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

**FACTORS OF JOB SATISFACTION AFFECT IN  
ETHIOPIAN ELECTRIC UTILITY (EEU).  
(A CASE OF HEAD OFFICE)**

**BY**

**HAILEMARIAM GIRMAY**

**ID NO. –SGSZ4/0365/2005**

**JUNE, 2015**

**ADDIS ABABA, ETHIOPIA**

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**Declaration**

I hereby declare that this thesis is my original work and has not been presented for a degree in any other university, and all sources of materials used for the thesis have been duly acknowledged.

.....

Student's name and Signature

Date June 2015

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**Advisor's Endorsement**

The undersigned thesis adviser certifies that the study on Effect of job satisfaction in Ethiopian Electric Utility (EEU) with respect to Herzberg's Hygiene factors theory in the case of head office. Submitted by Student HailemariamGirmay was carried out under my supervision and affirms that the same complies with the standards prescribed for the MBA thesis program by the Graduate School of St Mary's University.

In view thereof, the undersigned endorses the said thesis proposal for oral defense.

.....

Thesis Adviser's name and Signature

.....  
Date June2015

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**List of Acronyms**

EEU- Ethiopian Electric Power Utility

EEPCo- Ethiopian Electric Power Corporation

EEPLA - Ethiopian Electric Power & Light Authority

EEP - Ethiopian Electric Power



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## ABSTRACT

*This study focuses on factors affect job satisfaction in Ethiopian Electric utility (EEU) in line with Herzberg's hygiene factor theory. The purpose of this study is to assess the job satisfaction employees of EEU employees and to forward comments for corrective actions. Energy sector is basic thing for economic growth and to boost the business sectors. When employees are dissatisfied service provision becomes poor and poor, customer's disputes increase, and material or equipment of the company starts to be misused. The basic question to conduct this research was to assess .How employees of EEU are satisfied with their job; determine the major factors that lead to employee's job satisfaction or dissatisfaction; to investigate to what extent the employees of EEU affect the employees' job satisfaction whit the factors like: Company policies, procedure, and administration, Working condition, Supervision, Work status, Salary Job security, and Interpersonal relation in general concerning the (Hygiene factors). To determine the perception of employees on the hygiene factors as satisfiers; to explore what strategies /policies are implemented by the company to enhance employee's job satisfaction? The research has been designed as a case study. Both primary and secondary data were used in the research. A survey questioners and interview for non-managerial and senior managers respectively was held. Polite test for respondents were took in to account. Data organized by applying with five point Likert scale was a main tool for gathering primary data about effect of employees' job satisfaction on factors affect job satisfaction considering to hygiene factors. A total of 112 participants in the Head office were involved in the study. These participants were selected using simple random sampling method for workers and all senior managements' of the company. The findings of this study indicated that respondents have low satisfaction level with respect to their job; the result also indicates that the employees are not satisfied with their job. In general the finding shows that employees are not satisfied with factors of job satisfaction considered for this study. I recommend to the management of the company that as far as the finding shows employees are not satisfied ,the management of the company has to correct , they have to implement quality management system, they have to have clear and unbiased communication system ,working conditions has to improve office ,facilities, supervision mechanisms has to totally improved. Salary must be reasonable and as per they chive and produce and cost of living, transportation, and others accommodation has to take in to account.*

## CHAPTER ONE

### INTRODUCTION

This paper explores the effect of Hygiene motivational- factors or variables on the job satisfaction in Ethiopian Electric Utility Head Office staffs. Accordingly, this information is about the background of the study and the organization it also presents the statements of the problems, the basic research questions, the objectives of the study, the scope/delimitation of the study, significance of the study, definitions of terms, and indicates the organization of the paper.

This chapter primarily focuses on providing back ground information about Ethiopian Electric Power Utility (EEU) and background of the study.

#### **1.1 Background of the study**

The content of Herzberg's theory has widely been accepted as relevant in motivating employees to give off their best in organizations. The effectiveness and success of an organization lies on the people who perform and work with the organization. Employees in an organization to be able to perform their duties to change environment and to give meaningful contribution to the success of the organization goal. They need to acquire the relevant skills, working condition, reasonable reward, job securities, work status, appropriate company policy and administration, good interpersonal relation among the employees, and all things that employees can motivate and satisfy need to a take into account. In appreciation of this fact, the Ethiopian Electric utility encourage conducts participation in different levels of their man power. This study will investigate the nature of the Effects of hygiene factors on job satisfaction in the enterprise.

Many studies have been conducted on the job satisfaction of employees with respect to Herzberg's motivation-hygiene theory. For instance in Malaysian retail sector taking only one element or one factor of the hygiene factors as study focusing on how money influences job satisfaction on employees was conducted. Other studies focusing on employments status and status & working condition in European survey, employment status in relation to statutory employment right, international relationship at work in the public health Science in Sweden, and whether job security increase job satisfaction in European experience. This is a good point to see the factors which affect the job satisfaction like the hygiene factors.

The Malaysian study is taken as a basic for this study purpose. The focus of the Malaysian was to conduct a research on Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian

retail sector: the mediating effect of love of money, as intentioned earlier. The job satisfaction of salespeople, and eventually workers' productivity and performance levels. The study recommends the condition of further studies by other companies and institutions.

**Source,** Abd. Patah, M. O. R., Radzi, S. M., Abdullah, R., Adzmy, A., AdliZain, R., & Derani, N. (2009). The influence of psychological empowerment on overall job satisfaction of front office receptionists, *International Journal of Business and Management*, 4(11), 167–176.

From the results discussed, workers can be concurrently intrinsically and extrinsically motivated.

With that in mind, managers should use a mixture of methods (monetary rewards, praise, recognition, and the like) to effectively motivate workers and promote job satisfaction in the workplace.

However, it is reasonable to believe that the results of such findings by various scholars may be overstated. Therefore, further analysis has been conducted to examine whether there is a mediating variable affecting the relationship salary, supervision, status, working condition, security, company policy, staff administration, and job satisfaction.

### **1.2 Establishment and Historical Development of Ethiopian Electric Utility**

Electric power was introduced to Ethiopian in the late 19th century, during the regime of Minilik. The first generator was said given to Minilik around the year 1898 to light the palace. In addition to the use of generators, Minilik got constructed the first Hydro power plant on Akaki River in the year 1922 in order to supply power to small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the palace was extended to public places and major roads in the vicinity of the palace.

In the year 1948, an organization that had been vested with the power to administer the enemy property was evolved to an organization called Shewa Electric Power. The new organization Shewa although with limited capacity, managed to increase the power supply not only in Shewa but also other administrative regions. In light of its function, its name was changed to “Ethiopian Electric Light and Power” in the year 1955. Soon after its establishment, the supervision and management of the organization was vested in the Board of Directors appointed by the

government. After eight months of its establishment, the Ethiopian Electric light and power was transformed to the “Ethiopian Electric Light and Power Authority”.

The purpose of this newly established authority was to engage in the business of production, transmitting, distributing and selling of electric energy to the public of Ethiopia and carry on any other lawful business incident also appropriate here to which is calculated directly or indirectly to promote the interest of the authority or to enhance the value of its properties.

In light of the socioeconomic development of the country the authority continued to increase the scope of its operation in order to accommodate new changes. After being in operation for about 50 years in this manner, major changes in the objective and structural setup of the organization took place relative to the changes in the socio-economic condition of the country.

After serving 18 years the Ethiopian Electric power corporation (EEPCo) the company had divided in to two separated company by naming Ethiopian Electric Utility (EEU) and Ethiopian Electric power (EEP).

The Ethiopian Electric Utility (EEU) is responsible for distribution of Energy and the Ethiopian Electric power (EEP) is also responsible for generating power of the country. The two companies have their own company policy, procedure, and administration,

Accordingly, the Ethiopian Electric utility as public enterprise was established for indefinite duration by regulation No. 303/2013". The purpose of the company is to engage in the business of distributing and selling electrical energy in accordance with economic and social development policies and priorities of the government and to carry on any other related activities that would enable it achieve its purpose. At the time of establishment, The authorized capital of the Enterprise is Birr 64,715,822,693.20 (Sixty Four Billion Seven Hundred Fifteen Million Eight Hundred Twenty Two Thousand Six Hundred Ninety Three Birr and Twenty Cents) of which Birr 16,178,955,673.30 (Sixteen Billion One Hundred Seventy Eight Million Nine Hundred Fifty Five Thousand six hundred three Birr and thirty cents) is paid up capital in cash and in kind.

- ✓ Currently, the monthly electricity production capacity of the utility is about 776 GWH and
- ✓ The number of customers is about 2.3 million.
- ✓ Although the corporation has been increasing the number of customers by more than 18% annually, but this does not mean that the company has met the demand for electric power. Hence, the company is required to think and work strategically to meet the power supply need of the socio-economic development of the country.

The speedy growth of the economy of the nation has in forced the power demand in Ethiopia to increase a fastest rate. To meet the fast rate growing power needs of the consuming public, implementation of new power generating plants and stretching transmission line project are under construction. Implementation of huge power plants and transmission line projects to balance demand and supply are being undertaken.

Research had not been conducted locally so far because the company is new but even though in the former EEPCo study was conducted on the internal service climate and Psychological Empowerments effect on Employees job satisfaction on June 2011 and on the customer satisfaction on February 2014.No study was conduct on the effect of Herzberg's hygiene factors. So this research is to fill the gap of the research gap.

### **1.3 Statement of the problem**

As a result of an emphasis on performance and results-oriented government services, researchers in public administration and government agencies have stressed on being effective on job satisfaction such as working condition, company policies, status, salary or reward, staff administration, and quality of supervision

Conducting and ensuring the job satisfaction in organization perhaps is the most fundament task so as to run the hygiene factors agendas. However, job satisfaction given by most organizations is not associated with organizations' hygiene factors courses.

Knowing job satisfaction requires study of great debates on this topic, one of the major contributions of this topic is Herzberg's theory of motivation- hygiene factor. This paper starts with the review of factors of job satisfaction like the Herzberg's theory hygiene factors& ending up with findings regarding job satisfaction in EEU's head office.

Job satisfaction is not an easy feeling since the employees are always in question to meet their limitless needs. Currently, employees' satisfaction is the daily issue of many companies and institutions in our country. The reason is that it is being widely used on the progress for economic, business and social activities. Employees are the main actors in these activities.

Meanwhile there are repeatedly heard rumors about the company that employees are dissatisfied, reward is not adequate, there is high power interruption. Employees are also raising many questions in meetings being dissatisfied with the salary they earn, working conditions, work status, and on others issues as well. There is also high customer complaint on the employees' service.

Customers are saying employees are not getting in and out from their office on time, they are not willing to respond in customer is a king base. Generally speaking, this study intends to prove or disprove the above assumptions focusing on the hygiene factors of Herzberg's theory.

#### **1.4 Basic Research Questions**

In line with the statements of the problem, the research tries to seek answer to the following basic questions:

- ❖ How are employees of EEU satisfied with factors like hygiene factors?
- ❖ What are the major factors that lead to employee's job satisfaction / dissatisfaction?
- ❖ What is the perception of employees on the factors like hygiene factors as satisfiers?
- ❖ What strategies / policies are implemented by the company to enhance employees' job satisfaction?

#### **1.5 Objectives of the study**

The general objective of the study is to examine the factors like hygiene factors on the job satisfaction of EEU employees. Specifically the objectives of the study include the following:

- To determine factors that affect the job satisfaction
- To identify the major factors that lead to employees job satisfaction/dissatisfaction;
- To determine the perception of employees on hygiene factors as satisfiers, and
- To examine the strategies / policies implemented by the company to enhance job satisfaction.

#### **1.6 Operational of key terms**

**Hygiene Factors:** Herzberg stated that hygiene factors deal with external context of work and motivators deal with internal mind set. For example; bad safety measures, relationship with co-workers, salary problems, status, working environment, administration of company and its policy.

**Motivation:** Motivation is the urge to take action to achieve a specific goal for increasing output, lower turnover, better quality of work, innovation, greater commitment.

**Job satisfaction:** Job satisfaction is an attitude towards work related condition in organization perspectives.



**Company policies and Administration:** Company policy and administration is having clear policy, procedure, rules, good communication, and delegate authority within the company/organization.

**Supervision:** The systematic and willing of supervisors to teach, coach, delegate authority, and share the job knowledge being fairness and technical.

**Interpersonal Relations:** The communication b/n worker with his or her supervisor, subordinate, his or her relatives or peer to peer. This has to perform within the organization environment and outside of the organization for social concerns.

**Status:** Status for employees' for having their own private office within the company, own secretary, company's vehicle and having sounding title job.

**Working condition:** Full filling the factors that involve while the employee being on operation or office: amount of work, work facility, tools, ventilation, temperature, and workspace. In general having all necessary material to operate employees' activities.

**Job Security:** The attitude of employees in organization to the permanent status or the position of having a formal secure appointment until retirement.

**Salary:** is a payment or a reward for employees within organization for achieving the expected task with in a specific time.

### **1.7 Significance of the study**

The result of this research will have signifies various parties. Firstly, the study had tried to draw some conclusions and identify areas of job dissatisfactions resulting from the job satisfaction with respect to Herzberg's hygiene factors. Therefore, it is signal to the Management of the company to take remedial action. Secondly, it helps as a source of reference and a stepping-stone for those researchers who want to carry out further study in the area. Thirdly, it provided the researcher the opportunity to gain deep knowledge in the area of empowerment, job satisfaction.

### **1.8 Delimitation / Scope of the Study**

Geographically, the study is delimited to the head office of EEU. Regional offices are not included in the study because of time and economic constraints to access them and collect data relevant for the study. In terms of sample size the study involved only 112 from 250 employees working in the

head office. However, it is believed data collected from these numbers of respondents will suffice to safely conclude based on the results. Regarding the data analysis method employed descriptive statistics is fully used due to the nature of the study. The study is concerned to assess and describe the current satisfaction as regards the job satisfaction of employees focusing on the hygiene factors of Herzberg.

Data collection tools were not used. However, it is the belief of the researcher that these tools are essential in that they are appropriate to get firsthand information from the subjects and ensure the validity of the data.

### **1.9 Organization of the Study**

The paper has five chapters, chapter one includes background/ introduction of the study, statement of the problem, research questions, objectives of the study, definition of terms, significance of the study and scope of the study. Chapter two covers literatures which are relevant for the subject matter under study. Under chapter three the research design and methodology is discussed. The findings of the study are presented, analyzed and discussed in chapter four. Finally, in chapter five, summary, conclusions, and recommendations are forwarded based on the study findings.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

In this chapter, relevant literatures related to the topic are reviewed. This involves bringing up the theories, conceptual and empirical reviews that are used in the study.

#### **2.1. The concept of job satisfaction**

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Defines job satisfaction is sentimental or emotional response towards various aspects of an employee's work. Job satisfaction and dissatisfaction not only depends on the nature of the job. Different people interpret compensation differently. In this paper compensation, reward, recognition, and wages are terms used in different situations (Zobal, 1998). The compensation is defined by American Association is "cash and non-cash remuneration provided by the employer for services rendered" (ACA, p. 9). Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by Kathawala, Moore and Elmuti (1990). The survey tried to asses the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention. It also works as communicator when it is given to employee against his

services which shows how much an employee is valuable for its organization.

The mentoring is used for development- orientation ( Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may incensement confidence by providing access to outside organization. The immediate supervisor support is vey important in organizational change. Although the support of supervisor is not very vital in satisfaction but it has positive impact on satisfaction. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

It has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction ( Zeithaml & Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise. The aim of this study is to determine the factors affecting employee job satisfaction in pharmaceuticals Companies.

### **2.1.0. Company policies and administration verses Job satisfaction**

In recent decades, TQM has become the buzz word in the management practice. It has been defined in many different ways. The International Standard ISO 8402, Quality Management and Quality Assurance-Terminology has defined TQM as the management approach of an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to

society (Ljungstrom&Klefsjo, 2002). TQM seeks nonstop improvement in the quality of all processes, people, products, and services of an organization. TQM is also a systems approach to management that aims to enhance value to customers by designing and continually improving organizational progressions and systems. The emphasis is on employees' involvement and empowerment along with employees and customer satisfaction as the focal point. The tenets of TQM are continuous improvement, top management leadership commitment to the goal of customer satisfaction, employee enablement, and patron focus. TQM means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an united system of tools, techniques and training. In a research study in the banking sector of a developing economy identified that dangerous dimension of TQS can be broadly categorized under three groups as follows:

- (1) Dimensions of manufacturing used in service sector- Top management commitment, Human resource management, Design and management process, Information and analysis, Benchmarking, Continuous improvement, Customer focus, Employee satisfaction.
- (2) Those dimension that are seldom used in the literature both in manufacturing and service organization are Union intervention, Social responsibility
- (3) Finally those factors that are unique to the service sector are Services capes-the man made physical environment and Service culture.

The factors are top management support, strategy, continuous improvement, benchmarking, customer focus, quality department, quality system, human resource management, recognition and reward, problem analysis, quality service technologies, service design, employees, services capes, service culture and social responsibility. The study addresses the employment of TQM, tools used, successes, failures, benefits, and problems encountered in small firms. Using a structured instrument, they surveyed 550 small businesses from various types of services in northeastern Indiana and obtained 306 usable responses. Whereas the majority of the respondents indicate top management commitment towards TQM, most have not instituted formal TQM programs or quality-enhancing activities. Training of employees in quality is not commensurate with top management commitment to TQM. Further, the majority of the firms do not reward or recognize employees who successfully apply TQM. There may have been ambiguity in the minds of

respondents about the meaning of TQM.

Today, the Indian customers have a wide choice of service providers in the market and the more knowledgeable and discerning among tend to opt for the best in terms of quality and reliability and are at par with international standard. At this juncture, the quality of service will be the dominant primary factor in ensuring the survival of the service provider in the global market. The customer-centric services have the paradigm shift in the service industries. This has given an impetus to the concept of total quality management in the service sector (Saravanan and Rao, 2006). Brah et al. (2000) surveyed 176 service companies in Singapore and found that top management support, customer focus, employee involvement and employee empowerment were positively correlated with financial and operating performance. So there is no lack of studies proposing that TQM can be transferable to the service environment. Still, there is an obvious need for empirical research to demonstrate that TQM applies equally to both service and manufacturing setting.

### **2.1.1 Supervision verses Job satisfaction**

Regulation plays a crucial role in organizations employees 'management. Majority of the supervisors are senior staff. The primary responsibilities of the supervisors is to understand the need of the staff, provide necessary resources, facilitate the process, guide and coach the staff, assess the performance and ensure smooth functioning of the department. But in a situation they are not provided with authority and hence they are unable to satisfy their job requirements. In certain situations the supervisors themselves are unable to cope with work requirements (Jo Ann Duffy and Juliana Lilly, 2006). This is due to the organizational environment and the work culture.

Supervision is one of important aspects of nursing life. The nursing supervisors are expected to do carry out many functions which will aid in providing timely and constructive feedback to the nurses. The supervisors job involves assessing the nursing staff performance, helping them to achieve work-life balance, supporting their career development, encouraging the them to be innovative, listening to and acting upon their suggestions and ideas, encouraging teamwork, creating a work environment free of harassment, discrimination and sharing information, etc. Inspiration, leadership skill development, and a responsive environment relate to staff nurses' self-efficacy development.

In knowledge-based organizations, it is essential for managers to tap into employees' ideas and provide opportunities for them to contribute to decisions affecting their work lives. Involving employees in these ways benefits performance and gives employees a much greater sense of "ownership" about their jobs and the organization's goals particularly those that concentrate on workplace safety, service improvement, work process improvement, team effectiveness, workplace health promotion, and quality of work-life improvement. In addition, they want to have opportunities to grow and develop competency in a variety of areas because it is satisfying to master new skills and it opens new career doors (Barbara Hensinger, et.al, 2004). The management values should guide human resource policies and practices.

### **2.1.2 Interpersonal relation verses Job satisfaction**

Positive interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Research has confirmed that friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support.

In addition, employee's adverse work insulences can be mitigated when peers act as confidantes to discuss bad and unpleasant work experiences. Finally, valued work relationships can influence organizational outcomes by increasing institutional participation, establishing supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover (Song & Olshfski, 2008). Given that friendships at work provide valuable individual and organizational outcomes, one might ask, how can organizations generate positive interpersonal relationships? Previous research has examined contextual and demographic antecedents to workplace relationships to better understand what influences the likelihood that employees develop positive relationships at work. In this paper, we argue that forming interpersonal connections at work has strong dispositional roots and therefore, employees' personality will influence their development of meaningful interpersonal ties. We also explore interpersonal citizenship behavior (OCBI) as yet another potential advantage of positive interpersonal relationships. Interpersonal citizens 'behavior occurs when coworkers promotion one another beyond their job. Coworkers who are friends are more likely to help one another than coworkers who are not friends.

Given our supposition that differences in personality should predispose individuals to create and

value social connections in the workplace differently, thus influencing one's level of interpersonal relationships and in turn impacting their work behavior, our exploration of personality, relationships, and OCBI proceeds from an intermediary variable framework. More specifically, studies conducted and exposed that agreeableness had both a through effect on OCBI and an indirect effect through job satisfaction. Because of the distal relationship between personality and behavior, there are likely to be other intermediary variables which link personality and OCBI. For example, communion striving, or the need for acceptance and getting along with others, has been suggested as an important intervening variable between personality and conduct. Behavior occurs when coworkers assist one another outside their job requirements (Bowler & Brass, 2006). Coworkers who are friends are more likely to help one another than coworkers who are not friends.

### **2.1.3 Employment status verses Job satisfaction**

The issue of employment status has come to the forefront in several European countries, but also in other parts of the world. In many countries there has been a decrease in the proportion of fulltime permanent contracts. The Organization for Economic Cooperation and Development (OECD) has spent the last few years discussing several aspects of employment status in their annual Employment Outlook.

In 1997 the OECD Employment Outlook analyzed the question: whether job insecurity has increased? They concluded that there is a widespread, and in some countries very sharp increase, in the number of individuals perceiving employment insecurity between the 1980s and the 1990s (OECD, 1997). The OECD also found that although retention rates for certain groups have fallen (blue-collar workers and less educated workers), overall jobs seem to be as stable as in the 1980s.

The authors explained this paradox by the possible rising risk of joblessness for the employed, lower earnings in the new positions, and difficulties to find a satisfactory new match. Also, labor market institutions are important for the feeling of job insecurity. Perceived job insecurity is lower when unemployment benefit replacement rate is higher and when there is a higher level of collective bargaining coverage and more centralized collective bargaining. These workers feel more protected. In this report we will not look at job insecurity as such, but we will look at the trend in non-permanent employment status in the last five years. The OECD Employment Outlook 1998 has a chapter on trends in working hours. This concludes that the long-term trend decline in



average annual hours has slowed and in some countries seems to have stopped; there has been a growing diversity in hours worked by employees; part-time working has increased strongly in the majority of the countries (OECD, 1998). In this report we will look at part-time employment as a dimension of employment status. We will discuss other aspects of working hours as dimensions of working conditions.

The Employment Outlook 2000 devotes a chapter to self-employment and states that self-employment in the 1990s grew faster than civilian-employment as a whole in most OECD countries, in contrast with the 1970s, when the share of self-employment tended to fall (OECD, 2000). At the same time the proportion of self-employed with employees established during the 1990s. The OECD states that the distinction between self-employment and wage employment may have weakened (franchising, self-employed that work only for one company). The article raises the issue of so-called 'false' self-employment. This is one of the reasons that we will also look at the self-employed without employees in our report, although we will not look at the issue of 'false' self-employment.

The article also discussed the working conditions of the self-employed. On average the working conditions of the self-employed seem to be less favorable than those of employees doing similar work. They report less training, but higher job satisfaction (OECD, 2000). Here we find a second reason to include the self-employed in our report.

#### **2.1.4 Working condition verses Job satisfaction**

It is understood that the quality of work environment and the quality of work life are influenced by factors which are within the organization or outside the organization. The literature review is mainly focus on quality of work environment which include demographic and job characteristics and quality of work life indicators. There is a growing recognition that work-environment factors affect health system performance (Graham S Lowe, 2006). Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes. The study mainly focuses on various factors such as work hours, schedules, time off, professional development and training, job quality, work load, job satisfaction, work team or unit, quality of supervision and management, organizational change, work-life balance, health and well-being, career plans and basic demographic and employment characteristics affect the work environment and work life of healthcare providers particularly staff (Teresa M et el, 1996, Linda

Flynn, 2007, L Dugdill and J Springett, 1994). The Canadian Council on Health Services Accreditation now includes quality of work life as one of the four areas it assesses during the accreditation process. As a result, all accredited organizations are expected to take steps to measure, report, and act on quality of work-life indicators. Employee input on the quality of their work lives has been a weak link in this process. Indeed, much needs to be done to develop effective surveys and other consultation mechanisms. Quality of work environment and quality of work life of nursing staff support “building quality workplaces and Strengthening People”. It is notable that quality of work life was the theme of the 2005 Health Boards of Alberta conference. A study directed at in the reports that a survey of London national health service staff showed that when health workers were asked for suggestions to improve their working lives, ‘better pay’ ranked only fourth on their ‘wish list’, behind ‘more staff, ‘better working conditions’ and better facilities’. However, there is growing recognition that organizational and environmental factors (e.g. job design, patient flow, management style, ward structure, noise/heat levels) must also be addressed in order to stop the increasing spiral of workplace violence.

Evidence indicates that quality work environments (QWEs) are at the heart of the solutions that significantly affect patient outcomes and specialized employees practice. Findings from a QWEs literature review indicate the employing leaders must priorities efforts to improve the culture in the work environment. Three elements emerged to help nursing leaders set the tone and standard of practice for QWEs:

- (1) effective communication
- (2) collaborative relationships, and
- (3) promoting decision making among nurses.

According to a study many of the participants reported the positive characteristics of work environment as being respectful, collaborative, and rewarding.

Quality work environment is basically an outcome of strong and effective leadership skills. In a quality work place the leadership ensures and facilitates goal alignment, trust and commitment, cooperation and teamwork, problem solving and effective dispute resolution. Leaders who effectively communicate are able to make individuals feel like they belong and are accepted and abandon any fears of rejection and abandonment. In making workplaces work better: sailing the seven C’s of collaborative business relationships, Robin emphasizes that the seven C’s (*courage, consideration, consistency, clarity, commitment, capacity, and competence*) provide a platform for

building a culture in which teamwork thrives and people are happy, productive, and able to remain robust in the face of constantly stirring whitewater. With increasing evidence that respectful, honest, and open communication may decrease medical errors, cooperative affairs may be the single most important element for Quality work environment. Forces and trends such as changing organizational structures, increased knowledge and technology, increased specialization and interdisciplinary collaboration, consumerism, shifting health problems, health-care policy, women in the work force.

### **2.1.5 Job security verses Job satisfaction**

This literature relates to an ongoing question of how job security and employment protection legislation (EPL) affects worker performance and the labor market. Intuitive arguments can go both ways. Workers can benefit from EPL by getting ample warning of future layoffs and thus facilitate their own job searches. Job security and EPL can also lead to higher worker satisfaction and a loyalty to the company which may result in the worker investing more time and effort into their companies. On the other hand, if it is difficult for a firm to lay off a worker, workers could have incentive to become unproductive and firms would suffer inefficiencies from having to keep these workers. Increased job security and EPL also has potential to increase the probability of long-duration unemployment for workers. Also the firm may try to balance out the costs of complying with EPL by instituting lower wages (OECD Employment Outlook). In terms of the effects on the labor market, the OECD Employment outlook concludes that EPL strictness has little effect on unemployment. The effect on unemployment is less consistent and cross-country comparisons weakly suggest that EPL raises employment for “prime-age” men, but lowers employment for youths and “prime-age women”. However, Ichino and Riphahn suggest two alternatives as well. One theory is that absenteeism increases over the first months because the worker has to learn what is acceptable in the firm. If work results in disutility, the worker will gradually learn how to work as little as possible. Another explanation is that in earlier months, the workers ability is unobservable and his individual output is the gauge that a supervisor uses to learn about the workers ability. This would also lead to a pattern of high effort in early months that declines with tenure. Similarly, Engellandt and Riphahn (2004) that workers with temporary contracts provide more effort than permanent employees.

### **2.1.6 Salary verses Job satisfaction**

It is undeniable that sales managers always use high salary to attract, retain and motivate workers. Robbins (2001) pointed out that money can be considered as "scorecard" through which workers can assess how much an organization values them. However, there have been quite a few nonconformist views on the role of salary. Kochan (2002) argued that money results only in temporary obedience from workers and that money does not transform workers' attitude and behavior in the long term. He pointed out that money only motivates workers to seek further rewards and that, in the process, can undermine workers' intrinsic interest in their jobs. Money may or may not motivate people. According to the contingency view, workers from different countries, age groups, income levels, career stages, and cultural backgrounds may rank the desire for money differently. As mentioned by Furnham (1994), the desire for money is rated higher by young workers in Far East and Middle East as compared with those in North America and South America. To improve job satisfaction and performance level of workers, managers must work on motivators by providing opportunities for career advancement and development, as workers value motivators more than hygiene factors (Ramlall, 2004).

As indicated in most of the literature, salary plays an important role in motivating sales people. However, the strength of the relationship between salary and job satisfaction may be influenced by a mediator. The mediator may serve to clarify and explain how and why such relationships occur. The concept of love of money argued that the love of money reflects an employee's wants and values, and stated that someone who values money highly will be satisfied with his salary and ultimately his job when he receives a desired raise. Sloan (2002) mentioned that a person never has enough money and wants to have more money as having money is considered to be the most important goal in life.

Employees' pay satisfaction usually influences their job satisfaction. Research found that pay satisfaction is a part of job satisfaction, which could lead to higher worker productivity. Workers are inspired to achieve more and to give full effort only if they are satisfied with their pay.

### **2.1.7. Herzberg's theory and job satisfaction**

To better understand employee attitudes and motivation, there is the need to dive into other theories and the views of people about Fredrick Herzberg's theory. The content of Herzberg's

theory has widely been accepted as relevant in motivating employees to give off their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured in Herzberg’s motivator needs than anything else. For instance, a survey by the Development Dimensions International, published in the UK Times newspaper in 2004 interviewed 1,000 employees from organizations employing more than 500 workers. The survey found out that many of these employees were bored with their jobs, lacked commitment and were looking for new jobs. It further showed that, the main reasons why employees were leaving their jobs were lack of stimulus jobs and no opportunity for advancement. Employees wanted more challenging jobs that were exciting to do. The survey concluded that the factors that motivate employees most were found to be achievement, responsibility, personal growth among others. Clearly the provision of enriched jobs by managers has the capacity to make employees feel motivated.

Frederic Herzberg’s two-factor theory offers another frame work for understanding the motivational implications of work environments. The theory was developed from a pattern identified in the responses of almost 4,000 people to questions about their work. When questioned about what “turned them on,” they tended to identify things relating to the *nature of the job itself*. Herzberg calls these **satisfier factors**. When questioned about what “turned them off,” they tended to identify things relating more to the *work setting*. Herzberg calls these **hygiene factors**.

Job Dissatisfaction	Job satisfaction
<i>Influenced by job context, or hygiene factors</i> <ul style="list-style-type: none"> <li>· Working conditions</li> <li>· Interpersonal relations</li> <li>· Organizational policies</li> <li>· Quality of supervision</li> <li>· Base wage or salary</li> </ul>	<i>Influenced by job content, or motivator factors</i> <ul style="list-style-type: none"> <li>· Sense of achievement</li> <li>· Feelings of recognition</li> <li>· Sense of responsibility</li> <li>· Opportunity for advancement</li> <li>· Feelings of personal growth</li> </ul>
<i>Rule Poor job context</i> Increases dissatisfaction.	<i>Rule Good job content</i> increases satisfaction

**Table 2.1.0**

**Conceptual Frame of the factors and Herzberg's hygiene factors:** the study is mainly focus on factors of job satisfaction by taking the factors of Hygiene factor not to proof and disproof as the hygiene factors motivators or not. Meanwhile the factor those I consider for this study are like company policy and administration, working condition, interpersonal relation, work status, salary, security and supervision are found to be factors of job satisfaction within the company of EEU.

**Company Policy, procedure and administration:** as it is demonstrate on literature review, total quality management seeks nonstop improvement in the quality of all processes, people, products and services of an organization. Total quality management is also a systems line to management that intentions to boost value to employees by designing and continually improving organizational movements and arrangements. Applying TQM within the company is curial because of it is continues assessment and improvement activities.

**Working condition:** It is clear that the quality of work environment and the quality of work life are influenced by factors which are within and out of the organization; the work atmosphere features mark the quality of work life, individual quality of work life outcomes, and organizational outcomes. While we are considering working condition it has to take in to account the work hours, schedules, time off, professional development and training, job quality, workload, job satisfaction, work team or unit, quality of supervision and management, organizational change, work-life balance, health and well-being, career plans and basic demographic and employment characteristics, without considering those mentioned above it is difficult to create and to have good working condition within the company.

**Interpersonal relation:** Interpersonal relation within the company plays a great role; positive interpersonal relationships at work have an advantageous impact on both organizational and individual variables. It creates a good communication with peer to peer, with supervisors and higher officials of the company, it also increases at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support. Beside this, employee's adverse work insolences canbe mitigated when peers act as confidantes to discuss bad and unpleasant work experiences. Organizational citizenship will also increase if the good interpersonal relations within the company are really implemented.

**Work status:** The issue of employment status has come to the head in several companies of private and governmental business sectors. In many countries there has been a decrease in the

proportion of fulltime permanent status. Employees might to much worry on retention rates, specially being blue-collar workers and less educated worker. All in all jobs seem to be as stable if and only if office and employees status are clearly stated and procedural documented.

**Salary:** salary is a compensation for what an employee does achieve their agreed task and plays an important role in motivating employees. However, the strength of the relationship between salary and job satisfaction may be influenced by a mediator. The mediator may serve to clarify and explain how and why such relationships occur. Employees' pay satisfaction usually influences their job satisfaction. Employees are inspired to achieve more and to give full effort only if they are satisfied with their pay. But salary has to consider many things while designed, because salary might boost and decline the performance of employees and entire organization.

**Supervision:** Supervision creates a harmonic interaction among employee with supervisor and employee with organization; supervisors are a bridge to employees and organizations. The main objective of supervision is to carry out responsibilities of the supervisors is to understand the need of the staff, provide necessary resources, facilitate the process, guide and coach the staff, assess the performance and ensure smooth functioning of the department. Beside this supervisor has to coach, listen, support and forward difficulties to higher officials, the same is true supervisor has had get feedback from subordinates and customers as well. 360 degree has to implemented for farther commitment and to solve problems on the on the spot.

## CHAPTER THREE

### RESEAECH METHODOLOGY

#### 3.1 Research design

In the course of this study the researcher adopted survey method of data collection. That means, data was gathered from both primary and secondary sources using questionnaire and interview data collection tools.

Based on the literature review compiled, questions were developed to collect relevant information from the respondents. Self-completed questionnaire was developed to collect data from the selected employees and structured interview questions were developed to gather data from the senior management, for the purpose of triangulation. Questionnaires were distributed to the respondents by the researcher and were collected by the same. Sample size was determined based on a formula stated by Yamane (1967) cited in Israel (1992). All senior management members were approached to attend the interview sessions. Data were analyzed using both quantitative and qualitative data analysis methods and interpreted based on the information obtained from the literature consulted. Finally conclusions and recommendations are drawn based on the findings.

#### 3.2 Population and sampling Technique

The population of the study includes the permanent professional employees who are working at the Head Office of the Ethiopian Electric Power Utility (EEU). According to the data collected from the record officer of the Head Office, the total number of employees were serving at the Head office is 250. Out of these 96 from workers are selected randomly and 16 all senior managers taken to involve in the study.

According to Fox et, al (2009), many pieces of research seem to choose a sample size merely on the basis of what 'looks' about right, or what similar studies have used in the past, for approximately calculation and simply for reasons of convenience this formula is advisable. It is considering this theoretical concept and level of dispersion and variance of the study population



that sample size is determined using the formula developed by Yamane (1967, 287) cited in Israel (1992).

The formula states,  $n = \frac{N}{1 + N(e)^2}$

Where n – designates the sample size the research uses.

N - Designates total number of staffs in head office of EEU.

e – Designates maximum variability or margin of error 5% (0.05).

1 – Designates the probability of the event occurring.

N= 250, e 0.05

$$250/1+250(0.05*0.05) = 112$$

A total of 112 of non-managers and senior managers (44.8%) of the total population were selected from the Head Office employees. The sample size for each office was determined proportionally by taking into consideration the number of employees. Therefore, a total of 96 questionnaires were distributed to the Head Office employees consisting of around 38.4% of the total employees and the rest 16 of (6.4%) were distributed to senior managers of employees.

In order to ensure the largest possible sample and high return rate with the least amount of administration, a convenience sample was used for senior managers. The data collection was made by approaching employees in their office but senior managers on their teabreaks of morning and afternoon.

### **3.3 Source of data and data collection tools**

Data for this study was collected from managerial and non-managerial employees of EEU. The criterion for selection has taken in account geographical accessibility, provision of a representative size of work force and higher literacy rate, which facilitate the use of questionnaires. Data was collected both from primary and secondary sources.

Primary data was collected through questionnaires and interview checklist developed while secondary data was gathered from relevant documents. The intention of using primary data was for getting first hand and new data relevant for the study.

Utilizing the secondary data would support this research in getting information organization background, organization policies and administrations, organization structure, the organizations vision& mission, to know the population, and other related data from published and unpublished sources.

Moreover, in order to consolidate improve the study and strengthen of the findings, articles, academic journals, and useful text and relevant documents from the company were consulted.

### **3.4 Procedures of data collection**

The data collection tools were developed based on the theoretical facts available in the literature to answer the basic research questions designed. The questionnaire developed was pilot tested involving ten employees to check its clarity and understandability. Accordingly, modifications were made before distributing it to gather the actual data required for the study.

The final copy was duplicated and distributed to respondents by the researcher and completed questionnaires collected by the same.

The interview questions were also developed based on the basic questions that the study intends to answer. Appointments were fixed with the interviewees ahead of time and accordingly interview sessions were conducted and information obtained from the interviewees were categorized and complied for proper analysis.

### **3.5 Methods of data analysis**

In this study descriptive statistics was used. Thus, tabulation, coding and categorization was applied to draw accurate conclusions about the participation's job satisfaction based on hygiene factors. Descriptive statics is any method or procedure used to say something about a set of information that has been collected only. Data was processed using Microsoft Excel 2010 and SPSS.

Quantitative data analyze method was used to analysis the data obtained through the distribution of questionnaires. Usually numbers and percentages were used to quantify the responses given in relation to the variables addressed. On the other hand, the data collected through interview were analyzed qualitatively.

### **3.6 Ethical Considerations**

The researcher treated all the information given by staffs kept confidentially without disclosing respondents' identity. The conclusions and recommendations drawn were based on the findings of the research. Moreover, the literature used here in the study was fully acknowledged.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

In this chapter, the data collected through the distribution of questionnaire and interview are analyzed and interpreted. The quantitative data are presented using table and the qualitative data are analyzed and interpreted using statements and inferences from the theoretical concepts consulted. Thus, the chapter comprises three major parts. Part one presents analysis of the demographic information of the respondents.

Part two discusses the qualitative data obtained through the distribution of questionnaire. And part three deals with the qualitative data obtained from the interview sessions organized.

#### 4.1. Demographic Information of the Respondents

The first part of the questionnaire contained demographic information of the participants. Moreover, the questionnaire includes only limited amount of information related to personal and professional characteristics of the respondents. Consequently, the following variables were summarized and described in Table 4.1.1 figure 4.1.1 and 4.1.2. These include gender, age, and qualification of the respondents.

**Table 4.1. Summary of respondents profile by age and gender**

		<b>Participants Gender Composition</b>					
		<b>Female</b>		<b>Male</b>		<b>Total</b>	
		<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
<b>Participants age category</b>	<b>Under 20</b>	<b>1</b>	<b>0.97</b>	<b>1</b>	<b>0.97</b>	<b>2</b>	<b>1.96</b>
	<b>21-30</b>	<b>11</b>	<b>10.68</b>	<b>31</b>	<b>30.10</b>	<b>42</b>	<b>40.78</b>
	<b>31-40</b>	<b>10</b>	<b>9.71</b>	<b>20</b>	<b>19.41</b>	<b>30</b>	<b>29.21</b>
	<b>41-50</b>	<b>7</b>	<b>6.86</b>	<b>15</b>	<b>14.56</b>	<b>22</b>	<b>21.42</b>
	<b>51 and above</b>	<b>1</b>	<b>0.97</b>	<b>5</b>	<b>4.85</b>	<b>6</b>	<b>5.82</b>
	<b>Total</b>	<b>30</b>	<b>29.12</b>	<b>73</b>	<b>70.88</b>	<b>103</b>	<b>100.0</b>

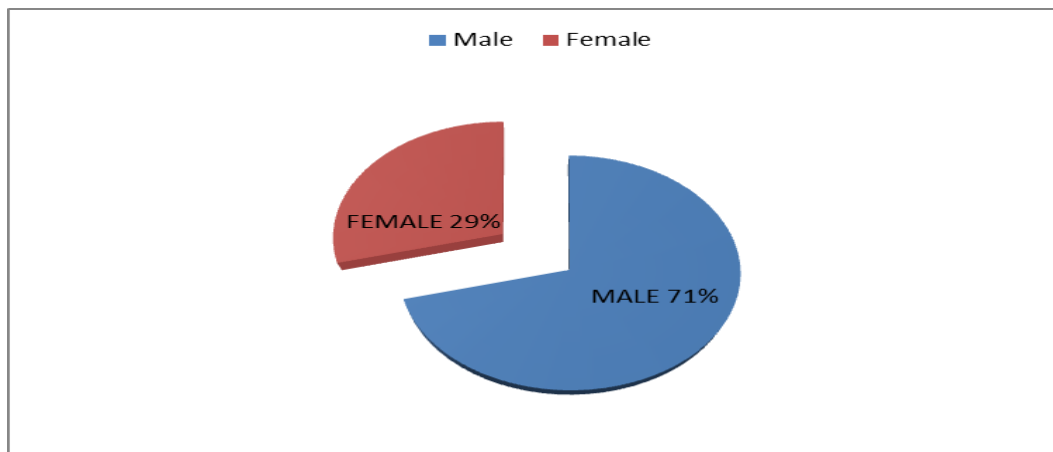
Source: own survey

About 70.88% of the respondents were male and the remaining 29.12% of the respondents are female. Regarding the age of the participants, most of the groups (43.26%) were found to be within the age range of 21-30 years. The age range between 31-41 covered 29.12% of the total respondents while 21.35% and 5.82% of the respondents fall under the age range of 41-50 years and 51 and above, respectively. On the other hand, 2 newly hired individuals (1.96%) fall in the age range less than 20 years. From this, it is possible to infer that the age majority of workforce is from 21-30.

Beside this the above data is respondents were from non-managers and senior managers thus, 94 were non-managers and 9 of them are from senior managers. Which means 91.26% were non managers' and the others 8.74% were senior managers?

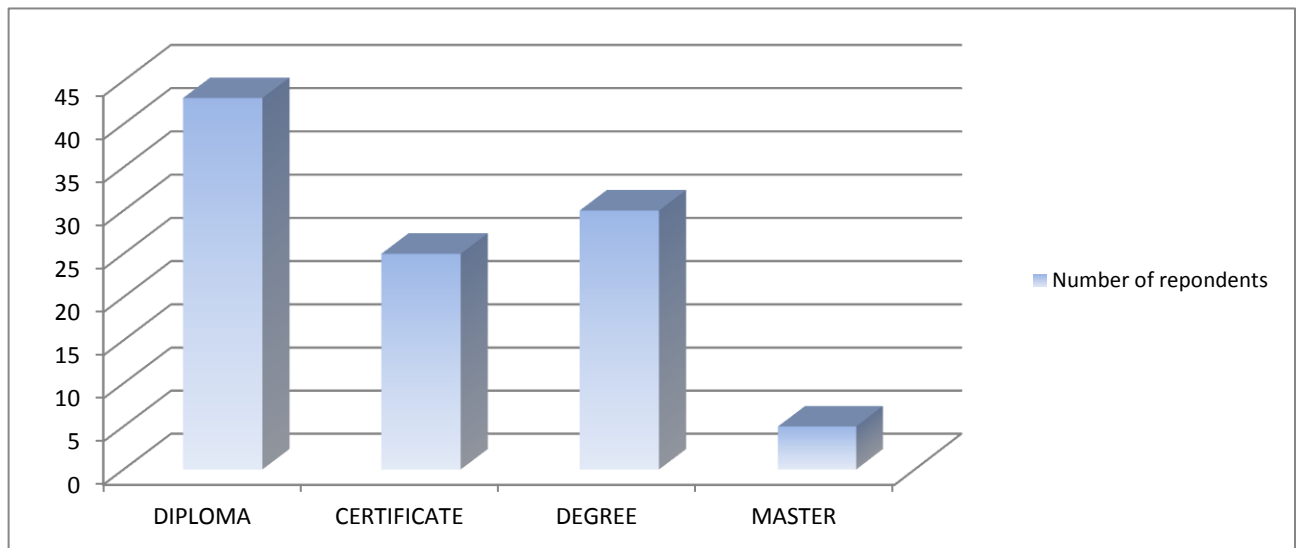
Compositions of the respondents are young (categorized under middle age category). Thus, they urge good and shows as the company is serving by youngsters which attracts and encourages them for higher responsibilities.

**Fig 4.1 Male female ratio**



**Source: own survey**

From the fig 4.1 above, out of 103 total respondents only 29% are females 71% are males. From this data Females are fewer than males. These is because the company is involved in technical activities and since most females are not involved in technical activities the females' participation decreases and were lower than males.

**Fig 4.2 Educational Background of Respondents**

**Source: own survey**

As shown in graph indicated above 41.74% of the respondents possess Diploma, 29.12% of them are Degree holders, 24.27% are certificate graduates, and 4.85% are second degree holders. In general we can conclude that most of the respondents are Diploma holders. This could be due to the nature of the work. Usually, the employees at the operational level are technical people that deal with day to day activities that require middle level technical skills.

#### **4.2 Quantitative Analysis of Data pertaining to the study**

In this section, employees' response to the major issues of the topic that is the job satisfaction of employees at EEU with respect to Herzberg's hygiene factors "are presented in detail. Responses of employees were measured on five point Likert scale with 1=Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree. To make an easy interpretation, the following ranges of values were assigned to each scale: 1.50 or below =Strongly Disagree; 1.51-2.50=Disagree; 2.51 - 3.50=Neutral; 3.51-4.50=Agree; and 4.51 & above =Strongly Agree.

Source: [www.research](http://www.research) at likert scale

**Table 4.2 Employees' level of agreements on the job satisfaction with respect to company policies and administration**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
You are already informed about the company's policy , procedure ,& and administration of the company of HR	Count	28	21	23	15	6	94	2.44	1.26
	%	29.78	23.34	24.46	15.95	6.38	100		
I am satisfied with the policies, procedures & administration of the company	Count	26	28	24	10	6	94	2.34	1.15
	%	27.66	29.78	25.53	10.63	6.38	100		
The delegating to employee is faire within the company	Count	15	29	31	17	2	94	2.55	1.01
	%	15.95	30.85	32.97	18.08	2.12	100		
I am satisfied with the applications of policies, procedures in EEU	Count	25	27	25	14	3	94	2.35	1.10
	%	26.59	28.7	26.5	14.8	3.19	100		
There is good internal communication system within the company	Count	23	24	30	11	6	94	2.45	1.15
	%	24.46	25.53	31.91	11.7	6.38	100		
Employees are clear with policy of the company on how to delegate authority	Count	23	24	27	16	4	94	2.46	1.14
	%	24.46	25.53	28.72	17.5	4.25	100		

**Source: own survey**

As table 4.2 illustrates, large number of respondent disagrees with the statement that asks to express their level of agreement with the statement. 'You are already informed about the HR policies, procedures and administration of the company.

Thus, 29.78% replied strongly disagree, 24.46% replied neutral, 23.34% conformed disagree, 6.38% chose strongly agree, and 15.95% of them answered agree to the statement. The mean values 2.44 with standard deviation of 1.26 support mass number of respondents are neutral. This infers that employees were not informed as far as the mean value lied b/n 1.51-2.50 .This is the

disagree range, In general it seems that awareness about the policies, procedures, and administration of the company is low.

Concerning the satisfaction with the policies, procedures & administration of the company 29.78% of the respondents replied as disagree, 27.66% said strongly disagree, 25.53% remained neutral, 10.63% replied agree and the rest 6.38% said strongly agree. But the average or the mean value is calculated to be 2.34 with standard deviation of 1.15 which indicates the overall response of disagree. It can be inferred from this that employees are not satisfied with the policies, procedure, and administration of the company. This implies company has to focus on informing the policies, procedures, and administration to its employee. Serving employees without company policies and procedure is wastage to the company. Employees are dissatisfied, company will not be profitable, employee turnover will increase, and employees and customers complain will increase. In general the company will give attention to make employees satisfied by informing and establishing company policies, procedures, and administration with less than no time.

Concerning the third statements “delegation is fairly practiced in the company.” Majority of the respondents that are 32.97% neither agree nor disagree with the statements. Moreover, 30.85% said that they disagree with the statements. 18.08% replied as agree 15.95%, said strongly disagree, and 2.12% said strongly agree. As indicated in the above descriptive statics the average or the mean value is 2.55 and the standard deviation is 1.01. Accordingly, majority of the responses fall under neutral.

About the fourth question which states: “I am satisfied with the applications of policies and procedures in EEU”, the highest recorded, and 28.72% is of respondents replied as disagree, 26.59% chose to be neutral, 14.89% replied agree, and 3.19% said strongly agree. As can be realized from the data, the average or the mean value is 2.35 and the standard deviation is 1.10. The mean value shows (since it laid b/n 2.51-3.51) the average response for his statements was disagreeing. So an employee of the company seems to be disagreeing with the applications of policies, procedures, and the overall administration of the company.

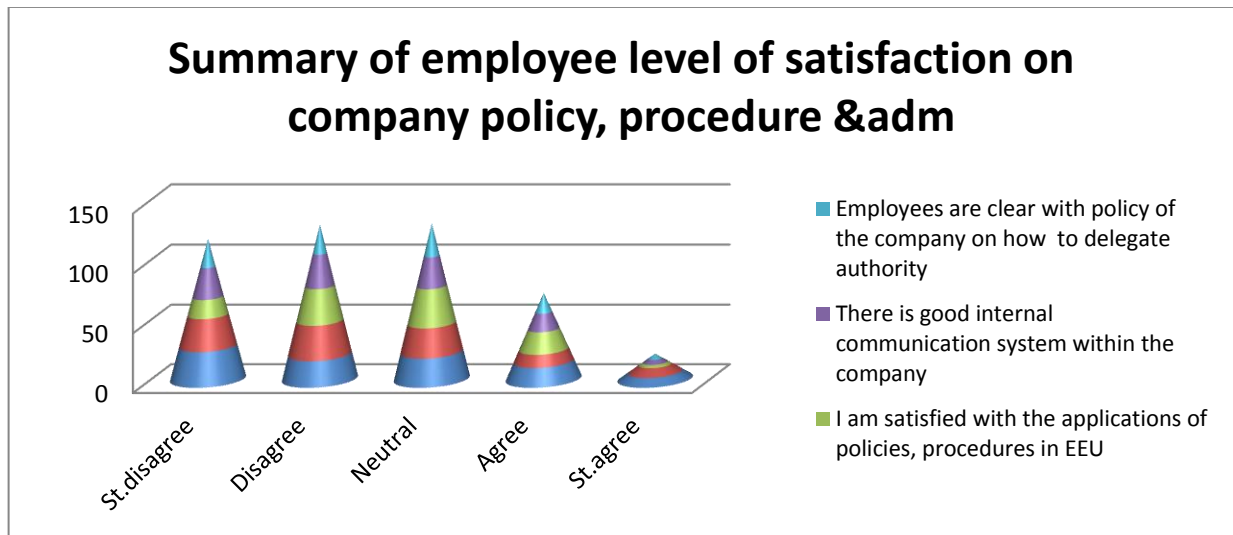
Concerning the statements “There is good internal communication system within the company”, the highest percentage of respondents that is 31.91% replied as neutral, 24.46% said strongly disagree, 25.53% replied as disagree, 11.70% replied agree, and 6.38% said strongly agree. As the average or the mean value is 2.45 and the standard deviation is 1.15. This mean value



shows since it laid b/n 2.51-3.51 the average response to the statements was disagree. To sum up the employees of the company do not have confidence on the internal communication system within the company.

About the last statements, “employees are clear with the policy of the company on how to delegate authority” 28.72% of the respondents replied as neutral, 24.46% said strongly disagree, 25.53% were replied as disagree, 17.02% were replied agree, and 4.25% said strongly agree. The average or the mean value is 2.46 and the standard deviation is 1.14. This mean value lies between 2.51- 3.51. Thus the average response for this statement was disagreeing. In general, it can be said that majority of the respondents are in aware about the company’s authority and responsibility delegation policy. From the above description, the average value of the respondents replied as disagree.

**FIG 4.3 Company Policy, procedure and Administration**



**Source: Own survey**

This shows employees of the company are not clear with delegation policies. Employee working without knowing the delegation policies means they are not motivated, working having no hope, and employees might have dispute at the time of delegating if the delegation policy is not clear ahead of time. The company has to seriously work on informing its employee on how to delegate and its policy of implementations.

**Table 4.3 Responses on job satisfaction with respect to supervision**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
You are satisfied of your supervisor for sharing knowledge on how to achieve your task	Count	11	24	21	26	12	94	3.06	1.26
	%	11.7	25.53	22.34	27.65	12.76	100		
Supervisors are willing to teach subordinates	Count	24	17	22	25	6	94	2.27	1.28
	%	25.53	18.08	24.46	26.59	6.38	100		
Your supervisor is fair while she/he delegates you in the absence of him	Count	12	15	31	26	10	94	3.07	1.17
	%	12.76	15.95	32.97	27.65	10.63	100		

**Source:** own survey

As table 4.3 illustrates, large number of respondents agree with the statement that asks to express their level of agreement with the statement. “You are satisfied of your supervisor for sharing knowledge on how to achieve your task”

Thus, 11.70% replied strongly disagree, 22.34% replied neutral, 25.53% conformed disagree, 12.76% chose strongly agree, and 27.65% of them answered agree to the statement. The mean values 3.06 with standard deviation of 1.26 support mass number of respondents are disagree. This infers that employees were not informed as far as the mean value lied b/n 2.51-3.50 .This is the disagree range, in general it seems that employees are neither satisfied nor dissatisfied with their supervisor of sharing knowledge on how to achieve their work. This implies employees are in confusion to decide same are satisfied the others are not but the average is in dilemma to decide.

Concerning the statement which reads: “supervisors are willing to teach subordinates”, it shows in table 4.3 above that 26.59% of the respondents replied agreed, 25.53% said strongly disagree, 24.46% remained neutral, 18.08% replied disagree and the rest 6.38% said strongly agree. But the average or the mean value is calculated to be 2.27 with standard deviation of 1.28 which indicates the overall response of disagree. It can be inferred from this that employees are not satisfied with the supervisors are willing to teach subordinates. This implies

company has to focus on training its supervisors to coach them to be interested to teach guide and empower their subordinates. Supervisors has a great role to coach subordinates, supervision has to be by willingness not because it must be.

Concerning the third statements “your supervisor is fair while she/he delegates you in the absence of him.” Majority of the respondents that is 32.97% remain neutral that is, neither agree nor disagree with the statements. Moreover, 15.95% said that they disagree with the statements. 27.65% replied as agree 10.63%, said strongly disagree, and 12.76% said strongly agree. As indicated in the above descriptive statics the average or the mean value is 3.07 and the standard deviation is 1.17. Accordingly, majority the responses fall under neutral.

Implication of the third questions is, even though more number of respondents is replied neutral to this statement, it shows that employees are not enabling to decide, employees of the company have in titled to know their status of supervision and supervisors has to share knowledge to their subordinate but employees are not sure whether they are getting knowledge from their supervisor or not.

**Table 4.4 Employees’ level of agreements on the job satisfaction with respect to Status**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
Subordinate are satisfied having enough office facilities	Count	23	24	25	20	2	94	2.51	1.14
	%	24.46	25.53	26.59	21.27	2.12	100		
I am satisfied with the benefit scheme provided by the company	Count	21	22	30	18	3	94	2.57	1.13
	%	23.34	23.40	31.90	27.66	3.19	100		
I am satisfied with having sounding tile in job I am performing	Count	18	21	22	26	7	94	2.81	1.24
	%	19.14	22.34	23.40	27.66	7.44	100		

Source: own survey

As table 4.4 illustrates, large number of respondent remains neutral with the statement that asks to express their level of agreement with the statement. “Subordinate are satisfied having enough office facilities”

Thus, 24.46% replied strongly disagree, 26.59% replied neutral, 25.53% conformed disagree, 2.12% chose strongly agree, and 21.27% of them answered agree to the statement. The mean values 2.51 with standard deviations of 1.14 support mass number of respondents are disagree. This infers that employees were not satisfied with having enough offices facilities as far as the mean value lied between 2.51-3.50 .This is the disagree range, in general it notice that employees are serving with having no enough office facilities.

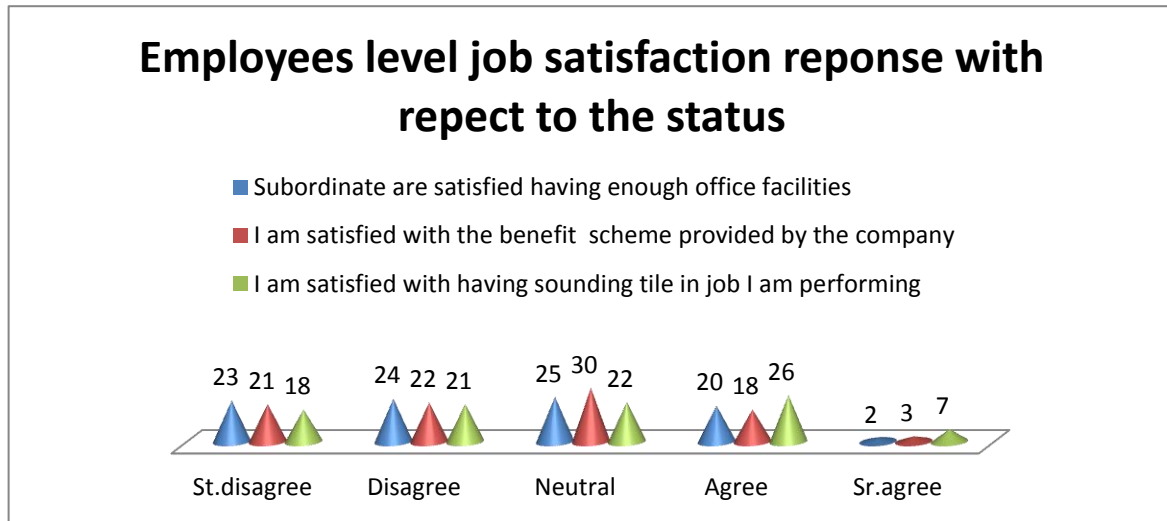
Concerning the “I am satisfied with the benefit scheme provided by the company” 23.40% of the respondents replied as disagree, 22.34% said strongly disagree, 31.90 % remained neutral, 19.14% replied agree and the rest 3.19% said strongly agree. But the average or the mean value is calculated to be 2.57 with standard deviation of 1.13 which indicates the overall response of disagree. It can be inferred from this that employees are not satisfied.

This implies company has to focus on modifying and studying the benefit scheme. Serving employees with poor company benefit scheme will lead to create high employee turnover, unnecessary cost will increase, and employees retaining period will reduce.

Concerning the third statements “getting sounding tile in job they are performing.” Majority of the respondents said that is 27.66% agree with the statements. Moreover, 23.40% said that neutral or neither agree nor disagree with the statements, 22.34% replied as disagree 19.14%, said strongly disagree, and 7.44% said strongly agree. As indicated in the above descriptive statics the average or the mean value is 2.81 and the standard deviation is 1.24. Accordingly, majority the responses fall under disagree.

This mean value lies between 2.51- 3.51, thus the average response for this statement was disagree. In general, it can be said that, majority of the respondents are dissatisfied with the current title they get to operate their task.

**Fig 4.4 Summary of Employees level of responses on job satisfaction with respect to status**



**Source: own survey**

From the above illustration: the implication of the result found from the respondents shows that employees of the company are not satisfied by having enough office facilities, benefit schemes, and having sounding title to operate their task. This implies the company has to revise its status to make its employees satisfied and to retain long with the company, if not employee might decide to leave the company and the company will cost more to hire new employees and to train them.

**Table 4.5 Employees’ level of agreements on the job satisfaction with respect to working condition**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
The amount of daily work load is reasonable	Count	10	28	21	22	13	94	3.00	1.23
	%	10.63	29.78	22.34	23.40	13.83	100		
I am satisfied with the general appearance of work place	Count	12	33	22	15	12	94	2.81	1.22
	%	12.76	35.76	23.40	15.95	12.76	100		
The employees work in an office having enough space, ventilation, light, tools, temperature, and general	Count	20	25	23	19	7	94	2.65	1.23
	%	21.27	26.59	24.46	20.21	7.44	100		

**Source: own survey**

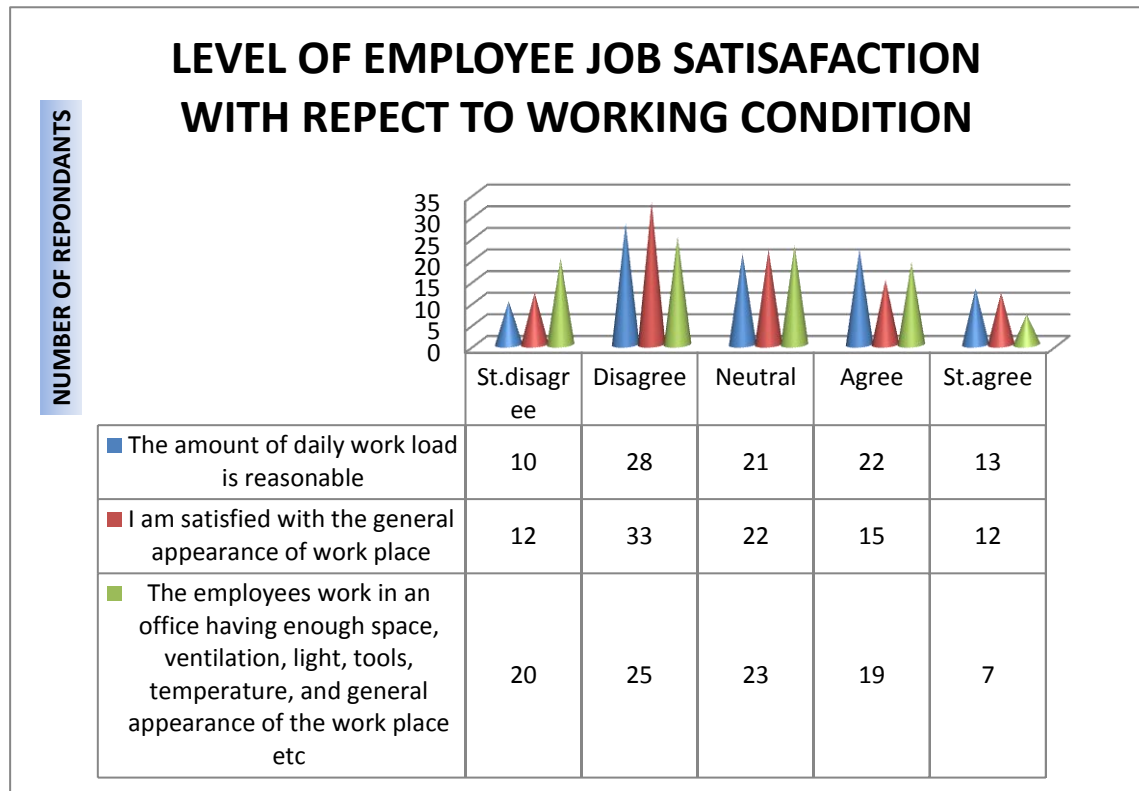
As table 4.5 illustrates, large number of respondent disagrees with the statement that asks to express their level of agreement with the statement. ‘The amount of daily work load is reasonable’, Thus, 29.78% replied disagree, 10.63% replied strongly disagree, 22.34% conformed neutral or neither agree nor disagree, 23.40% chose agree, and 13.83% of them answered strongly disagree to the statement. The mean values 3.00 with standard deviation of 1.23 support mass number of respondents are disagree. This infers that employees are not satisfied with work load given to them to perform per day. As far as the mean value lied b/n 2.51-3.50 .This is the disagree range. In general it seems that the amount of daily work load to perform per day is not reasonable or it is too much.

Concerning the satisfaction with the general appearance of work place 12.76% of the respondents replied as strongly disagrees, 35.76% said disagree, 23.40% remained neutral, 15.95% replied agree and the rest 12.76% said strongly agree. The average or the mean value is calculated to be 2.81with standard deviation of 1.22 which indicates the overall response of disagree. It can be inferred from this that employees are not satisfied with the general appearance of the work. This implies company has to focus modifying the general appearance of the work place.

Concerning the third statements “The employees work in an office having enough space, ventilation, light, tools, & temperature.” Majority of the respondents that is 26.59% disagree with the statements. Moreover, 21.27% said that they strongly disagree with the statements. 24.46% replied as neutral or neither agree nor disagree 20.21%, said agree, and the rest 7.44% said strongly agree. As indicated in the above descriptive statics the average or the mean value is 2.65 and the standard deviation is 1.23. Accordingly, majority the responses fall under disagree.

This implies the employees are working on an office having no enough space, temperature, light, ventilation, and tools. Since the issues couldn’t take time the company has to take corrective actions for the remedy.

**Fig 4.5 Summary of level of job satisfaction with respect to working condition.**



**Source: own survey**

From this presentation of respondents graph we can conclude the employees of the company are not satisfied by the amount of daily work load, general appearance work place, enough space, ventilation, light, and temperature. This leads the company has to give attention to words providing a solution for working condition concerns. If employees are hate their working condition, activities couldn't performed as per the company wants to achieve. Employees might decide to leave for getting better working conditions; company might lose trained technicians and more operational staffs.

**Table 4.6 Employees' level of agreements on the job satisfaction with respect to Interpersonal relation**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
There is good communication b/n managers & subordinates in	Count	14	19	23	28	10	94	3.01	1.23
	%	14.89	20.21	24.46	29.78	10.64	100		
There is close relationship b/n managers	Count	12	21	28	26	7	94	2.94	1.14
	%	12.76	22.34	29.78	27.65	7.44	100		
There is good communication b/n subordinates	Count	12	25	26	17	14	94	3.17	1.16
	%	12.76	26.59	27.65	15.95	14.89	100		
There is good communication between peer to peer with in subordinate of the company	Count	8	20	27	26	13	94	3.01	1.23
	%	8.51	21.27	28.72	27.66	13.83	100		

**Source: own survey**

As table 4.6 illustrates, large number of respondent agree with the statement that asks to express their level of agreement with the statement.

'Good communication b/n managers & subordinates in job related interaction'. Thus, 29.78% replied agree, 24.46% replied neutral, 20.21% conformed disagree, 14.89% chose strongly agree, and 10.64% of them answered agree to the statement. The mean values 3.01 with standard deviation of 1.23 support mass number of respondents are disagree. This infers that employees were not informed as far as the mean value lied between 2.51-3.50. This is the disagree range, in general it were noted that employees of the company with in head office are not satisfied with communication between managers and subordinates in job related interactions.

Concerning the satisfaction with close relationship b/n managers & subordinates 22.34% of the

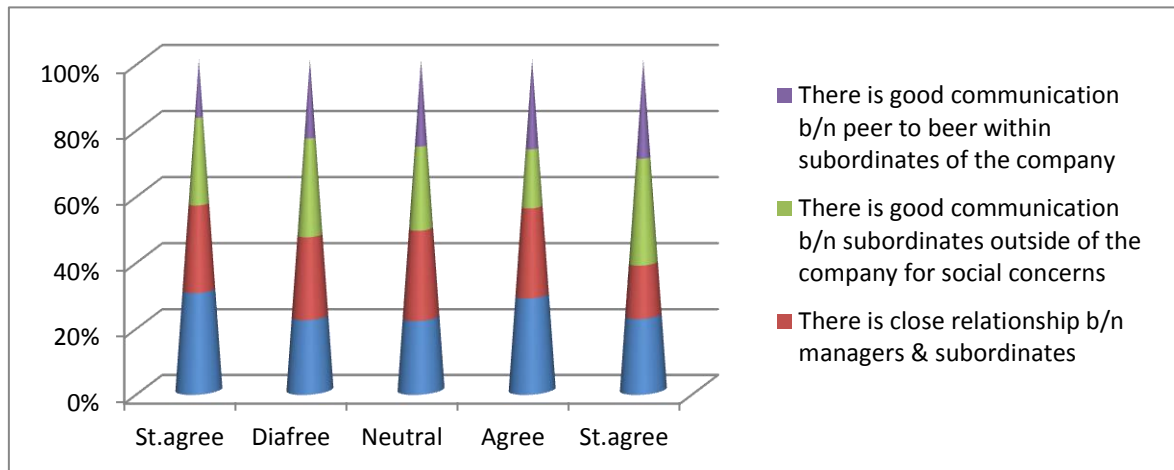


respondents replied as disagree, 12.76% said strongly disagree, 29.78% remained neutral, 27.65% replied agree and the rest 7.44% said strongly agree. The average or the mean value is calculated to be 2.94 with standard deviation of 1.14 which indicates the overall response of disagree. It can be inferred from this that employees are not satisfied with the close relation between managers and subordinates. Serving employees having no close relationship between managers and subordinates is difficult to perform daily task being working in one company. Employees might not interest to get order, to work extra time, to discuss with, and employees may say “this is out of procedure”. Company will not be profitable, employee turnover will increase, employees, and customers complain will increase. In general the company will give attention to make employees satisfied by creating good communication mechanisms between managers and subordinates.

Concerning the third statements “good communication between subordinates outside of the company for social concerns.” Majority of the respondents that is 27.65% neutral or neither agree nor disagree with the statements. Moreover, 26.59% said that they disagree with the statements. 18.08% replied as agree 12.76%, said strongly disagree, and 14.89% said strongly agree. As indicated in the above descriptive statistics the average or the mean value is 3.00 and the standard deviation is 1.25. Accordingly, majority the responses fall under disagree.

About the fourth question which states: “good communication b/n peer to peer within subordinates of the company”, the highest recorded to the statement is 28.72% of respondents replied as neutral or neither agrees nor disagree, 26.59% chose strong disagree, 26.77% replied agree, and 13.83% said strongly agree. The average or the mean value is 3.07 and the standard deviation is 1.16. The mean value shows (since it laid b/n 2.50-3.51) the average response for his statements was neutral respondents are not in position to decide.

**Fig 4.6 summary of job satisfaction with respect interpersonal relationship**



**Source: own survey**

From the above illustration graph employees of the company are disagree with good communication between peer to peer with subordinate, with good communication between subordinates outside of the company, with close relationship between managers and subordinate. This shows there is poor communication with in the entire company. Having poor communication also leads to have ignorant employees and ignorant managers, the final result would be poor performance in achieving company polices, profit and developing poor communication staff within the company.

**Table 4.7 Employees’ level of agreements on the job satisfaction with respect to Job security**

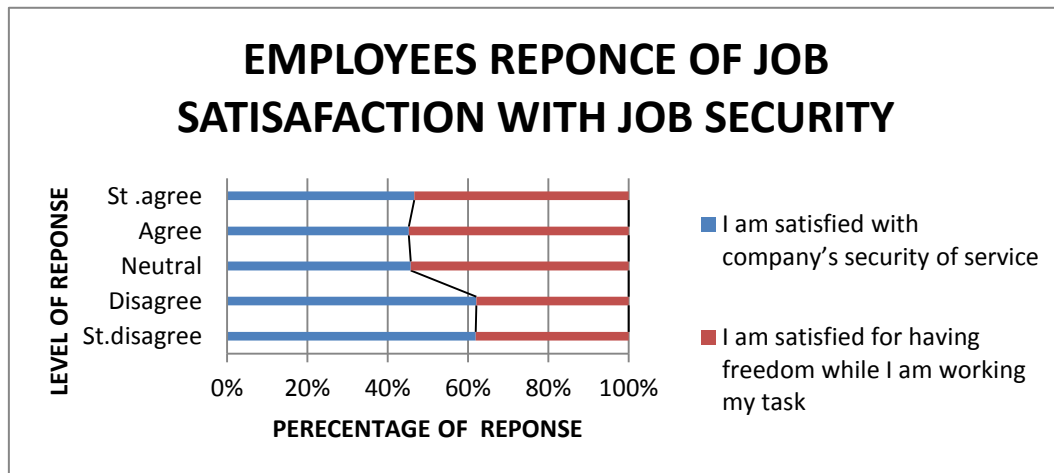
statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
I am satisfied with company’s security of service	Count	13	18	27	29	7	94	2.98	1.16
	%	13.83	19.15	28.72	30.85	7.44	100		
I am satisfied for having freedom while I am working my task	Count	8	11	32	35	8	94	3.27	1.08
	%	8.51	11.70	34.04	37.23	8.51	100		

**Source: own survey**

As the illustration in the 4.7 above reveals, 30.85% percent of the respondents replied that employees are satisfied by the company’s security. But, 19.15% of the respondents were disagreed the idea. Besides of this, 50% of respondents are said indifferent. 13.83% was replied strongly disagree, 28.72% was replied as neutral, and 7.44% were said strongly agree. Finally from descriptive statistics result of mean was 2.98 this shows this range is b/n 2.50-3.51and conclude as they are neutral. They are not in title to state whether they are satisfied or not.

According to the figures stated in the table for second questions ‘Employee satisfaction for having freedom while working their task to my requests’, 37.23% of respondents agreed and 8.51% are strongly agreed. However, 34% were not replied positively or negatively; they are indifferent. Furthermore, 11.70% of the respondents agreed negatively to the item, and 8.51% replied for both strongly disagree and strongly disagree. The mean value of all responses 3.27(see table 4.7) with standard deviation of 1.08 infers that employees“ were in b/n satisfied or not with working freedom while operating their task.

**Fig 4.7 Summary of response of job satisfaction with respect to security**



From the above percentage security response of respondents, we can understand that employees are not satisfied with the company’ security. There is no freedom while they operate their activities. This implies the employees are not proud of the company as they are protected from future layoff, this shows they may facilitate their own job or they might look options. And this might lead to poor performance of employees.

**Table 4.8 Employees' level of agreements on the job satisfaction with respect to remuneration**

statements		Response					Total	Mean	Standard Deviation
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
I am satisfied with the organizations remuneration (paying) scheme	Count	22	24	21	20	7	94	2.63	1.26
	%	23.4	25.53	22.34	21.27	7.44	100		

**Source: Own Survey**

As table 4.8 illustrates, large number of respondent disagrees with the statement that asks to express their level of agreement with the statement. 'With the organization's remuneration (paying) scheme. Thus, 25.53% replied strongly disagree, 22.34% replied neutral, 23.40% conformed strongly disagree, 7.44% chose strongly agree, and 21.27% of them answered agree to the statement. The mean values 2.63 with standard deviation of 1.26 support mass number of respondents are disagree. This infers that employees were not satisfied with remuneration or salary paying to the employees, as far as the mean value lied between 2.51- 3.50 .This is the disagree range, in general paying is not satisfying to the employees.

**Fig4.8 Summary of job satisfaction with respect to Salary/remuneration**



From this presentation graph of respondents replay, employees are not happy on the paying or remuneration. This results employee might decide to leave the company for the interest of high earning, to serve their life, and the company might lose outstanding professionals, technicians, and other key persons. This might also cost to the company in general the company must to seek prompt action to make satisfied by standing what competitive companies have paying to their employees, what is the current market value, and it has to deemed the cost living.

Beside those mentioned above one ranking question was forwarded to respondents: accordingly the following replay was registered. From the 96 target group of respondents only 50 or 52.1% of the total respondents were properly filled. Accordingly the following table was ranking response of respondents.

**Table 4.9 Ranking respondents reply**

S/N	Job satisfaction with respect to Hygiene factors	Frequency	Rank
1	Companies Policy and administration	30	7
2	Supervision,	36	5
3	Interpersonal Relation	43	2
4	Status	41	3
5	Working condition (office and other facilities at work)	38	4
6	Job security	33	6
7	Salary	46	1

**Source: own survey**

As the table above indicates the salary to be the first is chosen by 46 respondents this is 92%. Similarly the Interpersonal relation has chosen as a second by 43 respondents this is 86%, the status has selected as a third by 41 respondents which is 82%, the work condition is chosen as a forth by the 38 respondents this is 76% from the total replied respondents, the fifth selected one is supervision issue the 36 respondent has said this should be fifth and this is 72% of the respondents, 33 respondents had chosen job security to be the 6<sup>th</sup> this is 66% from the total respondent, and the seventh is the company policy& administration is selected to be the seventh by 30 respondents this is 60% .

Generally, from the above demonstration we can conclude that though employees are said

dissatisfied on the first part of questioners, on the ranking case employees are satisfied in salary, Interpersonal Relation, Status, Working condition (office and other facilities at work), Supervision, Job security ,and lastly by company's policy & administration respectively.

#### **4.3 ANALYSIS OF INFORMATION OBTAINED THROUGH INTREVIWES WITH SENIOR MANAGERS**

Interview was held to senior managers: the main intension was to equate the non-managerial staffs on the issues of making them dissatisfying. There are 16 senior managers in EEU the planed was to interview all them. But due to having a number of reasons only seven of them were interviewed. This is 43.75% of the total senior managers. Out of the seven interviewed senior managers only two of them were females and five of them were males.

The researcher mainly focused to get answer for the following research questions:

- ❖ To what are EEU employee satisfied with their job?
- ❖ What are the major factors that affect the job satisfaction?
- ❖ What is the perception of Employees on the hygiene factors that affect satisfaction?
- ❖ What strategies /polices are implemented by the company to enhance employees job satisfaction?

Accordingly almost all interviewed senior managers replied the same. The policy, procedure, and administration of HR is revising and some policy and procedures are already released and some employees are already informed, for the reason why it delayed because of the administrators are Indian it takes time to put in to action. After some time employees of EEU will be more happy on their job more than ever before when technology , policy ,procedures, and benefit schemes are wholly solved since we are working on it senior managers said.

The major factors that leads to employees satisfied on their job is having good internal communication, applying good supervision, interpersonal communication among departments and peer to peer and the job of security. When the replay the reason why and how they replied there is no complains on the points mentioned above they said.

To the questions rose on the issues of working conditions and facilities, perceptions of employees on the hygiene factors as satisfiers. They reply as follows, the hygiene factors are directly job satisfiers and they are good points to work on and apply accordingly. But currently we have

problems on making satisfied our employees specially on working conditions and facilities of office tools.

Finally they had said, we are working on how to have ever happy and satisfied employees. The company we amend the policy and procedures, on the job and workshop of training in a regular base, updating the remuneration and benefit schemes, reducing the work load, get employees' freedom of work, and others.

Even though the employees are saying "we are not aware of company policy, procedure and administration senior managements are saying we are introducing and some documents are already released, this shows there is poor communication among employees and senior managers. On the issues of interpersonal communication employees are saying we have poor communication between peer to peer, and with senior managements but senior managements are saying we don't have a problem in communication, this shows still there is gap in clarity with each other.

On other issues like supervision, working condition, salary, work status and work security almost the employees and senior managers reply as there is a problem within the company.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMNDATION

This chapter comprises four sections; Section one present summary of finding, Section two contains the conclusion drawn based on the findings. On the other hand section three highlights the limitation of the study. The last section four advices the organization to take corrective measures.

#### 5.1. Summary of Findings

The findings of the study can be summarized as indicated below:

The results indicate that employee's awareness about the organizations policies, procedures and overall administration process is low. Furthermore, the responses of majority of the respondents indicate that employees are not satisfied with the organization's policies, procedures and the overall administrative process.

- According to majority of the respondents delegation doesn't seem to be fairly practiced in the organization. It is only about 34% who confirmed that is fairly practiced.
- The results also indicate that majority of the respondents are not satisfied that their supervisory work. They feel that their supervisors are not concerned to guide and empowering them to be able to carry out their duties and responsibilities effectively and efficiently.
- The response also depict that employees are not satisfied with the office facilities provided by the organization.
- It can be also inferred from the responses that majority of the respondents are not satisfied with benefit scheme provided by the organization.
- The results also indicate that the employees are not satisfied with the way their status in the organization is determined.
- It is evidenced from the result that majority of the respondents are not satisfied with the working conditions in general.
- Regarding the interpersonal relationship particularly, the relationship between the



- management and the employees, majority of the respondents conformed that it is poor.
- The results also indicates that majority of the respondents are not satisfied with the security concern of the company.
  - The findings shows that majority of the employees are not satisfied with remuneration scheme of the organization.
  - According to majority of the respondents, the number one satisfier factors is salary, followed by interpersonal relations, status, working conditions, supervision, job security and company policy and administration.
  - According to the information from the interview session, the management of the organization is working on revising the policies, procedures, and the overall administration process realizing the deficiency of the existing ones.
  - The managers however, seem to be aware about the low standards of the office facilities and the overall working condition in the organization; and noted that they are working on it.
  - On the other hand, this research identified facts in relation to the contribution of different variables that contributes for employee's job dissatisfaction. Even though 94 % of the respondents were agreed that their job satisfaction is affected by the hygiene factors, the detail assessment has been done to understand individual's perception towards different hygiene factors in order of their weight. So that, salary has been identified as a primary factor which has ( 92%) , interpersonal relation( 86%), job status ( 82%), working environment (76 %), supervision ( 72%), job security ( 66%), and, administration, policy and procedure ( 60%) respectively.

## **5.2 CONCLUSION**

To sum up, the findings from the Ethiopian electric utility shows that the factors affect job satisfaction in line with (hygiene factors) are key determinant elements for employee's dissatisfaction. In other words, among the target groups only 30% are satisfied because of their current work conditions which are categorized as affecting factors.

Specifically, the level of employee's perception on the role of factors affect job satisfaction (hygiene factors) towards their job satisfaction or job dissatisfaction is verified as high. It applies for both the senior level managers and other employees who were the target of this study; they have a very good understanding on those factors which affect job satisfaction (hygiene factors);

For instance some of the interviewees were comparing other organizations benefit packages against EEU's.

### **5.3 LIMITATION OF THE STUDY**

Some external (uncontrollable) factors might deter the smooth implementation of this research as expected. For instance, lack of access to secondary data in the company, sampling method (simple random sampling) and poor cooperation of the respondents in filling the questionnaires limit the outcome of the research. Moreover, lack of willingness and causing many reasons for get interview of senior managers was the major constraint during the study.

Most of studies conducted on the issue of effect of Hygiene factor on job satisfaction indicate that it is a very broad concept. Therefore, given the time and financial constraint, the scope of this study will limit to effect of Hygiene factor on job satisfaction or it is an individual level analysis of the phenomenon.

### **5.4 RECOMMENDATION**

The management of the company need to work more on further improves and maintains its employees. Therefore, in order to improve and maintain, the following measures are proposed. These are:

- ❖ The company has to practice to implement total quality management approach of an organization center on quality, based on the participation, of all its employees and aiming at long term success through employee satisfaction and benefit to all of the organization and to customers of the company.
- ❖ The company also applied the total quality management for continuous improvement top management, leadership commitment to the goal of employees' satisfaction, employees' empowerment and focus.
- ❖ The company has to focus on primary responsibility of the supervisions are to understand the need of the employee, provided necessary resources, facilities the process, guide and coach the subordinates, asses the performance and ensure smooth functioning among departments within the company.
- ❖ Supervision of employees "in the company ought to be conducted based on the job requirements. Therefore, requirements other than job descriptions and work environments

must be eliminated from the criteria. The benchmarks to supervise employees “work in the company as much as possible needs to be free from bias and the results of supervision are supposed to be communicated with employees”.

- ❖ To have satisfied employees within the company the company has to conduct clear and participant supervision mechanism. Supervisors have to train well on how to coach and guide their subordinate and have willing to teach their staffs. The company has to apply utilizing the 360-degree assessments. Serving 360-degree is support as a tool and as way of giving and receiving feedback at all levels within the organization, used to gather inputs on the individuals employees’ performance, not only from managers and supervisors, but from coworkers and from direct reports as well.
- ❖ To implement the positive interpersonal relationship within the company, demonstrate friendships improve individuals’ empowerment attitude such as job satisfaction, job commitment, engagements and perceived organizational supports.
- ❖ For the company good interpersonal relationship between peer to peer and with subordinate the company has to pave good organizational behavior within it. Thus, companies will successive, employees who will go beyond their usual job ditties, providing performance that is beyond expectation. In today’s dynamic workforce where tasks are increasingly done in team and where flexibility is critical, employees satisfied when organizations which involved in ‘good interpersonal relationship’, such as making constructive statements about their work group and organizations helping others on their team ,volunteering for extra job, avoiding unnecessary conflicts, showing care for organizational property, respecting the spirit as well as tolerating occasional work related impositions and nuisance.
- ❖ The company has to understand and practice that the quality of work environment and quality of work life are influenced by factors which are within the organizations poor working condition and has to have schedule supervision for checking what is going and what corrective actions are required. The working condition affect the quality of work life, individual quality of work life outcomes, and the organizational out comes.
- ❖ Since quality of working condition is basically an outcome of strong and effective leadership skills, within the company working conditions and the leadership ensures and facilities, goal alignment, trust and commitment, cooperation and team work, problem

solving and effective dispute solutions. Thus, implemented by involving its employee and getting feedback for remedy.

- ❖ The company has to implement clear, faire remuneration schemes by studying the competitive or similar service providers companies or institutions. The remuneration should cover the necessary expenses of employees for living; the salary has to consider the hard cost living, inflations and event goods market.
- ❖ Top managements should discuss briefly the objectives of the company with all employees “.Furthermore, the management ought to explain how each jobs related with the objectives to maintain employees’ perception to their jobs.
- ❖ Top management have to create an empowerment culture by encouraging employees “to exercise initiative and imagination in solving problems , improve processes and meet employees satisfied need.
- ❖ Evaluate and continually improve the hygiene factors of Herzberg’s theory and measure them in a regular base time and take corrective actions accordingly.

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## Appendix

### St. Mary's university school of graduate studies

#### Questionnaire to be completed by employees

#### PART I

**The research is the assessment on the job satisfaction in the effect of Hygiene factors in the case of Ethiopian Electric utility within Head office.**

#### **Introduction**

This questionnaire is developed to collect relevant data for MBA thesis entrée feed "Job satisfaction of EEU employees with respect to the Hygiene factors of Herzberg". Specifically, the scope of the study is to investigate the role of the hygiene factors towards job satisfaction at EEU head office employees. For the purpose of convenience non managers that are permanent employees serving at head office are identified as a target population for this study.

Respondents are humbly requested to give their responses honestly. Responses/ information given will be used solely for this research; confidentiality is valued.

Thanks for your cooperation in advanced.

#### Respondents General Information

1. Qualification \_\_\_\_\_
2. sex \_\_\_\_\_
3. age \_\_\_\_\_

**PART I**

Indicate your answer by putting a “√“mark in the space provided under each alternative response,

1 for strongly disagree, 2 disagree, 3 for neutral, 4 for agree, & 5 for strongly agree

S/N	Items	1	2	3	4	5
<b>1</b>	<b>Company Policies &amp; Administration</b>					
1.1	You are already informed about the Policies, procedures, and administration of the company of HR.					
1.2	I am satisfied with the policies, procedures, & administration of the company.					
1.3	The delegating to employees is faire within the company.					
1.4	I am satisfied with the applications of policies, procedures in EEU					
1.5	There is good internal communication system within the company.					
1.6	Employees are clear with policy of the company on how to delegate authority.					
<b>2</b>	<b>Supervision</b>					
2.1	You are satisfied with your supervisor for sharing knowledge on how to achieve your task.					
2.2	Supervisors are willing to teach subordinates.					
2.3	Your supervisor is fair while he/she delegates you in the absence of him.					
<b>3</b>	<b>Status</b>					
3.1	Subordinates are satisfied having enough office facilities provided.					
3.2	I am satisfied with the benefit schemes provided by the company.					
3.3	I am satisfied with having sounding title in job I am performing.					
<b>4</b>	<b>Working Conditions</b>					
4.1	The amount of my daily workload is reasonable.					
4.2	I am satisfied with the general appearance of work place.					
4.3	The employees work in an office having enough space, ventilation, light, tools, temperature, and general appearance of the work place.					
<b>5</b>	<b>Interpersonal Relations</b>					
5.1	There is good communication b/n managers and subordinate in job related interaction.					
5.2	There is close relationship between b/n managers & subordinate.					
5.3	There is good communication b/n subordinates outside of the company for social concerns.					



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S/N	Items	1	2	3	4	5
5.4	There is good communication b/n peer to peer within subordinates of the company.					
<b>6</b>	<b>Job Security</b>					
6.1	I am satisfied with the company's security of service.					
6.2	I am satisfied for having freedom while I am working your task.					
<b>7</b>	<b>Salary</b>					
7.1	I am satisfied with the organization remuneration (paying) scheme.					

**Part II**

Give Order mark (1-7) for the factors listed below as per your more satisfied marking 1 is indicating that you more satisfied and marking 7 is that you're not much satisfied for.

S/N	Job satisfaction with respect to Hygiene factors	Rank Order (1-7)
1	Companies Policy and administration	
2	Supervision,	
3	Interpersonal Relation	
4	Status	
5	Working condition (office and other facilities at work)	
6	Job security	
7	Salary	

. Do you have any comment.....

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