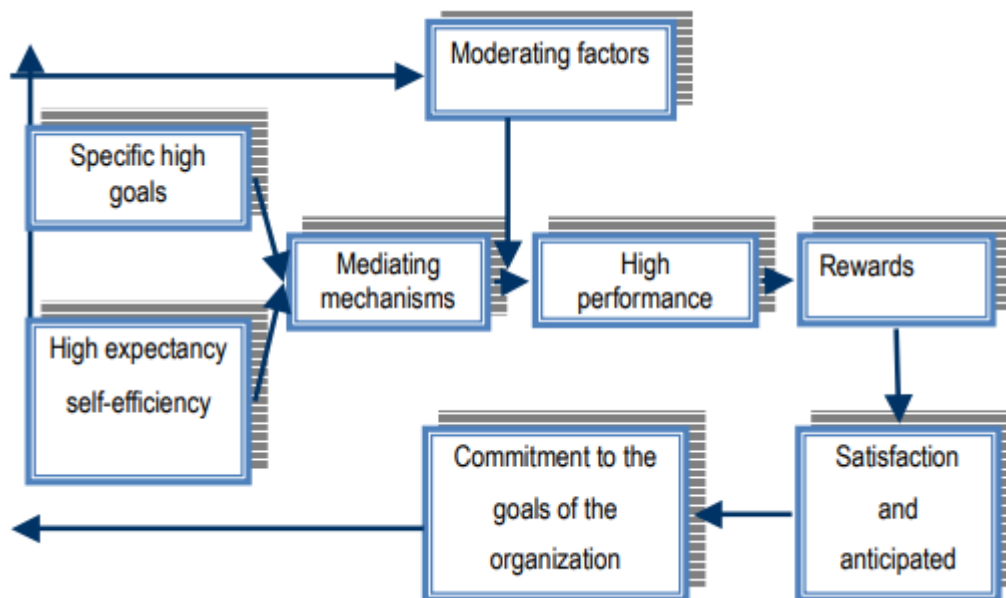


FIGURE 3 - LOCKE AND LATHAM MODEL OF JOB SATISFACTION (Locke and Latham, 1990 as cited in Aziri, 2011)

3.2. Factors Affecting Job Satisfaction

Issues like that of: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions have their impact on job satisfaction as said by Aziri (Aziri 2011)

A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars, Figure 4. (RUE AND BYAES, 2003, as cited in Aziri, 2011)

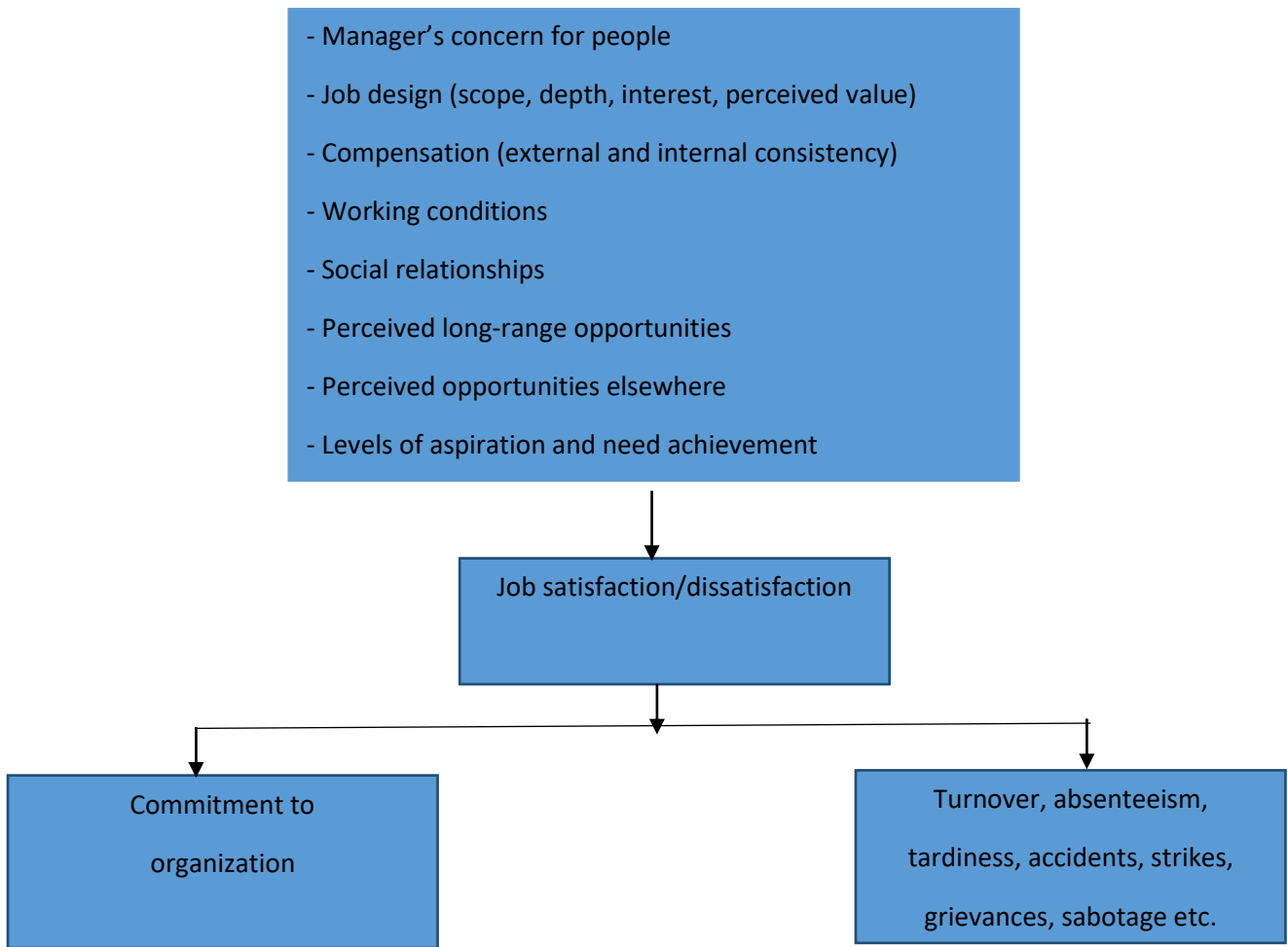


FIGURE 4 DETERMINANTS OF SATISFACTION AND DISSATISFACTION (RUE AND BYAES, 2003, as cited in Aziri, 2011).

Aziri further noted that we don't have to neglect the factors that causes job dissatisfaction in the middle of our discussion about factors of job satisfaction. In this case, there is question about these two factors if it is a must for them to come together or not to happen at the same time. However, there has not be an enumeration done in relation to this by writers. Mean In this regards, Herzberg's Two Factor Theory is one of the most widely mentioned theory. According to this theory, workplaces have both job satisfaction and job dissatisfaction factors for employees. Thence, in accordance with empirical researches done, these factors can be divided in to two categories as factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors), Table 1. (Aziri, 2011)

Hygiene factors	Motivators
Company policies	Achievement
Recognition	Recognition
Interpersonal relations	Work itself
Salary	Advancement
Status	Growth
Job security	

3.3. Measuring Job Satisfaction

General scientific research methods used most often to measure job satisfaction by using a questioner. In this regard, we can mention Minnesota satisfaction questionnaire and job description index as widely used mechanisms for measuring job satisfaction (Aziri, 2011).

With the implementation of for the collection of staff members or at an individual level, the Minnesota Satisfaction Questionnaire is a paper-pencil type of a questionnaire. However, sex differences do not to be taken into account here. There are two types of forms of this questioner that can be divided in to; a short form and two long forms developed in the years 1967 and 1977. As per the this questioner, 20 work features in five levels are supposed to be measured while the time to be consumed in giving responses for the questioner might take from 15 up to 20 minutes (Aziri, 2011).

The below mentioned categories of responses are supposed to be used by the 1967 version of Minnesota Satisfaction Questionnaire:

- Not satisfied,
- Somewhat satisfied
- Satisfied,
- Very satisfied and
- Extremely satisfied.

In the meantime, the response categories to be used by the 1977 version of the Minnesota Satisfaction Questionnaire are:

- Very satisfied,
- Satisfied,

- Neither satisfied nor dissatisfied,
- Dissatisfied and
- Very dissatisfied.

The comparison of the two versions suggests that, the 1977 version of this questionnaire is more balanced when we compare it with the 1967 version. This questionnaire the following aspects of job:

- Co-workers
- Achievement
- Activity
- Advancement
- Authority
- Company Policies
- Compensation
- Moral Values
- Creativity
- Independence
- Security
- Social Service
- Social Status
- Recognition
- Responsibility
- Supervision-Human Relations
- Supervision-Technical
- Variety
- Working Conditions

One of the most often technique used to measure job satisfaction is the Job Description Index which is also a method to be used simply and easily. The estimation of strength and shortcoming inside each factor are a sign as in which field improvement and changes are fundamental. As a feature of this questionnaire, its ability to collect relevant data in relation to the most important factors of the work and its ability to collect information on sex differences are worth mentioning. With the introduction year of 1969, this questionnaire is supposed to gauge the five major features of job satisfaction for virtually beyond 70 potential job descriptions (Aziri, 2011).

According to Aziri, below are the factors to be taken into consideration by the job description index:

- The nature of work,
- Compensation and benefits,
- Attitudes toward supervisors,
- Relations with co-workers and
- Opportunities for promotion.

There are three alternatives explanations that can be assigned to the above-mentioned factors so that employees can evaluate them. These Descriptors are:

- 1 which means that the description is relevant,
- 2 which means that the description is not relevant
- 3 that means that the employee does not have an opinion.

As a means of measuring job satisfaction, a degree of facial expression as proposed by Kunni is one of the oldest mechanisms as presented below in figure 5. This approach is supposed to be the easiest job satisfaction gauge. According this approach, a number of facial expressions will be availed for employees to put a check mark reflecting their feeling or view (Aziri.2011).



Put a check under the face that expresses how you feel about your job in general, including the work, the pay, the supervision, the opportunities for promotion and the people you work with.

FIGURE 5 – FACIAL EXPRESSIONS PRESENTED BY KUNIN

3.4. Effects of Job Satisfaction

It is also to be noted that work life of employees is to be partly determined by job satisfaction. Accordingly, the impact of job satisfaction on employee productivity, loyalty and absenteeism are examined in the text.

According to Aziri, to the contrary, majority of scrutinise suggested that the impact of satisfaction on productivity is not that much strong. We can mention a 17 best estimate which was done in meta-analysis of the research literature in determining the correlation between job satisfaction and productivity. Hence, it is not a must that best performer employees are not highly satisfied workers. Here, we can mention rewards and the like to be factors that brings about changes in these areas. This in short means that availability of rewards makes people feel that are treated fairly and this results in being best performer employees. However, departmental and organizational level improvements are said to be influenced by satisfaction unlike individual performance which is not the case quite often as per the result of an enquiry done in this regard. Meanwhile, there are unresolved trade-offs in connection with the relationships of satisfaction and performance when it comes to which one is the cause and which one is the effect; is satisfaction a result of performance or is performance the result of satisfaction (Luthans, 1998 as cited in Aziri, 2011).

Human Resource Managers should also give emphasis about the presence of employee loyalty given the fact as that absence of it in a required magnitude poses a serious threat for the organization and in order to ensure the availability Loyalty Questionnaire can be employed as an important tool.

Affective loyalty, normative loyalty and continuity loyalty are the loyalty types the we most often take into account. Affective loyalty simply means that the worker shows emotional connection to the company. On the other hand, we said that there is a normative loyalty when we observe that the worker is indebted something for the organization and resumes his/her loyalty. Finally, continuity loyalty is said to exist when the employee has no chance available at other place in relation to finding a job (Aziri.2011).

In accordance with a Research conducted by Vanderberg and Lance (1992) by doing a survey on 100 professionalises in the information services lasting for five months resulted in proving a strong bond between job satisfaction and employee loyalty. Accordingly, the result showed that the higher the degree of job satisfaction the higher is the level of employee loyalty. Its evident that worker absenteeism results in the organization to incur more costs and hence

managers are busy in trying to find a way to keep the absenteeism level at its minimum level. In connection with this, in order to make sure that absenteeism is kept at its minimum level, the most appropriate way is to lift up the job satisfaction level of employee. The central point of this approach is that in order to maintain absenteeism at its low, we should make sure that staff members have higher job satisfaction (Aziri, 2011).

It is also to be noted that in spite of the fact that it is with lower magnitude workers absenteeism is presumed to be influenced by the job satisfaction level of the workers. In this regard, job satisfaction should be given the appropriate level emphasis and also partly because of the fact that it can be controlled by the concerned contrary to the other rationales for absenteeism (e.g. illness, accidents). However, the aforementioned fact could be affected by different factors not to hold true every time. Meanwhile, managers could use the organization's policy in order to discourage absenteeism (Sweney and McFarlin, 2005 as cited in Aziri, 2011)

Higher satisfaction results in lower absenteeism rate and on the other hand when there is lower satisfaction, there is a higher probability of absenteeism. Such factors as the degree to which people feel their jobs are important and other related rationales are supposed to have their effect in determining the relationship between absenteeism and job satisfaction. Finally, it is undeniable that a higher level of job satisfaction will for sure end up with in lower absenteeism and on the other hand a lower level of job satisfaction is most probably to result in higher level of absenteeism (Aziri, 2011).

3.5. The Concept of Outsourcing

As a combination of two words; 'out' and 'sourcing', in order to understand the word Outsourcing, we need to see first what each of the words stand for. Accordingly, Sourcing can be translated as the attempt of someone to voluntarily handover of their rights of work, responsibilities and decision. Usually, managers cascade their work to their subordinate. But the issue here is what is the rationale behind for delegating responsibilities to outsiders. Some of the very reasons behind this external delegation could be the fact that other external bodies can do them in a less costly, speedy and with better quality as we have some other tasks and areas to focus our attention on in exploiting the resources at hand. In order to arrive at a sound outsourcing decision, the issues of expense which include salary, time, attention and effort should be taken into account. Though outsourcing a business can eliminate its chance of losing by allowing a manager be engaged in a day to day administration tasks with lower costs. On top of that by the use of outsourcing an organization can be benefitted in the area of

efficiency and be effective in its work. The other use of outsourcing for the organization include getting the expertise, knowledge and capabilities outsiders. Through time, the trend of outsourcing is changing as the previous focus of short-term projects emphasizing on savings costs transformed to a long-term management contract outsourcing attempts aimed at enabling organizations to with stand competitions and earn a smooth pattern of revenue and profits (John, et.al. 2006).

Once we saw the description of outsourcing, let us see the different definitions given by different scholars. Outsource magazine (2011), defined it as: Outsourcing is when any operation or process that could be or would usually be performed in-house by an organization's employees is subcontracted to another organization for a substantial period. The outsourced tasks can be performed onsite or off-site.

3.6. History of Outsourcing

The Industrial Revolution marks an important time leaving organization with alternative that needs to be compared to make sound decisions to make use of the available opportunities and thereby boost their profits. Organizations' focus during the 20th century realizing a conglomerate that makes sure that the organization "own, manage, and directly control" its assets. Lately, in the 1950s and 1960s, the focus changed to insuring a diversified engaged in broad activities conglomerate that utilizes it size as economies of scale. Accordingly, through taking different sides of business organization would be able to make sure that they will remain profitable even if the increment in size means that additional management responsibilities and hierarchy. Next to that, in the years of 1970s and 1980s the focus of organizations shifted to entering into global competitions that resulted in inflexible and wide span of management structures. In response to the new challenge, the conglomerates came up with brand new approaches to ensure that they remain to be flexible and creative by staying focused on their main activities or businesses. Accordingly, they were engaged in the activities of determining the crucial parts of the business so that they decide which of the activities will be outsourced (Handfield, 2006). check the reference.

3.6.1. Initial Stages of Evolution

At the beginning, specially up to 1989, outsourcing was not considered as an important strategy of doing business (Handfield, 2006). Contrary to their belief, they were outsourcing some of the activities which are beyond their expertise knowledge available within the organization as they were not self -reliant in some areas. In this case we can mention that those businesses engaged in publishing activities used to procure Publishers, for example,

have often purchased composition, printing, and fulfilment services. When we see the development of outsourcing, acquiring the auxiliary but critical services from external can be considered as the early stage of outsourcing. Later, during the 1990s, the emphasis of businesses changed to minimizing their costs and as a result they started outsourcing parts of their operations which are not critical but required. Different service providers in the area of accounting, human resources, data processing, internal mail distribution, security, plant maintenance, and the like as a matter of “good housekeeping popped out and business leaders started to procure these services. On the other hand, procuring some parts of a product from outsiders is in order to minimize the cost and influence their finance is part of business leaders’ another assignment. (Handfield, 2006).

3.6.2. Strategic Partnerships

At this moment, outsourcing has already evolved and reached the stage of development of strategic partnerships. So far, there was a widespread belief that businesses cannot give away their central activities and at the heart of their competencies that put them stand apart from their competitors to outsiders. Core competency may mean that those function of an organization that they provide to their customers.

During the 1990s, giving away parts of the businesses functions for outsiders was considered as a blessing not as a trouble. Some businesses were observed outsourcing, for example, customer service, due to the fact that they were crucial for their operation. In 1989, Eastman of Kodak reached at a milestone decision of outsourcing the information technology systems of the organization which was a departure from the usual in their effort to redefine their business was believed to be significant in the area of outsourcing. A handful of conglomerates followed the footsteps of them as the business leaders came to the stand where it is not a must for them to possess the information and technologies all the time. At today’s business environment, the focus has been changed to developing strategic partnerships rather than owning every resources and services to succeed in business. Accordingly, providing the best result was considered as a decision criterion to decide whom to outsource for the function of an organization (Handfield, 2006).

3.6.3. The Rational for Outsourcing

Initially, the main rationale for outsourcing was financial motives, but these days it was changed to be strategic. Power (2006), pointed out that outsourcings endeavours that focused on financial gains were there for long in the trade environment. For instance, we can mention the outsourcing the garment production businesses that has been there in South East Asia

since long time ago. These endeavours were taken with the aim of securing a lowest production cost. However, those days relations were said to be a one-way relation information and specifications goes from the organization to the outsourced company that has a mandate of producing the required products and send provide them to the company that ordered the production. Accordingly, with the presumption of the main organization more knowledgeable than the outsourced organization most often, the transfer of Information and knowledge goes one direction with some exceptions. When it comes to the relationship of the two companies, specially at the time of outsourcing on the ground of finance, organizations tend to form a longstanding deal for the sake of capitalizing cost reduction and maintaining steady partnership. Hence, the ultimate target by then was making sure that the activities of the organization are handed over to an outsourcing company at a possible minimum cost. On the other hand, strategically driven outsourcing efforts are capability- and competency-focused and this relationship aims at capitalizing on the available specialized expertise, knowledge, processes and capabilities available with other organizations and using them to maximize the benefit of these resources to boost the effectiveness and efficiency of organizations. Provided, utilized in an effective manner, beyond the mere advantage to be obtained, strategically driven outsourcing endeavours will enable organizations tap into their strategic and competitive advantages and achieve their aspirations.

The face of a strategic outsourcing usually take a form of partnership between one organisation and more than one vendors. In this case, we can mention the action taken by Dell Computers where the company focuses on its information systems and supply chain management systems as its core competency. Once an order received from a customer, Dell goes to mobilizing the necessary actions to deliver the requirements of their customers. In the effort to meet the demands of its customers, the company make use of suppliers and producers provided items including knowhows. In the meantime, the company, Dell, acknowledges that they do not possess all the required knowledge and parts of computer hardware (Power, 2006).

It is like a well understood fact that Dell will have the right to be shared with the knowhow of its partners which enable the organization gain skills of possessed by the partner organizations apart from forwarding orders and information. On top that, Dell has to make sure that there is a flow of knowledge among its suppliers is shared in order to make sure that all suppliers are on the same page in connection with knowhows and insights. An outsourcing relationship that has a strategic purpose endeavours include such coordinated effort between

the client and different sellers, in light of the fact that the client association is centred around getting the best type of information and skill, as these have a great deal of consequences in the organization's attempt to take upper hands against competitors. (Power, 2006).

There are a number of factors that are impacting firms to consider outsourcing as a business strategy (see the figure below). We will presently count these, perceiving the way that a few firms might be impacted more by a portion of these components than others.

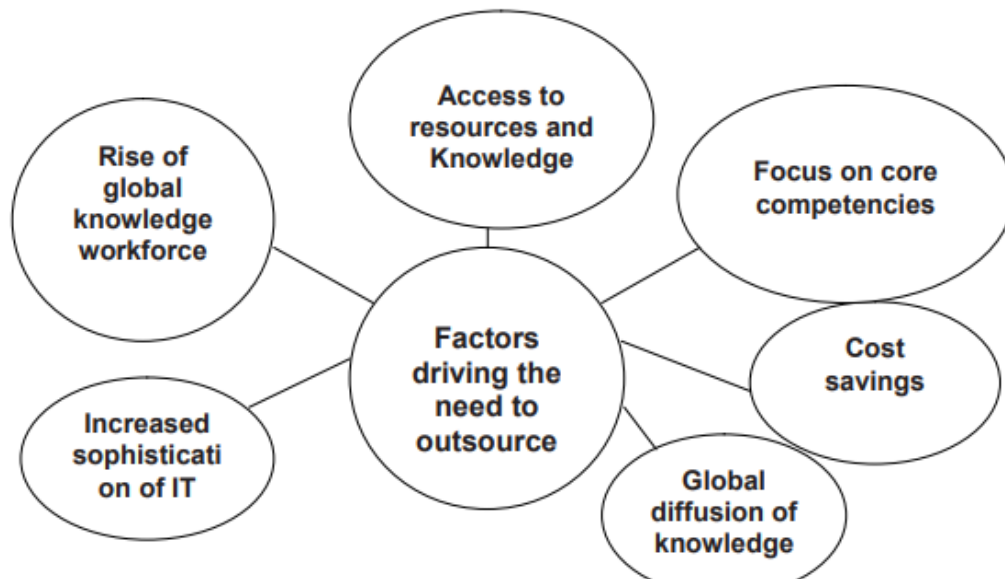


Figure 6: Factors driving the need to outsource

3.6.4. Access to Resources and Knowledge is Important, not Ownership

The earlier thinking about the ownership of factors of production for securing competitive advantages is outdated. The previous belief about the responsibility for of creation for making sure about competitive advantage is no valid anymore. Now, the focus is shifting on how to an organization can get to outsiders' assets and information, unlike the previous view focused on attempting to possess the assets by themselves. No organization is independent. Acting naturally adequate isn't financially suitable for a fundamental explanation – opportunity cost, which is the worth gotten from the best elective utilization of an asset. Whenever, organizations attempt to do everything by themselves through the by using their assets to make mastery, abilities and innovation, they are under-using their assets. Other firms, operating out there might have the option to give them access to essential assets at lower cost than it would take them to create these assets. In addition, some of the time the products gave by outside organizations might be of far predominant quality than organization can create inside.

There are numerous instances of outsourcing understandings where connections are fashioned only for fundamental but also to gain admittance to required expertise, skills and technology. For instance, Aon Corporation has handed over the management of its US data centres, telecommunications networks, desktop support and help-desk services to Computer Sciences Corporation (CSC) (McDougall, 2004a, 2004b). Besides cost saving, the principle advantages of the outsourcing arrangement would remember access to the cutting edge for security practices and methods – the core competencies of CSC – to enable the organizations to all the more likely arrangement for business permanency and security the executives. Most importantly inventive information is required in practically all territories of tasks for a business, however the expense of making this information is huge. Henceforth, instead of using assets to make such knowhows, organization are buying these knowhows, from outside sources.

3.6.5. Cost Savings

In accordance with McDougall, 2004a, 2004b the transcendent explanation given for taking part in outsourcing is reducing costs, which also can be secured in a few different ways. To begin with, cost reduction can emerge out of the straightforward move from fixed to variable cost models. In the fixed cost model, you own all the assets and need to pay for their securing, upkeep and support. These expenses are fixed and happen regardless of in the event that you utilize the asset or not. For instance, in case you have a vehicle you have certain fixed costs without taking into consideration the frequency you are driving the car like that of parking and maintenance. On the other hand, in case you drive the car, the variable costs like that of fuel goes up. Under the variable-cost model, you don't bring about the fixed expenses related with keeping up the benefit however possibly pay a charge when you utilize the advantages or access them, for example, when leasing a vehicle. You will undoubtedly spare a few costs while moving from fixed to variable expense, particularly when the assets you use are not required all the time. Additionally, cost reduction can be initiated by the organization doing the outsourced work. When it comes to software development, majority of the outsourcing is happening in organization operating less economically advanced countries. In comparison to other developed countries, the labour expenses are very low in those less developed countries. Therefore, there could be a great deal of cost reduction in relation to payment made as a salary for the workers given that these payments make majority of the cost of Information Technology projects.

Thirdly, other cost reduction could be obtained from an advantageous tax arrangements and other outside exchange understandings, wherein governments may support worldwide and global partnerships to open up organizations in the creating nations by giving expense concessions and other arrangement benefits.

3.6.6. Focus on Core Competencies

Through Outsourcing, organization will handover decision making powers to others in addition to handing over their tasks (Power, 2006). By doing so, the organization minimizes its commitment of the most important resources from endeavours trying to make decisions. The organization taking the outsource assignment assumes on the liability for dynamic and is considered responsible for the choice results about accomplishing venture objectives. This decision of the organization will make it focus on the most important tasks they must accomplish. If there was not such outsourcing arrangements, the attention of business leaders may be diverted away from the most important areas where their focus should be.

A result of having the option to concentrate on core competencies is that it permits the association to re-examine its association structure and rebuild or realign itself. Consider narrowing down your long plan for the day and organizing it by things that are dire and focal and those that are fringe. By doing so, managers will be able to reach at a decision as to which activities should be done now and which can be postponed for later. Business organizations are time and again caught up with getting things done and once in a while they do as such to the detriment of halting to consider whether what is being done is without a doubt the most significant or helpful for the eventual fate of the organization. This may cause inability to have clear vision and lack of success. There may also be times when organizations could be engaged in activities, unknowingly, that are even against their may aspirations. A risk of taking away resources from the crucial activities of the organization and shift them to the less important tasks may occur at times. Therefore, organization should give emphasis on their vital tasks like that of focusing on their core competencies, giving away those activities that can be outsourced and do the best in running the organization's tasks. Sometimes, because of the fact that an organization possesses a number of core competencies that needs its attention In some cases, an organization may have too many core competencies to focus on causing it to opt for outsourcing a number of them to outside organization that can do it with minimum price and with good quality (McDougall, 2004a, 2004b).

3.6.7. Factors Driving Global Outsourcing Efforts

In accordance with McDougall, 2004a, 2004b the trend of performing production tasks at other countries aims at moving the production lines requiring a great deal of manpower to countries like India, Ireland and Philippines. There two factors to be considered as reasons for boosting of making businesses in other countries in the business making settings The first, one is the advancement of the ability of businesses to do international telecommunications coupled with the fact that doing such international communication is reducing its cost are worth mentioning factor. The second rationale is that the development of wide use and application of computers in the last twenty years time that resulted in automation and digitization of a considerable activities of organizations. The above mentioned two facts caused easing the communication among business units of an organizations located at different countries at a speed and with too minimum costs while keeping the quality at the same level. Accordingly, those rationales gave a very easy decision dilemmas for organization to start service function beyond organizational and international boundaries as if these borders are worthless for business decisions.

3.6.8. Increased Sophistications of IT

The other rationale behind the expansion of international outsourcing is modernization of the cooperative technology application. These days, we are blessed with a number of equipment with which we can do global communications too easily. To name some of them, mobile phones, e-mail, video conferencing, web conferencing and instant messaging are among those gadgets making our life easy when it comes to communications. Apparently, as time passes, the reduction of cost of this equipment was witnessed. There are also a plenty of them offering cost free usage like that of Microsoft, AOL and many more. These organizations are providing their Instant Messaging software, which can be used for text, voice and image and document sharing with no cost (Power, 2006).

3.7. Types of Outsourcing

Even if the type of function that an organization give away for others varies in relation to core competencies, core activities, and critical functions within the organization, virtually all originations can use outsourcing to most of their functions and services. As mentioned by O’Riordan (1998), outsourcing can be classified in to two categories as total outsourcing and selective outsourcing. In relation to the meaning of when we say total outsourcing, it means that organization give away or outsource the whole of the activities at the area of the chosen parts of the organization.

On the other hand, selective outsourcing refers to the organization's decisions to do the outsourcing decisions in individual, functional, process and component levels.

Co-sourcing is the other kind of outsourcing endeavours even if it is not as popular as the other two types of outsourcing like selective and total outsourcing. Other types of outsourcing that are used but not as widely as the total outsourcing and selective outsourcing.

Co-sourcing is an arrangement where the customer organization keeps the responsibilities of the administration of key parts of the activities while the other supplier organization supplies consultancy administration and frequently experienced work force to help keep the business run smoothly. It means that the duty of the outsourced services or function remains within the company.

On top of that, in sourcing is the outsourcing of your work to different nations however as opposed to moving all the duty to the outsourcing organization your own organization sets-up, staff and maintain the business there, aside from with much lower costs. This arrangement will allow the organization to obtain more skill set in technical fields and project management where it has shortages of such knowledges. The main benefit of in-sourcing arrangement is that they are by far more knowledgeable of the organizations all aspects as they are taking part in different meetings in the organization and they are living in that organization.

As pointed out by Chamberland (2003), outsourcing has many types. "conventional" and "green field" outsourcing are the classifications of outsourcing according to him. Accordingly, conventional outsourcing is an arrangement wherein, the manpower, available meanness of production or work the working items and technology are handed over to the organization that took the responsibility of outsourced.

On the other hand, in a green field outsourcing arrangement, it is kind of make or buy decision as the services that would have been performed inside the organization are bought from other external organizations.

The other classification of the outsourcing arrangement "tactical" and "strategic" outsourcing arrangements. When we see the motives behind the two arrangements, the Tactical outsourcing has a motive of tackling a problem faced. On the other hand, Strategic outsourcing has a motive of ambition to achieve something bigger. The outsourcing

endeavour here is deep-rooted in making sure that creating a long-term approach that goes hand in hand with lasting solutions to the organization's problems.

3.7.1. Types of Outsourced Services

Under this title, we will see what the widely known kinds of outsourcing arrangements. We can give a meaning to outsourcing as a contractual arrangement with an organization or an individual for the purpose of performing a specific task. In one way or another, virtually, all organization do outsourcing (sourcingmag.com). Most often, the type of activity to be outsourced has a nature of not being the most essential or core activities. Here as an example we can mention the type of outsource agreement done by an insurance company in outsourcing the janitorial and landscaping activities, which are not directly related their main functions of insurance or non-strategic to the insurance company, to those companies that are specialists in the area. We call the organization who are outsiders that are engaged in doing the outsourced functions as service providers (sourcingmag.com).

The current trend in relation to outsourcing arrangement, even if outsourcing is not new since the beginning of work specialization, is taking a form of organization giving away specific tasks like that of payroll, billing and data entry to other firms. Those processes could be done more efficiently and therefore more cost-effectively, by other companies with specialized tools and facilities and specially trained personnel (sourcingmag.com).

Accordingly, coming in variety of shapes, these days organizations are benefiting from the outsourcing services by giving away those services that are specific organizational activities like that of benefit management, information technology outsourcing (ITO) and business process outsourcing (BPO) (sourcingmag.com).

When we say BPO, it means that another company hired for the purpose of dealing with the business activity and here it is worth to note that it is different from information technology (IT) outsourcing which is having another organization onboard for the purpose of taking care of the IT side of the organization that include; application management and application development, data centre operations or testing and quality assurance.

BPO at the beginning was meant to cover organizational activities like that of payroll which at later stage started to embrace the management of employee benefits. Currently, it includes a variety of non-vital activities of the organization compared to its primary strategies of the business. Accordingly, these days, it is normal to see organizations do outsource their

administration and financial, Human Resources (HR), customer service, call centre, and payroll and accounting services (sourcingmag.com).

The other reference for BPO is ITES which stands for information technology-enabled services. Due to the fact that organizations in one or another way uses IT to perform some activities we say that IT makes sure that these services are conducted.

The other branch of BPO is KPO which stands for knowledge process outsourcing. Usually, it is believed by some people that KPO is believed to be part of BPO. Accordingly, KPO is supposed to embrace those activities which requires knowledge, greater skill, expertise and education. At the time when an insurer may redistribute information section of its cases shapes as a major aspect of a BPO activity, it might likewise decide to utilize a KPO specialist co-op to assess new protection applications dependent on a lot of rules or business administers; this work would require the endeavours of a more educated arrangement of laborers than the information passage would.

The current definition of KPO incorporates R&D, product development and legitimate e-discovery, just as a number of other business capacities.

As outlined by Bragg (1998) the most well-known outsourced services are: Accounting Services, Human Resource Function, Maintenance and Janitorial Function, Outsourcing Materials-Management Function, Sales and Marketing Function and Administration Function.

3.8. Benefits of Outsourcing

There are many benefits that can be obtained by an organization as a result of outsourcing, however, these depend on whether the company goes about the outsourcing project in the appropriate manner and if they are willing to put the time and effort into helping their staff overcome the problems they may encounter as their jobs change and evolve. Outsourcing has helped to open up the global market as outsourcing organizations take advantage of regional labour markets and reduce operating costs.

According to O'Donnell (1998) we can put the benefits of outsources into two categories as obvious benefits and hidden benefits.

Accordingly, when we say the obvious benefits it means that are the ones that are supposed to be that has immense financial impacts that are to be reflected on the those that hit the bottom line of the company's financial sheet at the end of the month. These can include but are not

limited to; lower prices, better quality goods and/or services, and a wider selection of products and services.

On the other hand, the third parties supply technical knowhows and thoughts that could not have been available by the organization as well as improving the ability of reaching a wide range of customers. Likely the most significant shrouded advantage is that on the grounds that as organizations become increasingly gainful and adaptable "this secures many existing employments and permits organizations to put extra cash in the cutting edge advances and business thoughts that will make the occupations of things to come". It can likewise assist with wiping out the obstructions that were made between various offices inside an association and takes into consideration the converging of offended divisions.

To precisely put, below are the most important benefits of outsourcing:

3.8.1. Minimizing Cost

This advantage of outsourcing means that reducing the overall cost of the organization. This includes the score characterizing quality levels, repelling, renegotiation, cost rebuilding, access to bring down cost economies through off indicating cold work exchange.

According to Sabiti (2003) who said that reducing the running cost of organization while maintaining the operation. The most important factor in any outsourcing decision is cost minimization, however even if this appears to be appealing to start with, unless dealt with properly, now and again it could put the whole arrangement in danger. In other words, cost reduction should not be considered as the only criterion rather the whole steps of the outsource that can be brought to the organization.

In accordance with Manzi (2004) who said that cost minimization is the most important rationale behind the decision of outsourcing. As the benefit of investigation has been carried out and has been established that it is generally financial to outsource rather than keep on operating a given capacity anticipates making profits in business.

Also, Kulumba (2005), said that outsourcing is a well-known genius with administrators since they accept that outsourcing merchants are intrinsically progressively productive because of economies of scale. The outsourcing association profit by getting the administrations from the supplier at a decreased expense since it is given for a huge scope and typically for a sensible time in the event that it is acceptable work.

3.8.2. Specialization

The other benefit of outsourcing as mentioned by Lysons and Gillingham is that, outsourcing provides organizations the chance to focus on parts of the business which is the means of working on their competitive advantages while giving a less emphasis on those less important parts of the business.

3.8.3. Access to innovation

The other benefit of outsourcing is the fact that there are possibilities to be able tap into the skills of the supplier company goods and services of the organization that is giving the outsource work instead of copying the skills of the supply chain.

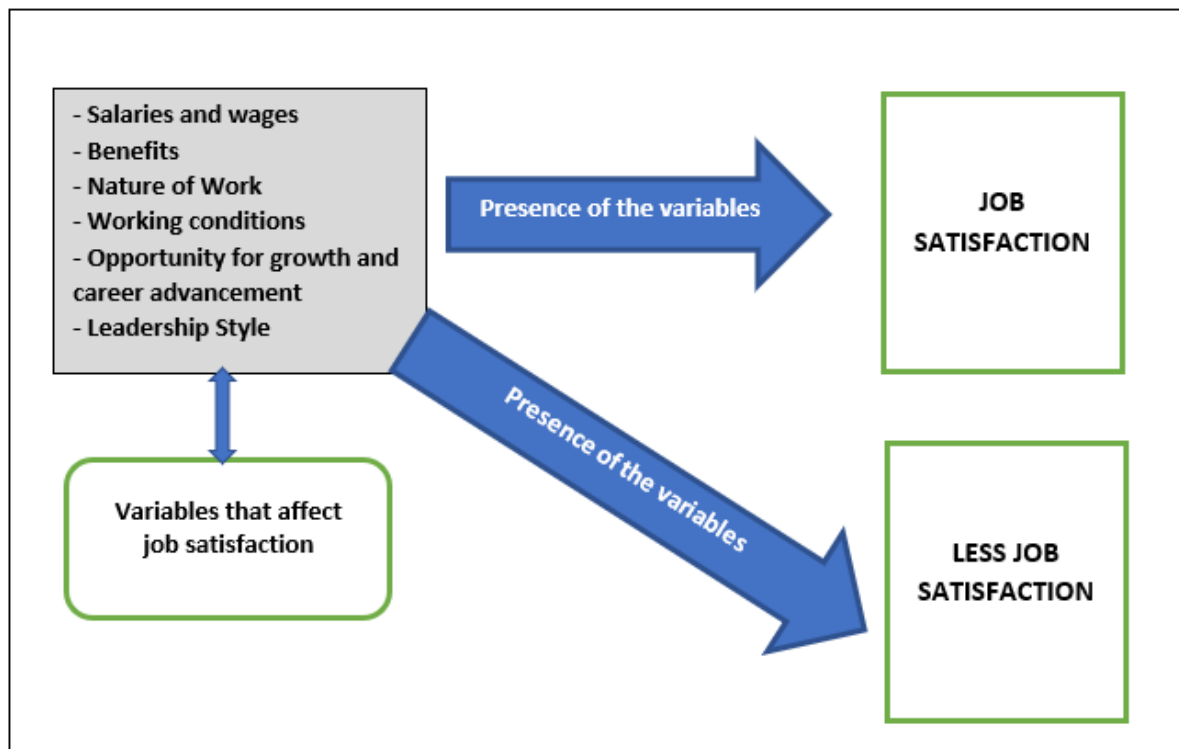
3.9. Challenges of Outsourcing

Virtually, all such decisions of that are of structural in nature and belongs to management of the business have some risks that comes as a package at the time of outsourcing that must be given the attention of higher management bodies (Procurement News December,17th,23rd 2003). In relation to this, we can mention the risks of placing high dependency on suppliers that provide them with the power to make changes when they want which in turn has increasing the cost. In due time, one's supplier may attempt to take ownership of the products and services and use them for themselves. This may result in affecting workers motivation of their wok as well as being afraid of losing their job by also compromising confidentiality of organization's secret that may affect the copy and patent rights of the organization

According to Eyaa (2006) who said that as significant expenses being forced on providers because of expanding patterns in re-appropriating, the interest in providers is so high and has pushed the rates being charged by the providers to be high. Even if outsourcing has an ultimate goal of minimizing the costs, this result in increasing the cost. An excessive amount of anticipation from providers as Company representatives will in general expect a lot from provider firms most definitely in light of the fact that they are experts, yet things can turn out badly every so often. Such issues ought not be disregarded.

It was also said by Manzi (2005) that there is a likelihood that imperative organization data might be at a danger of being connected to the organization's rivals which is hazardous since certain providers might be spies to the organization.

3.10. Conceptual Framework



Theoretical Framework of employee satisfaction

CHAPTER FOUR

4.1. RESEARCH FINDINGS, DATA ANALYSIS AND INTERPRETATION

The purpose of this chapter is to analyse and present the discussion of the data collected from respondents through questionnaires. Therefore, the issues of demographic characteristics of the respondents, wages and salaries, nature of the work, working condition and leadership styles are discussed. Further, the data analysis and discussion was reinforced by researcher's own opinion and relevant literatures.

Table 3. 1: Demographic Characteristics of the respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	40.5	40.5	40.5
	Female	97	59.5	59.5	100.0
	Total	163	100.0	100.0	
Functional Title/ Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Security Guard	58	35.6	35.6	35.6
	Janitor	63	38.7	38.7	74.2
	Gardner	10	6.1	6.1	80.4
	Car Washer	7	4.3	4.3	84.7
	Loading and Unloading	25	15.3	15.3	100.0
	Total	163	100.0	100.0	
UN Agency					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNHCR	63	38.7	38.7	38.7
	WFP	44	27.0	27.0	65.6
	UNICEF	21	12.9	12.9	78.5
	IOM	20	12.3	12.3	90.8
	UNDP	15	9.2	9.2	100.0
	Total	163	100.0	100.0	
Service Year					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	21	12.9	12.9	12.9
	7 months but < 12 months	43	26.4	26.4	39.3

	1 year but < 2 years	62	38.0	38.0	77.3
	2 years but < 3 years	25	15.3	15.3	92.6
	3 years but < 4 years	9	5.5	5.5	98.2
	4 years and above	3	1.8	1.8	100.0
	Total	163	100.0	100.0	
Age Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 29 Years	65	39.9	39.9	39.9
	30 to 39 Years	76	46.6	46.6	86.5
	40 to 49 years	19	11.7	11.7	98.2
	50 years and above	3	1.8	1.8	100.0
	Total	163	100.0	100.0	
Highest Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	10	6.1	6.1	6.1
	Highschool	131	80.4	80.4	86.5
	Diploma	17	10.4	10.4	96.9
	Degree	5	3.1	3.1	100.0
	Total	163	100.0	100.0	
Previous Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	46	28.2	28.2	28.2
	1 but less than 3 years	36	22.1	22.1	50.3
	3 but less than 5 years	76	46.6	46.6	96.9
	5 but less than 7 years	2	1.2	1.2	98.2
	9 years and above	3	1.8	1.8	100.0
	Total	163	100.0	100.0	
Net Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2001 up to 3000	137	84.0	84.0	84.0
	4001 up to 5000	26	16.0	16.0	100.0
	Total	163	100.0	100.0	

I. Gender of Respondents

As shown in the above table, out of 163 respondents, 59.5 % of them were female while 40.5 % of them are males. This tells us that majority of the respondents were female.

II. Functional Titles of Respondents

The above presentation of data in a tabular form reveals that out of the total of 163 respondents 35.6% of them were Security Guards, while 38.7% and 6.1% were Janitor and Gardner. On the other hand, 4.3% were Car Washers while 15.3% of them were engaged in the activity of loading and unloading. Therefore, it is possible to conclude that majority of the respondents are engaged in janitorial activities.

III. UN Agencies Respondents working for

According to the above presentation, 38.7% of the total respondents are working for UNHCR and next to that 27% of them work for WFP. On the other hand, 12.9% of the respondents are working for UNICEF while 12.3% and 9.2% of them are working for IOM and UNDP respectively. Accordingly, majority of the respondents are working for UNHCR.

IV. Service Year of Respondents

It is revealed in the above table number 4.5 that 12.9% of the respondents have a total service period of less than 6 months while 26.4% of them have experience from 7 months up to 1 year. Next to that, 38% of the respondents have experience between 1 year up to 2 years. On the other hand, 15.3% of the respondents have a stay of 2 years up to 3 years in the organizations. Finally, 5.5% and 1.8% of the respondents have a stay of 3 years up to 4 years and 4 years and above respectively in the organizations where they are working currently. This can be summarized as majority of the respondents have a stay of 1 year up to 2 years in their current organizations.

V. Age of Respondents

We can learn from the data presented above that 39.9% of the respondents are falling the age group of 20 years up to 29 years. Next to that 46.6% of them are in the age range of 30 up to 39 years old. 11.7% of the respondents are in the age category of 40 years up to 49 years. Finally, only 1.8% of them are in the age category of 50 years and above. To summarize this, the majority of the workforce, are in the age category of 30 up to 39 years.

VI. Education Level of Respondents

The above presented table depicts that out of the total of 163 respondents, only 6.1% of them have an education level of Primary school complete. On the other hand, 80.4% of them are

high school complete. Next to that, 10.4% of the respondents have diploma. Finally, 3.1% of the total respondents have first degree. Therefore, it is possible to conclude that majority of the respondents are high school graduates.

VII. Previous Work Experience of Respondents

From the total of respondents, 28.2% of them had less than 1 year of work experience before joining their current organizations. Meanwhile, 22.1% of the respondents had work experience from 1 year up to a little less than 3 years. Next to that, 46.6% of them fall in the range of 3 years up to a little less than 5 years. On the other hand, only 1.2% and 1.8% of the respondents have prior experience of 5 years up to a little less than 7 years and 9 year and above respectively.

VIII. Salary Levels of Respondents

As presented above in table no. 4.9 in relation to monthly net salary of respondents, 84% of them are earning a monthly net salary falling the range between 2001 up to 3000 while only 16% of the are getting a monthly net salary between 4001 up to 5000 birrs. Therefore, majority of the respondents are earning a monthly salary of 2001 up to 3000.

Table 3. 2: Wages and Salary

Attitude towards Fairness and Sufficiency of Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	99	60.7	60.7	60.7
	Disagree	64	39.3	39.3	100.0
	Total	163	100.0	100.0	
Should be Paid Higher Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	146	89.6	89.6	89.6
	Strongly Agree	17	10.4	10.4	100.0
	Total	163	100.0	100.0	
Earn Enough Salary Compared to Other UN Staff					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	102	62.6	62.6	62.6
	Disagree	61	37.4	37.4	100.0
	Total	163	100.0	100.0	
Opinion about Earning Enough Salary Compared to Other UN Staff					

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	142	87.1	87.1	87.1
	Disagree	21	12.9	12.9	100.0
	Total	163	100.0	100.0	
Salary Increment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	163	100.0	100.0	100.0
Receipt of Salary in Time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	28.2	28.2	28.2
	Disagree	32	19.6	19.6	47.9
	Neutral	19	11.7	11.7	59.5
	Agree	37	22.7	22.7	82.2
	Strongly Agree	29	17.8	17.8	100.0
	Total	163	100.0	100.0	

I. Fairness and Sufficiency of Salary

As per the above data in relation to outsourced employees attitude towards fairness and sufficiency of salary they are being paid, 60.7% strongly disagree with notion that the salary being paid is fair and sufficient. In the same fashion, 39% of the respondents expressed their disagreement with the notion of fairness and sufficiency of their salary. The summary of this is that majority of the respondent believe that their salary is not fair and sufficient.

II. Need for Payment of Better Salary

89.6% of the respondents expressed their agreement on their need to be paid higher salary than they are being paid currently. Next to that 10.4% of them said they strongly agree that they should be higher salary than what they are being paid. All in all, the big majority of the respondents strongly agree about being paid higher salary.

III. Comparison of Salary with Others Working on the Same Functions

As shown in the above table, 62.6% of all the total 163 respondents, 62.6% of them strongly disagree with the notion that they are receiving enough salary compared to others working the same function. Likewise, 37.4% of them disagree with the idea that they are receiving

enough salary when they compare it what others are earning who are working the same functions.

IV. Comparison of Salary with Other Regular UN Staff Members

As shown in the above table, of all the total 163 respondents, 87.1% of them strongly disagree with the notion that they are receiving enough salary compared to the United Nations regular staff. Likewise, 12.9% of them disagree with the idea that they are receiving enough salary when they compare it what other United Nations (UN) regular staff members. Hence, majority of the respondents believe that they strongly disagree with the notion that they are earning enough salary compared to others United Nations (UN) regular staff members.

V. Salary Increment in the Last Two Years

As per the above presentation, all the respondents strongly disagree with the idea that they received salary increment in the last two years.

VI. Timely Payment of Monthly Salary

As presented above, 28.2% of all the respondents strongly disagree about the notion that they are receiving monthly salary payment in a timely manner. Further, 19.6% of them strongly disagree, 11.7% of them are Neutral, while 22.7% of them agree and finally 17.8% of them said they strongly agree the notion that they are receiving monthly salary payment in a timely manner.

Table 3. 3: Benefits and Entitlements

Overall Benefits are Fair					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	103	63.2	63.2	63.2
	Disagree	60	36.8	36.8	100.0
	Total	163	100.0	100.0	
Sufficiency of Annual Leave					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	101	62.0	62.0	62.0
	Disagree	62	38.0	38.0	100.0
	Total	163	100.0	100.0	

Sufficiency of parental leave					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	101	62.0	62.0	62.0
	Disagree	62	38.0	38.0	100.0
	Total	163	100.0	100.0	
Sufficiency of Sick Leave					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	101	62.0	62.0	62.0
	Disagree	62	38.0	38.0	100.0
	Total	163	100.0	100.0	
Sufficiency of Social Leave Entitlement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	102	62.6	62.6	62.6
	Disagree	61	37.4	37.4	100.0
	Total	163	100.0	100.0	
Happiness About Uniforms and Shoes					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	78	47.9	47.9	47.9
	Disagree	54	33.1	33.1	81.0
	Neutral	19	11.7	11.7	92.6
	Agree	12	7.4	7.4	100.0
	Total	163	100.0	100.0	
Sufficiency of tools provided					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	65	39.9	39.9	39.9
	Disagree	55	33.7	33.7	73.6
	Neutral	22	13.5	13.5	87.1
	Agree	16	9.8	9.8	96.9
	Strongly Agree	5	3.1	3.1	100.0
	Total	163	100.0	100.0	
Happiness about Insurance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	101	62.0	62.0	62.0
	Disagree	62	38.0	38.0	100.0
	Total	163	100.0	100.0	

I. Fairness and Sufficiency of Benefits

As it is clearly depicted in the above table, 63.2% of respondents said they strongly disagree with the notion that the overall benefits are fair. Besides, 36.8% of them disagree with the notion that the overall benefits are fair. Accordingly, majority of the respondents strongly disagree with the notion.

II. Sufficiency of Annual Leave

The above presentation shows that, 62% of the respondents said that they strongly disagree with the idea that they are granted with sufficient annual leave. Next to that, the rest, 38% of them said they disagree with the fact that they are granted with sufficient annual leave. Hence, majority of the respondents believe that they are not entitled to sufficient annual leave days.

III. Sufficiency of Parental Leave

As per the above table presented in relation to sufficiency of parental leave, 62% of the respondents said that they strongly disagree with the idea that they are entitled to sufficient parental leave. The rest, which is 38% of the respondents said they disagree with the idea that they have sufficient parental leave entitlement. Accordingly, majority of the respondents believe that they are not entitled to sufficient parental leave days.

IV. Sufficiency of Sick Leave

The above table presents that 62% of the respondents said that they strongly disagree with the idea that they are entitled to sufficient sick leave. The rest, which is 38% of the respondents said they disagree with the idea that they have sufficient sick leave entitlement. Therefore, majority of the respondents believe that they are not entitled to sufficient sick leave days.

V. Sufficiency of Social Leave

The above table presented shows respondent's opinion in relation to sufficiency of social leave where 62.6% of the respondents said that they are strongly disagree with the idea that they are entitled to sufficient social leave. In the same fashion, the remaining 37.4% of the respondents said they disagree with notion about entitlement of sufficient social leave. Accordingly, we can summarize the data that majority of the respondents disagree with the idea that they are entitled to sufficient social leave days.

VI. Sufficiency of Uniforms and Shoes

Presented above in tabular format, 47.9% the respondents said that they strongly disagree with the fact that they are happy with the uniforms and shoes provided. On the other hand, 33.1% of them said they disagree with the idea. 11.7% of the respondents said they are

neutral about the notion. In the meantime, 7.4% of the respondents agree with the idea that they are happy with the uniforms and shoes provided. Therefore, it is possible to say that majority of the respondents strongly disagree.

VII. Sufficiency of Tools

In accordance with the table presented above, 39.9% percent of the respondents said that they strongly disagree with the efficiency of the tools provided while 33.7% of them said disagree. On the other hand, 13.5% percent of the respondents maintained a neutral position. Next to that, 9.8% of the respondents said they agree with the idea that the tools provided are sufficient. Finally, only 3.1% of the respondents said they strongly agree with notion. Accordingly, majority of the respondents said they strongly disagree with the notion that they are provided with sufficient tools.

VIII. Attitude about Insurance Coverage

In relation to the insurance coverage provided ,62% of the candidates said they strongly disagree with the notion that employees are happy about the insurance coverage provided. On the other hand, 38% of the respondents said they disagree with the notion that they are happy with the insurance coverage provided. Accordingly, majority of the respondents said they strongly disagree with the idea.

Table 3. 4: Nature of the Work

Happiness about their Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	55	33.7	33.7	33.7
	Disagree	67	41.1	41.1	74.8
	Neutral	13	8.0	8.0	82.8
	Agree	19	11.7	11.7	94.5
	Strongly Agree	9	5.5	5.5	100.0
	Total	163	100.0	100.0	
Your Contribution is Valued					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	39	23.9	23.9	23.9
	Disagree	53	32.5	32.5	56.4
	Neutral	33	20.2	20.2	76.7

	Agree	20	12.3	12.3	89.0
	Strongly Agree	18	11.0	11.0	100.0
	Total	163	100.0	100.0	
Reasonability of Amount of Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	8.6	8.6	8.6
	Disagree	26	16.0	16.0	24.5
	Neutral	68	41.7	41.7	66.3
	Agree	24	14.7	14.7	81.0
	Strongly Agree	31	19.0	19.0	100.0
	Total	163	100.0	100.0	
Clarity of job position, scope and responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	11.0	11.0	11.0
	Disagree	21	12.9	12.9	23.9
	Neutral	31	19.0	19.0	42.9
	Agree	50	30.7	30.7	73.6
	Strongly Agree	43	26.4	26.4	100.0
	Total	163	100.0	100.0	

I. Attitude/Happiness about Work

In accordance with the table presented above, 33.7% of the respondents expressed their strong disagreement with the idea that they are happy with their job. Next to that, 41.1% of them said they disagree with idea that they are happy about their work. Meanwhile, only 8% of them are neutral about it. On the other hand, 11.7% of them said they strongly agree with the idea that they are happy about their job. Finally, only 5.5% of the respondents said they strongly agree with the idea. To conclude, majority of the respondents said they disagree with the notion that they are happy about their work or what they do.

II. Attitude about Contribution of Employees being Valued

The above table presents the opinion of the respondents if they believe that their contribution to the organization is valued and there by 23.9% of them said they strongly disagree with notion that they contribution is valued while 32.5% of said they disagree and 20.2 of them remained neutral. Next, 12.3% of them said they agree with the idea while the rest 11% of the respondents said they strongly agree. Hence, Majority of the respondents disagree with the fact that their contribution is valued.

III. Reasonability of Amount of Work

The above table presented that employees belief about reasonability of the amount of work and hence 8.6% of the them said that they strongly disagree with the idea. Next to that, 16% of them said they disagree with the reasonability of amount of work. Meanwhile, 41.7% of them said that they are neutral. Then after, 14.7% of the respondents said they agree with the notion that the amount of work they do is reasonable. Finally, 19% of them strongly agree with the idea. Majority of the respondents remained neutral when it comes to the reasonability of the amount of wok they do.

IV. Clarity of Job Position, Scope and Responsibilities

As presented in the above table, 11% of the respondents strongly disagree with notion of clarity of their job position, scope and responsibilities while 12.9% of them said they disagree with that. In the middle, 19% of the respondents claimed neutral position. Then 30.7% of them and 26.4% of them said they agree and strongly agree respectively with this notion. As a conclusion, we can say that majority of the respondents said they agree with the fact that the clarity of job position, scope and responsibilities.

Table 3. 5: Working Conditions

The Working Environment is good and safe					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	36	22.1	22.1	22.1
	Disagree	49	30.1	30.1	52.1
	Neutral	41	25.2	25.2	77.3
	Agree	22	13.5	13.5	90.8
	Strongly Agree	15	9.2	9.2	100.0
	Total	163	100.0	100.0	
Working Conditions are fine					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	55	33.7	33.7	33.7
	Disagree	67	41.1	41.1	74.8
	Neutral	18	11.0	11.0	85.9
	Agree	14	8.6	8.6	94.5
	Strongly Agree	9	5.5	5.5	100.0
	Total	163	100.0	100.0	

Happy about Work Schedule					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	3.7	3.7	3.7
	Disagree	8	4.9	4.9	8.6
	Neutral	15	9.2	9.2	17.8
	Agree	73	44.8	44.8	62.6
	Strongly Agree	61	37.4	37.4	100.0
	Total	163	100.0	100.0	
Feeling of being Underutilized					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	5.5	5.5	5.5
	Agree	57	35.0	35.0	40.5
	Strongly Agree	97	59.5	59.5	100.0
	Total	163	100.0	100.0	
Readiness to Put Extra Effort					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	28.2	28.4	28.4
	Disagree	58	35.6	35.8	64.2
	Neutral	30	18.4	18.5	82.7
	Agree	15	9.2	9.3	92.0
	Strongly Agree	13	9.0	8.0	100.0
	Total	162	100.0	100.0	
Total		163	100.0		
Feeling of Job Security					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	76	46.6	46.6	46.6
	Disagree	66	40.5	40.5	87.1
	Neutral	9	5.5	5.5	92.6
	Agree	7	4.3	4.3	96.9
	Strongly Agree	5	3.1	3.1	100.0
	Total	163	100.0	100.0	

I. The Working Environment is good and safe

When it comes to the safety of the environment, 22.1% of the respondents said they strongly disagree while 30.1% of them said they disagree with the assumption that the working environment is good. 25.2% of them said they are neutral. On top of that, 13.5% and 9.2% of

the respondents said they agree and strongly agree respectively with the idea that the working environment is good and safe. We can learn from the above that majority of the respondents expressed disagreement with the idea.

II. Working Conditions are Fine

In response to the question if the working condition is fine for the employees, 33.7% of them said they strongly disagree with the idea that the working condition is safe. Next, 41.1% of the respondents said they disagree. Then, 11% of the respondents said they agree with the notion. Lastly, 5.5% of them said they strongly disagree with idea. Accordingly, it is possible to say that majority of them are in disagreement with the idea.

III. Happiness about Work Schedule

As indicated in the above table, 3.7% of the respondents said they strongly disagree with the fact that they are happy about the work schedule while 4.9% of them said they disagree with it. Meanwhile, 9.2% of them kept their neutral position. Then after, 44.8% of them said they agree with suggestion that they are happy about the work schedule. Finally, 37.4% of the respondents said they strongly agree with idea. All in all, we can conclude that majority of the respondents agree with the notion that they are happy about the work schedule.

IV. Feeling of being Underutilized

As clearly stipulated in the above table, 5.5% of the respondents took a neutral position in relation to their belief if they agree with the idea that they feel underutilized in their job. On the other hand, 35% of them said they agree followed by 59.5% of them said they strongly agree with the idea that they feel underutilized in their job. Therefore, it is possible to conclude that majority of the respondents strongly agree that they are underutilized.

V. Readiness to Put Extra Effort

The employees in response to their readiness to put extra effort, 28.2% of the said they strongly disagree with the idea while 35.6% of them said they disagree. Next to that, 18.4% of them said they are neutral. On the other hand, 9.2% of them said they agree with notion while the remaining 9% of them said they strongly agree with the idea that they are ready to put extra effort on their job. However, the majority of them said they disagree with the idea.

VI. Feeling of Job Security

The table above describes that 46.6% of the respondents said they strongly disagree with the fact that they feel secured on their job followed by 40.5% of them saying disagree. When it comes to job security. Next to that, 5.5% of the respondents said neutral and the rest 4.3% and 3.1% of them said agree and strongly agree respectively to the job security question.

Table 3. 6: Opportunity for growth and development

Received Enough Orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	62	38.0	38.0	38.0
	Disagree	49	30.1	30.1	68.1
	Neutral	31	19.0	19.0	87.1
	Agree	11	6.7	6.7	93.9
	Strongly Agree	10	6.1	6.1	100.0
	Total	163	100.0	100.0	
You are Receiving Relevant Trainings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	58	35.6	35.6	35.6
	Disagree	57	35.0	35.0	70.6
	Neutral	23	14.1	14.1	84.7
	Agree	10	6.1	6.1	90.8
	Strongly Agree	15	9.2	9.2	100.0
	Total	163	100.0	100.0	
Availability of Opportunity for Growth					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	59	36.2	36.2	36.2
	Disagree	49	30.1	30.1	66.3
	Neutral	34	20.9	20.9	87.1
	Agree	13	8.0	8.0	95.1
	Strongly Agree	8	4.9	4.9	100.0
	Total	163	100.0	100.0	
Opportunity for Experience Sharing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	15.3	15.3	15.3
	Disagree	138	84.7	84.7	100.0

	Total	163	100.0	100.0	
You Have Clear Career Path					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	57	35.0	35.0	35.0
	Disagree	52	31.9	31.9	66.9
	Neutral	33	20.2	20.2	87.1
	Agree	13	8.0	8.0	95.1
	Strongly Agree	8	4.9	4.9	100.0
	Total	163	100.0	100.0	

I. Receipt of Enough Orientation

The above table shows that 38% of the respondents said that they strongly disagree with the idea that they received enough relevant orientation. Next to that 30.1% of them said they disagree with it. Meanwhile, 19% of the respondents remain neutral. Next to that, 6.7% of the respondents said they agree with the notion that they received the relevant enough orientation while 6.1% of them said they strongly agree with the idea. Hence, majority of the respondents said they strongly disagree with fact that they received enough orientation.

II. You are Receiving Relevant Trainings

It is also indicated in the above table that 35.6% of the respondents said that they strongly disagree with the idea. Next to that, 35% of the respondents said they disagree with the fact that they are receiving enough relevant trainings. 14.1% of the respondents said they are neutral with the idea. Next to that 6.1% of the respondents said they agree with the idea that they are received trainings. Finally, 9.2% of them said they strongly agree with notion presented. Accordingly, majority of the employees said that they strongly disagree with the notion.

III. Availability of Opportunity for Growth

The above table shows that 36.2% the respondents said they strongly disagree with the idea that there is an opportunity for growth. Next to that, 30.1% of them said that they disagree with the idea. 20.9% of the respondents said they are neutral. Meanwhile, 8% of the respondents said they agree with the fact that there is availability of opportunity for growth. Next to that 4.9% of them said they strongly agree with the availability of opportunity for growth. Therefore, majority of the respondents said that they strongly disagree with the availability of opportunity for growth.

IV. Opportunity for Experience Sharing

In accordance with the above table, it is indicated that 15.3% of the respondents said they strongly disagree with the opportunity for experience sharing. Next to that 84.7% of the of respondents said they disagree with the opportunity for experience sharing. This implies that majority of the respondents said they disagree with the notion.

V. You Have Clear Career Path

Respondents as presented above, 35% of them said they strongly disagree with the notion that they have a clear career path. Then, 31.9% of them said they disagree with the idea. However, 20.2% of the respondents kept neutrality with the idea. Next to that 8% of them said they agree with the idea that they have clear career followed by 4.9% of them who said they strongly agree with that. In conclusion, majority of the respondents strongly disagree with the fact that they

Table 3. 7: Leadership Style

You Have Good Communication with supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	20.2	20.2	20.2
	Disagree	45	27.6	27.6	47.9
	Neutral	39	23.9	23.9	71.8
	Agree	24	14.7	14.7	86.5
	Strongly Agree	22	13.5	13.5	100.0
	Total	163	100.0	100.0	
Easiness of Supervisor to work with					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	17.2	17.2	17.2
	Disagree	38	23.3	23.3	40.5
	Neutral	32	19.6	19.6	60.1
	Agree	33	20.2	20.2	80.4
	Strongly Agree	32	19.6	19.6	100.0
	Total	163	100.0	100.0	
Supervisor Does Good Job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	27.6	27.6	27.6

	Disagree	49	30.1	30.1	57.7
	Neutral	39	23.9	23.9	81.6
	Agree	22	13.5	13.5	95.1
	Strongly Agree	8	4.9	4.9	100.0
	Total	163	100.0	100.0	
Promotion of Good Atmosphere of Teamwork by supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	32	19.6	19.6	19.6
	Disagree	40	24.5	24.5	44.2
	Neutral	49	30.1	30.1	74.2
	Agree	24	14.7	14.7	89.0
	Strongly Agree	18	11.0	11.0	100.0
	Total	163	100.0	100.0	
Actionable Suggestion by Supervisor for improvement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	24.5	24.5	24.5
	Disagree	35	21.5	21.5	46.0
	Neutral	36	22.1	22.1	68.1
	Agree	30	18.4	18.4	86.5
	Strongly Agree	22	13.5	13.5	100.0
	Total	163	100.0	100.0	
Supervisor Address Concern					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	54	33.1	33.1	33.1
	Disagree	62	38.0	38.0	71.2
	Neutral	32	19.6	19.6	90.8
	Agree	10	6.1	6.1	96.9
	Strongly Agree	5	3.1	3.1	100.0
	Total	163	100.0	100.0	
Respectful Treatment by Supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	59	36.2	36.2	36.2
	Disagree	58	35.6	35.6	71.8
	Neutral	31	19.0	19.0	90.8

Agree	8	4.9	4.9	95.7
Strongly Agree	7	4.3	4.3	100.0
Total	163	100.0	100.0	

I. Presence of Good Communication with supervisor

As shown above in a tabular format, 20.2% of respondents said they strongly disagree with the fact that they have good communication with the supervisor. The next category is where 27.6% of the respondents said they disagree with the idea. In the middle of this, 23.9% of the respondents said they are neutral. On the other hand, 14.7% of the respondents said they agree with the notion and finally, 13.5% of them said they strongly disagree with the notion. Finally, majority of the respondents said they disagree about the presence of good communication with their supervisors.

II. Easiness of Supervisor to work with

The above table shows that 17.2% of the respondents said they strongly disagree with the fact that their supervisor is easy to work with. Meanwhile, 23.3% of the respondents said they disagree with the idea. Next to that, 19.6% of the respondents said they are neutral on the issue. 20.2% of them, however, said that they agree with fact that the supervisor is easy to work with. The next category is where 19.6% of the total respondents claimed that they strongly agree with the fact that supervisor is easy to wok with. Therefore, majority of the respondents claimed they disagree with the idea.

III. Supervisor Does Good Job

As shown above, 27.6% of the respondents said they strongly disagree with the fact that supervisor does a good job and 30.1% of them said disagree with the notion. Meanwhile, 23.9% of them taking the neutral position. Then 13.5% of the respondents said they agree with the idea that the supervisor does a good job. At the end, only 4.9% of them said they strongly agree with the idea. Majority of the respondents said they disagree with fact presented.

IV. Promotion of Good Atmosphere of Teamwork by supervisor

It is indicated that 19.6% of the respondents said they strongly disagree with the idea that the supervisor promotes good atmosphere of teamwork. And, 24.5% of the respondents said they disagree with the supervisor. 30.1% of the total respondents said they are neutral in relation to this. In the meantime, 14.7% of them said that they agree with idea that the supervisor promotes good atmosphere of teamwork followed by 11% of the respondents who said the strongly agree. Therefore, majority of the respondents remain neutral with this idea.

V. Supervisor Provides Actionable Suggestion for improvement

As presented in the above table, 24.5% of the respondents said they strongly disagree with the idea that supervisors are providing actionable suggestions for improvements. Next to that, 21.5% of the respondents said they disagree with that. Meanwhile, 22.1% of the respondents said they remain neutral while 18.4% of them said they agree with fact that their supervisor provides them with actionable suggestions for improvement. Finally, 13.5% of them said that they strongly agree with it. In general, majority of the respondents said that they strongly disagree with the idea that their supervisor provides with actionable suggestions for improvement.

VI. Supervisor Address Concerns of Employees

It is noted that, when it comes to the tendency of supervisors in addressing the concerns of employees, 33.1% of the respondents said they strongly disagree with the idea while the other 38% of them said they disagree. 19.6% of them claimed to be neutral and next to that only 6.1% of them and 3.1% of them said agree and strongly agree with idea that their supervisors address the concerns they may have. Majority of the respondent, representing 38% of them said they disagree.

VII. Respectful Treatment by Supervisor

The above table shows that, in relation to a respectful treatment employee receive from their supervisors and 36.2% of the respondents said that they strongly disagree with this fact and next to that 35.6% of them said they disagree with this. In addition to that, 19% of the respondents said they take a neutral position and the rest 4.9% and 4.3% of the remaining respondents said agree and strongly agree respectively with respect of receiving a respectful treatment from their supervisors.

CHAPTER FIVE

Summary, Conclusions and Recommendations

5.1 Summary

Under this section, the summary of the research work specially the data analysis part presented in a summarized form by dividing them in to seven broad job satisfaction variables.

Wages and Salary

As per the data collected from respondents to the responses questions under this section in relation to fairness and sufficiency, the need for higher salary how they feel when they compare their earning enough salary compared to others working in the same function, what they feel when they compare their salary with other regular UN Staff, salary increment in the last two years and timely payment of monthly salary. In this regard, the majority of the respondents claimed that that the wages and salaries they entitled to are lower both in absolute terms and when they compare it with others working for other organizations in the same function as well as with other United Nations staff members. Keeping this in mind, they also expressed their wish for payment better wages and salaries.

Benefits

Under this broad section, questions on specific issues were posed to the respondents on; sufficiency and fairness of benefits, entitlement of sufficient annual leaves days, entitlement to paternal leaves, entitlement to sick leave days, entitlement to social leave days, entitlement and reasonability of health insurance, happiness with the uniforms & shoes provided, sufficiency of tools and resources provided and happiness with the insurance provided. Under this section, the big majority of the respondents claimed that the benefits accorded are not enough and fair including annual leave, parental leave, sick leave, social leave, health insurance, tools and uniforms.

Nature of Work

This section discusses specific issues that are presumed to reveal the attitude of employees about the nature of work as it discussed the issues of: happiness with the work they are doing, their belief about their contribution for the organisation, the reasonability of the amount of work expected from them and having clear job position, scope and responsibilities. In

response to the specific questions under this category, majority of the employees expressed their dissatisfaction about the nature of the work and overall satisfaction related to the job.

Working Condition

The safety of the working environment, what they feel about the general working conditions, happiness with the work schedule, their feeling about being underutilized in their job, their readiness to put extra efforts to accomplish tasks and their feeling about being secured in their job were scrutinized. The attitude of the respondents towards the working condition as reflected in the response they gave to the questions under this category, majority of them expressed their dissatisfaction about the utilization of their potential to the fullest and readiness to put extra effort in their job.

Opportunity for growth and development

In relation to the opportunity for growth and development, specific issues were raised to the respondents in relation to receipt of enough orientation during employment, receipt of trainings, availability of opportunity for growth, availability of experience sharing opportunity with other similar organizations and having clear carrier path in their mind. When it comes to the availability of bright future in relation to their career, majority of the respondents claimed that they hardly see a bright future in relation career advancement and growth.

Leadership Style

The general issues of leadership style was discussed through specific questions of; presence of good communication with supervisor, easiness of supervisor to work with, if the supervisor does a good job, if the supervisor promotes an atmosphere of teamwork, if the supervisor provides actionable suggestions for improvement, if supervisor addresses the their concerns the supervisor retreats them respectfully. In this regard, majority of the respondents expressed that they are not happy about the leadership style being exercised.

5.2 Conclusion

- ❖ In connection with salaries and wages, the employees perceive that what they are entitled to is way lower than what others are being paid while working similar function even if it is with other employers and also when they compare it with other United Nations staff members. They also stressed out that they need to be paid more. These signifies that employees are not happy or satisfied with what they are provided as wages and salaries
- ❖ The other non-monetary benefits accorded to them; annual leave, parental leave, sick leave, social leave, health insurance, tools and uniforms was also rated to be low if present by the majority of the employees and this takes us to the conclusion that employees are not satisfied with the non-financial benefits they are entitled to.
- ❖ It also easy to understand that the employees are not happy with the nature of the work they are doing according to what is observed in their reaction to the issues raised in relation to this. In conclusion, this results in absence of better work motivation that can make employees exert the required level of effort for the betterment of the organizations.
- ❖ In general, the working environment and working condition where they are working were rated as below average leaving the employees in a stressful and unpleasant situation. This has an effect of making them less motivated and less happy about their job and hindering the employees not to be good performers and contributors.
- ❖ All in all, employees see no bright future according the findings of the study. They do not think that they have better career opportunity by working and staying with the organization. This is a rather serious issue that must be dealt with by all the concerned as it is the reflection of the employees' dissatisfaction with their job in the organization. As a result their motivation towards their job is reduced.
- ❖ The leadership style is not favoured by employees as it is blamed to lack reinforcement of team spirit by supervisor, absence of good communication and lack of respectful treatment by supervisors. Accordingly, it was found out that employees are not happy with the leadership style being practiced.

5.3 Recommendations

Following the summary and conclusions, the researcher would like to make the below recommendations.

In connection with salaries and wages the outsourced employees are entitled to, the organizations should make the necessary adjustments in collaboration with the manpower supply companies taking their budgets, policies and procedures into considerations. This partly could be addressed by changing the way procuring the outsourcing service which is a competitive process of contracting the manpower supply companies based on the least cost provider company is contracted.

The other area that the organizations should focus their attention on is the verities of benefits accorded to the employees where they can improve situations by making the necessary negotiation with the manpower supply companies and adding the required amount of additional cost.

In the effort to improve the working conditions of the outsourced employees, the organization should implement a safe working environment, clear job descriptions and flexible working schedules. Meanwhile, the organizations should do their best to improve the nature of the work by making sure that there is a system in place that will ensure employees are provided with challenging jobs as well as timely and accurate feedback and coaching from a respective supervisor.

Employees should also be guaranteed with bright future in relation to their career through for career growth and advancement. This can be assured by providing different opportunities for trainings, experience sharing and parentship as well as granting chance for competing vacant posts internally.

The leadership style in place also should be addressed in such a way that supervisors are offered with additional trainings on motivation, coaching and teambuilding skill through leadership capacity building programs.

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Appendix

Addis Ababa University

School of Commerce

Questionnaire

Dear respondent,

I would like to thank you in advance for showing willingness to fill the research questionnaire. This questionnaire is designed to collect data from outsourced employee working with UN Agencies in Gambella town. The data to be collected is to be used for partial fulfilment of Master of Arts in Human Resource Management under the research entitled **“Job Satisfaction of Outsourced Employees Working with UN Agencies in Gambella Town”**.

Please read this information before you start completing.

1. Purpose: The study is intended for academic purpose. Besides, the output of the study may help as an input for the organizations for any improvement in the future.
2. Confidentiality: The records of this study will be kept private and stored securely. In the final reports, there will be no information included that will make it possible to identify you as a research respondent.
3. Put “✓” mark in the box to the point which highly reflects your idea
4. Please consider that the success of this study will highly be reliable up on you honest and unbiased responses.

SECTION I- PERSONAL DATA

Please tick the appropriate box.

1. Sex: Male Female
2. Position: Security Guard Janitor Gardner Car washer
Loading/Unloading

What is the name of the UN Agency that you are working for as outsourced employee?

(Please tick the appropriate box)

UNHCR	WFP	UNICEF	IOM	UNDP
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How long you have been serving at the current organization? (Please tick the appropriate box)

Less than 6 months	7 but < 12 Months	1 year but < 2 Years	2 years but < 3 Years	3 years but < 4 Years	4 years and above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Age group (Please tick the appropriate box)				
under 20 Years	20 to 29 Years	30 to 39 Years	40 to 49 Years	50 Years +
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Highest education level completed (Please tick the appropriate box)			
Primary	Highschool	Diploma	BA/BSc Degree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Previous Years of Related Work Experience (Please tick the appropriate box)					
Less than 1 year	1 but < 3 years	3 but < 5 years	5 but < 7 years	7 but < 9 years	9 years & above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Net Salary you are Earning per month (Please tick the appropriate box)				
Less than 1000	From 1001- 2000	From 2001- 3000	3001- 4000	4001- 5000
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION II:

For each of the statements in this section, indicate your level of opinion by ticking one of the statements below using the 5-point scale.

STRONGLY DISAGREE SD (1), DISAGREE D (2), NEUTRAL N (3), AGREE A (4), Strongly Agree (5)

Wages and Salary	1	2	3	4	5
1 My salary is fair and sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 You should be paid higher salary than you are being paid currently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 You think that you are earning enough salary compared to others working in the same function	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 You are happy with your salary when you compare it with other regular UN Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Receipt of salary increment in the last two years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 You are receiving your monthly salary in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits	1	2	3	4	5
7 You are entitled to fair and enough benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 You are entitled to sufficient annual leaves days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 You are entitled to paternal leaves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 You are entitled to sick leaves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 You are entitled to social leaves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 You have reasonable health insurance to cover your illness expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 You are happy with the uniforms & shoes you are provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14 You have sufficient tools and resources required to do the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 You are happy with the insurance provided if you are sick	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nature of Work	1	2	3	4	5
16 You are happy with the work you are doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 You think you are contributing your part for the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 The amount of work expected of you is reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 I have Clear job position, scope and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working condition	1	2	3	4	5
20 The working environment is good for you and your safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 The working conditions are fine for you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22 You are happy with the work schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23 You feel underutilized in your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24 You are ready to put extra efforts to accomplish your tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25 You feel secured in your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for growth and development	1	2	3	4	5
26 You received enough orientation during employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27 You are receiving trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28 You think that you have opportunity for growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29 You have any experience sharing opportunity with other similar organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 You have a clear carrier path in your mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Style	1	2	3	4	5
31 There is good communication with your supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32 It is easy to get along with your supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33 Overall, your supervisor does a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34 Your supervisor promotes an atmosphere of teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35 Your supervisor provides you with actionable suggestions on what you can do to improve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36 When you have questions or concerns, your supervisor is able to address them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37 Your supervisor retreats you respectfully	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>