



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**EXPLORING THE RELATIONSHIP OF EMPLOYEES' WORK ETHICS AND THE
PERFORMANCE OF SMALL AND MICRO
ENTERPRISES OPERATING IN ADDIS ABABA**

**A CASE STUDY OF SELECTED SMALL AND MICRO ENTERPRISES IN KOLFE
KERANIO SUB-CITY**

BY
KIDANE GEBRESLASIE

June 5, 2020
Addis Ababa - Ethiopia

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**THIS THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES IN PARTIAL FULFULMENT OF THE REQUIRMENTS FOR THE DEGREE
OF MASTERS OF BUSINESS ADMINISTRATION.**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Belete Mebratu (Prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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ACKNOWLEDMENT

I would like to extend my deepest gratitude to my advisor Belete Mebratu (Prof.) for his priceless encouragement and support throughout my prolonged efforts to accomplish this thesis. I would also like to express a special appreciation for my friends Binegrew, Mebrahtu, Behailu and Nebiyu who played crucial role in strengthening me to complete the research study. The understanding I gained from my manager Mr. Mohamed Tayfour in my day to day efforts in the collection of data in the process of the study. I am so grateful for that. I would like to thank my colleagues in Nile Petroleum Co. Ltd for their thorough concern. My special thanks goes to my beloved wife, my only son and the whole family for their patience and encouraging support on my continuous efforts on the subject matter. I thank my university for its special consideration made in encouraging its students to finalize their theses. At last but not the least, I express my gratitude to all who have contributed advice or any sort of support to me in my process in conducting this thesis.

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ABSTRACT

This study has been prepared for a research to be done on the topic of “Exploring the relationship of Work Ethics of Employees’ and the Performance of Small and Micro Enterprises operating in Addis Ababa, specifically targeting the case of selected small and micro enterprises in Kolfe Keranio Sub-City. The purpose of the study is to explore the poor work ethics prevalent among employees/operators and their influence in the performance of small and micro enterprises in Addis Ababa. Although, the study has capitalized upon elements of quantitative research methodology when appropriate but it has adopted a qualitative approach in conducting the research. Since the study used promotion to medium level as an indicator of success the total number of ‘promoted’ and not promoted should be equivalent. Thus the 95 promoted enterprises in the sub-city together with other equivalent 95 not promoted ones give us 190 enterprises as the population of the study. The researcher has used the Lohr Formula for determining the simple size to be calculated as 128. Therefore, the quantitative aspects of the study involved the collection of primary data from 128 randomly selected enterprises with promoted and not promoted ones constituting 64 enterprises each. The significance of the study lays on identifying the prevalent poor employees’ work culture in SMEs and bringing about a solution to empower the sector of small and micro enterprises in their role of transforming the Agricultural based economy to industrialization and contribute in establishing a mechanism of a healthy work culture to assist on the country’s efforts to alleviate poverty through strengthening performance. Although, the findings show that the overwhelming respondents ascertain the importance of hard working, however most of the youth tend to relate work to mainly material benefits. Therefore, the study concluded with the mixed work ethics that both good work ethics and inappropriate work ethics are organizational realities that co-exist together. Finally, this study recommended that it is paramount importance to encourage skilled craftspeople and launch a cultural reform activity that brings attitudinal changes to the society in general and to the job seekers in particular; there should be precepts and guideline outlining appropriate and inappropriate use of the Internet in the workplace; and learning and development schemes should be implemented that focus on bringing about attitudinal changes.

Key words: *Work Culture, SMEs, Poor Work Culture, Hard Working, Attitudinal Changes.*

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND

The concept of ‘culture’ has been an area of academic interest in the study of business administration for quite some time. This interest principally arises from the need to understand the nature and extent of cultural influences on organizational behavior in the business world.

Culture has been defined in many different ways and by many different theorists within the field. Providing a simpler definition, Deal and Kennedy conceptualized culture as “*the way we do things around here*” (Deal & Kennedy, 1982, p. 232). On the other hand, Kotter and Hackett opted for a similar definition building upon the field of anthropology and noted that culture is “*a set of beliefs, values and behaviors commonly held by a society, being derived from social anthropology as a framework for understanding ‘primitive’ societies*” (Kotter & Heskett, 1992, p. 9).

Nevertheless, in the context of business administration, many scholars tend to favor broader conceptualizations of culture to encompass ‘groups’ and ‘organizations’. For instance, Geert Hofstede et al saw culture as “*the collective programming of the mind that distinguishes the members of one group or category of people from others*” (Hofstede, Hofstede, & Minkov, 2010, p. 6). These writers also introduced a comprehensive model to cover the total concept of culture, including four aspects: symbols, heroes, rituals, and values.

Organizational behavior, on the other hand, has been defined as a field of study that investigates the human behavior within an organization, like the interface between human behavior and the organization, for the purpose of applying such knowledge toward improving an organization’s effectiveness (Moorhead & Griffin, 1995). It is concerned with the study of what people do in an organization and how their behavior affects the organization’s performance.

The link between culture and organizational behavior has long been recognized in the theoretical literature, especially in terms of the various roles culture plays within an organization. Culture gives organization identities, has the potential to transform individual self-interests into something bigger which coincides with an organization’s goal, regulates the behavior of the

employee by providing appropriate standards, and acts as a behavioral mechanism that guides and shapes the attitudes and behavior of employees (Robbins, Judge, & Campbel, 2010).

Similarly, from an organizational behavior perspective, Robbins et al categorized the variables that affect employee behavior into three domains: individuals, groups and organization structures (Robbins, Judge, & Campbel, 2010). Accordingly, the individual level determinants of organizational behavior are: biographical characteristics, abilities, values, attitudes, personality, emotions, perception, individual decision making, learning and motivation. On the other hand, the group level variables that affect employee behavior include communication, leadership and trust, group structure, conflict, power and politics, and work teams. Finally, the structures of an organization, the organizational culture, and the practices all have an impact on the organization system level variables (Schein, 2004).

Others look at the relationship between culture and organizational behavior from the perspective of ‘work values’, ‘work ethics’ and ‘organizational culture’. Work ethics can be understood as a cultural norm that advocates people to hold accountable and responsible for the work they done based on the belief that work has intrinsic value to the individual (Cherrington, 1980). This imperfectly aligns with the individual domain of variables affecting organizational behavior (Yankelovich & Immerwahr, 1984). A number of studies over the years have found a significant relationship between work ethics and job performance (Salahudin, Alawi, Baharuddin, & Halimat, 2016, p. 470). Employees’ perception of their organization’s ethical climate is also found to be related to job satisfaction, organizational commitment, and organizational performance (Kim & Miller, 2008).

The study of work values to explain differences in employee performance and motivation is another approach to the issue. A number of definitions have similarly been offered for work values, including: as goals that one seeks to attain to satisfy a need; (Super, 1973) and, as qualities that people desire from their work (Ben-Shem & Avi-Itzhak, 1991) which reflect a correspondence between a need and satisfaction (Abboushi, 1990). Dose defines work values as “*evaluative standards relating to work or the work environment by which individuals discuss what is ‘right’ or assess the importance of preferences*” (Dose, 1997, p. 228). She further

divides work values between two dimensions: those that have a moral element; and, the degree of consensus regarding the importance and desirability of particular values.

Cultural differences in work values can be used to explain differences in individual performance and to predict job satisfaction (Hoppe, 1990), and organizational performance (Connor & Becker, 1975). One of the most comprehensive studies focusing on the influence of culture on business behavior was undertaken by Geert Hofstede using the concept of work values. In a bid to understand how values in the workplace are influenced by culture, he analyzed a large database of employee value scores collected within IBM between 1967 and 1973 (Hofstede, 1980). The findings demonstrated that there are national and regional cultural groupings that affect the behavior of organizations, initially identifying four dimensions of culture. In 1991, based on research by Michael Harris Bond, Hofstede identified a fifth dimension (Hofstede, 1991). A sixth dimension was added in the 2010, based on Michael Minkov's analysis of the World Values Survey data (Hofstede, Hofstede, & Minkov, 2010).

Work ethic, especially the investigation of why some people place a greater importance on work and appear more conscientious than others, has remained one of the most dominant themes in the psychological investigation of occupational behavior (Pryor & Davies, 1989). However, more recent years have seen declining interest in applied psychological literature on the issue. Nevertheless, practitioners have been progressively more concerned about the waning commitment to the value and importance of work (Hirschfeld & Field, 2000). This has led to a resurgence of attention to the study of the work ethic construct with emphasis on considering each of its individual dimensions (Miller, Woehr, & Hudspeth, 2002).

1.2 STATEMENT OF THE PROBLEM

The study intends to explore the poor work culture reflected in terms of elements of work ethics prevalent among employees/operators in Micro and Small Enterprises/MSEs in Addis Ababa. Micro and Small sized Enterprises (MSEs) have for long been perceived as the dynamic force for sustained economic growth and job creation in developing countries. They play multifaceted role such as boosting competition, innovation, as well as development of human capital and creation of a financial system (Nega & Husein, 2016).

Similarly, MSEs constitute the predominant form of income generating activities with a significant contribution to local economic development and means of survival in urban Ethiopia (Gebre-egziabher & Demeke, 2004). As such, the Ethiopian government has singled out MSEs as the core engines for the transformation of the country's economy. The main strategic direction for the industry sector under the GTP I was *"to support the expansion and development of micro and small enterprises"* (FDRE-MoFED, 2010, p. 56). To this end, the GTP sought put in place *"an environment conducive for the emergence of new MSEs and support that increase the productivity of existing MSEs"* (FDRE-MoFED, 2010, p. 57). Strengthening MSEs is also recognized as a priority area of industrial development under the pre-existing Industry Development Strategy. The Strategy notes that MSEs *"need to be given special attention and support for growth and development"* since MSEs *"are the playground for the emergence of entrepreneurs and as they have the potential to create large employment opportunity"* (MoI-FDRE, 2002, p. 22).

The study revealed that among the 3394 MSEs in Kolfe Keranio Sub-City the promoted enterprises to the medium level were only 95. However, despite the enormous importance of the MSE sector to the national economy with regards to job creation and the alleviation of abject poverty, many of the MSEs are unable to realize their full potential due to the existence of different factors that inhibit their growth and performance (Nega & Husein, 2016, p. 4). Generally, there are external (contextual) and internal factors which are still affecting the very performance of MSEs. Yet, most of the existing research on the sector has focused on the external factors such as financing and marketing infrastructure. Even the few studies taking the internal challenges of MSEs into account deal with factors related to managerial and technical skills. Therefore, exploring such elements and their influence on the performance of the MSEs is so significant.

The GTP II has also given significant attention to the development of MSEs and seeks to *"enhance the poverty reduction and employment generation contributions of MSE by providing comprehensive support to the sector"* (FDRE-NPC, 2016, p. 35). GTP II recognizes the comparative advantage of *"expanding development of small and medium scale manufacturing enterprises that has backward linkages with the agriculture sector ... to diversify the manufacturing industry base"* (NPC-FDRE, 2016, p. 17).

The government planned to create between 1.4 million and 1.9 million new jobs for the unemployed every year during the GTP II planning period (FDRE-NPC, 2016, p. 35). The GTP II also states that “*The growth of MSEs and their integration with TVET system development will be instrumental in providing the necessary skills and education for technological transfer*” (NPC-FDRE, 2016, p. 24). It also underlines the promotion of entrepreneurial and saving attitudes and behaviors among MSE operators (NPC-FDRE, 2016, p. 24).

The purpose of the study arises from the spread of these inappropriate work ethics in the various MSEs in the city and the insensitivity of researchers in producing a serious study to tackle the problem objectively. The ultimate intension of the study is to address the influence of the inappropriate elements of work ethics prevalent among the employees/operators of the MSEs in Kolfe Keranio Sub-City, the most densely populated sub-city in Addis Ababa.

1.3 RESEARCH QUESTIONS

The current study aims to explore the relationship between culturally informed work ethics of operators/employees as a determinant of organizational behavior and organizational performance in the Ethiopian MSEs sector. In doing so, it seeks to answer the following general research question: Is there a correlation between the work ethics of operators/employees and organizational performance in the MSEs sector in Ethiopia? The specific research questions for the study are:

1. What are the elements of work ethics prevalent among the operators or employees of successful MSEs?
2. What are the elements of work ethics prevalent among the operators or employees of less successful MSEs?
3. Is there a difference between the elements of work ethics prevalent in successful MSEs and their less successful counterparts?
4. Are there specific elements of work ethics that directly correlate with the performance of MSEs?

1.4 RESEARCH OBJECTIVES

1.4.1 GENERAL OBJECTIVE

The overall objective of this study is to determine the relationship between the work ethics of operators/employees and organizational performance in the MSEs sector in Ethiopia.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives of the study are:

1. To identify the elements of work ethics prevalent among the operators or employees of successful MSEs;
2. To identify the elements of work ethics prevalent among the operators or employees of less successful MSEs;
3. To determine the existence or absence of variations between the elements of work ethics in successful and less successful MSEs; and,
4. To determine the existence or absence of specific dimensions of elements of work ethics that directly correlates with the performance of MSEs.

1.5 SIGNIFICANCE OF THE STUDY

In the view of the researcher, the findings of this study has at least shed light for further studies which could be useful to the key stakeholders in the MSEs sector in Addis Ababa and at the national level.

1.5.1 ACADEMICS/RESEARCHERS

The findings from this study will assist academicians in identifying areas ripe for further research in the Ethiopian MSEs sector by providing them with a deeper understanding of the critical internal factors that affect the performance of MSEs. The introduction of culture as a determinant for organizational performance and the appropriate methodological framework to study such relationship is particularly expected to be important in this respect.

1.5.2 MICRO AND SMALL ENTERPRISES

The findings of this study will help the operators of MSEs in Addis Ababa and beyond by providing insight into the benefits of identifying culture related values and adopting appropriate management and leadership strategies to bring about attitudinal changes. This is expected to improve the rate of success among the enterprises by helping them broaden their understanding of the factors that affect the performance of MSEs.

1.5.3 POLICY MAKERS

The government can use the findings of this study to better inform policy formulation and development for a framework designed to improve the performance of MSEs. Moreover, the findings of this study will help policy makers develop capacity building and support strategies customized to the cultural context in which MSEs operate.

1.6 SCOPE OF THE STUDY

Geographically, the planned study has covered selected MSEs operating in a vast sub-city of Addis Ababa with the most number and diversity of MSEs. In the selection of MSEs, the researcher focused on the key sectors identified by the government and tried to identify enterprises with different records of success in terms of graduation to the next level as well as profitability. Finally, for the purpose of comparison, the researcher selected SMEs with varying levels of performance in terms of indicators of success including graduation to the next level, income generation, market share, expansion, asset acquisition and profitability.

1.7 ORGANIZATION OF THE STUDY

The research report has five chapters

- Chapter one will introduce the research. It comprises the background, the problem statement, the research questions, purpose and objectives of the study, scope of the study, limitations, and the definition of terms.
- Chapter two provides a theoretical platform from which to answer the research question. It comprises the organization of literature in relation to the problem, presentation of literature, summary of literature and highlights of aspects to be used in the study.

- Chapter three is the research methodology which outlines and justifies the research design that has been selected as the most appropriate to answer the research question, organization of methodology to address purpose and objectives, methodological considerations, research design, population and sample, data collection, strengths and limitations of the study, ethical considerations, data verification and data summary and analysis.
- Chapter four is the research findings and discussions. This is the presentation and analysis of findings. The findings will be linked to the literature and some conclusions will be drawn.
- Chapter five provides a conclusion that ties all the major findings and the literature together and some recommendations to the key audiences of the study.

The report also incorporates the relevant annexes and other standard sections.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 Historical Background of Work Ethics

A brief historical backdrop of work ethics is useful to put the contemporary issue in focus. Early concepts of work were very different from more familiar and recent ones. During the classical period, work had been widely regarded by many societies (the Hebrews, Greeks, and Romans alike) as a burden and as something that has to be avoided (Hill, 1996). As Lipset (1990) observed, Rose (1985) wrote that the Bible portrays that the Hebrew belief system viewed work as "a curse devised by God explicitly to punish the disobedience and ingratitude of Adam and Eve".

Tilgher (1931) also noted that the Talmud too teaches that "if man does not find his food like animals and birds but must earn it - that is due to sin." The Greeks, like the Hebrews, also regarded work as a curse (Lipset, 1990). For them, manual labor was for slaves. The cultural norms allowed free men to pursue warfare, large-scale commerce, and the arts, especially architecture or sculpture (Rose, 1985).

For the Romans as well, work was meant to be done by slaves, and only two occupations were worthy of a free man-agriculture and big business (Tilgher, 1931). A goal of these 16 endeavors, as defined by the Roman culture, was to achieve an "honorable retirement into rural peace as a country gentleman" (Tilgher, 1931:8). Any pursuit of handicrafts or the hiring out of a person's arms was considered to be vulgar, dishonoring, and beneath the dignity of a Roman citizen (Hill, 1996). In the middle Ages, primitive Christianity still perceived work as punishment by God for man's original sin, but to this strictly negative view was added the positive aspect of earnings which prevented one from being reliant on the charity of others for the physical needs of life (Tilgher, 1931). Wealth was recognized as an opportunity to share with those who might be less fortunate and work which produced wealth therefore became acceptable (Hill, 1996).

In the Medieval Period, work still held no intrinsic value. In line with this, Tilgher (1931) suggests that work is never dignified as anything of value in itself, but only as instrument of purification, of charity, and of expiation. The doctrine of that period, he noted, recognizes no value in work itself. Generally, work was considered as a part of the economic structure of

human society which, like all other things, was ordered by God (Hill, 1996). In short, work for much of the ancient history of the human race has been hard and degrading. Working hard - in the absence of compulsion - was not the norm for Hebrew, classical, or medieval cultures (Rose, 1985). It was not until the Protestant Reformation, a period of religious and political upheaval in Western Europe during the sixteenth century, that physical labor became culturally acceptable for all persons, even the wealthy (Hill, 1996). The traditional views which believe that work was a curse and punishment for original sin (Lipset, 1990) were later swayed by the powerful influence of religion. In particular, a more positive view of work developed out of early Christian experience (Yankelovich and Immerwahr, 1984). Such positive development transformed the negative views of work by promoting it as a means of redemption (salvation). Work came to be regarded as a virtue, and leisure was seen to undermine morality and promote evil.

This was a significant departure from previous thinking (Lipset, 1990). As Hill (1996) noted, with the reformation came a new perspective on work. Two key religious leaders who influenced the development of western culture during this 17 period were Martin Luther and John Calvin. For Luther, work was a way of serving God, a “calling,” whereby one did the work of the Almighty; idleness was unnatural and a barrier to salvation (Natale and Rothschild, 1995). Luther also emphasized that people could serve God through their work; that the professions were useful; that people should try to work well (Lipset, 1990). He further argued that even though the emergence of Protestantism brought a major shift in the western attitudes toward work, early Protestantism, as envisioned by Martin Luther, did not directly pave the way for a rational profit-oriented economic system as Luther showed contempt for trade, commerce and finance. This is because he did not believe that they involved real work. Luther also believed that each person should earn an income which would meet his basic needs, but to accumulate or horde wealth was sinful (Hill, 1996). John Calvin, building on the doctrines of Luther, played a significant role in making a radical departure from the Christian beliefs of the middle Ages.

According to Hill (1996), Max Weber contended that Calvinism produced a significant new attitude toward work. Calvin taught that all men, even the rich, must work because to work was the will of God. It was the duty of men to serve as God's instruments here on earth, to reshape the world in the fashion of the Kingdom of God, and to become a part of the continuing process of His creation (Braude, 1975 as cited in Hill, 1996).

Men were not to lust after wealth, possessions, or easy living, but were to reinvest the profits of their labor into financing further ventures (Hill, 1996). In line with this, Calvinists, as Lipset (1990) noted, concluded that earnings must be reinvested repeatedly, *ad infinitum*, or to the end of time. However, being charitable and helping others violated God's will since human beings could only demonstrate that they were one of the Elect through their own labor (Lipset, 1990).

Maslow was one of the first theorists to deal with the topic of work in the framework of Industrial Psychology. He often discussed work relations and how the employee views himself. Regarding the worker he claimed "If you are not satisfied with your work, you have lost one of the most meaningful ways to self-actualization" (Maslow, 1971, p.185). Maslow's viewpoint was applied to, and examined at, different companies and organizations. Ewen added to this by positing that an organization's success in satisfying the needs of employees is not reflected by the number of employee complaints but rather by the type of complaints – those having to do with needs that are higher in Maslow's hierarchy indicate a greater dissatisfaction at work (Ewen, 1988). It should be noted that Maslow's theory has not been subject to scientific examination. For instance, it is impossible to examine higher level needs, which are the developmental factor in this theory.

According to Maslow, self-actualization and higher level needs are only fulfilled after lower needs are met, such as the need for security, love, value, and so on. It is difficult to examine the history of people who reached self-actualization according to Maslow's approach. However, one cannot ignore Maslow's contribution to the field of business. He shared ideas related to humanistic psychology in the work arena, praised the functioning man, the working man and the "healthy" man, and dealt with the growing needs of the human race.

Maslow (1970) focused on the healthy aspect of human existence. According to him, the main source of psychopathology in man is our failure to meet our basic needs, the most important of which are physiological needs, followed by (in order of priority): safety, love and belonging, esteem and self-actualization. The orders of needs important to man's emotional well-being are ranked by Maslow according to the above hierarchy. According to him, one who reaches complete fulfillment of his needs is healthier than one who only satisfies some of his needs (Ewen, 1988). An attempt to reinforce Maslow's assumptions regarding the existence of a hierarchy of needs was made by Graham and Ballouin (1973).

They found that man’s physiological needs were met the most, followed by safety needs, then social needs, and finally self-actualization needs, which are generally satisfied the least.

The Ethiopian Context

3.1.1. ECONOMIC ACTIVITY

Addis Ababa is the central hub of Ethiopia’s economic sector. The city is home to major service sector institutions as well as the local manufacturing industry. Though limited in its scope and size, the residents of the city also engage in agriculture in the outlying rural and semi-rural areas as well as a budding urban agriculture in the inner city. In 2011/12, Addis Ababa, although it accounted for 3.4% and 18.3% of the country’s total and urban population, respectively contributed to 25 percent of the aggregate urban GDP, and 9.9% of the national GDP (MUDHCo and ECSU, 2015). The largest 10 cities¹ that accounted for 5.3% of the national population and 30% of the total urban population had a combined output equivalent to 13.2% of the national and 33.1% of the total urban GDP.

The services sector represents about 76% of economic activities and is by far the most important sector of the economy for value added as well as for employment. The City real GDP which is equivalent to about 5% of Ethiopia’s GDP in 2008/09 as well as the City real GDP per capita have been growing in real terms in the last three years. They are expected to continue to grow.

Table 3 1: GDP (at constant factor cost) of Addis Ababa: EFY1998 (2005/06) – EFY2002 (2009/10)

	<i>EFY 1999</i> <i>(2006/7)</i>	<i>EFY 2000</i> <i>(2007/8)</i>	<i>EFY 2001</i> <i>(2008/9)</i>	<i>EFY 2002</i> <i>(2009/10)</i>
Agriculture	0.20	0.36	0.27	0.49
Industry	23.33	23.31	23.31	23.30
Services	76.47	76.33	76.42	76.21

¹ This group includes relatively larger cities of more than 100 000 populations in 2013, i.e., Addis Ababa, Adama, Mekelle, Gondar, Dire Dawa, Hawassa, Bahir Dar, Jimma, Dessie, and Bishoftu.

GDP (billions ETB)	15.3	16.9	18.6	20.6
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Source: City Government of Addis Ababa, BOFED, Policy and Analysis Department, GDP Services Projections

Addis Ababa is also a transport hub for land vehicles and local and international travel through its Bole International Airport. In addition to the major highways connecting the city to regional cities and towns, Addis Ababa is also becoming a hub for the fast expanding national railway system. The city has recently put into service the countries and Sub-Sahara Africa's, only light rail transit (LRT) system. According to some reports, more than 70% of registered vehicles in the country are found in Addis Ababa (FDRE-Ministry of Transport, 2011, p. 3).

Table3.3: Employed Population by Major Industrial Divisions in Addis Ababa, 2013

<i>Industry</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Agriculture forestry and fishing	15,528	4,411	19,939
Mining and quarrying	9,825	3,537	13,362
Manufacturing	148,888	66,996	215,884
Electricity gas steam and air conditioning supply	5,021	1,340	6,361
Water supply; sewerage waste management and remediation activities	4,523	7,967	12,490
Construction	110,230	27,945	138,175
Wholesale and retail trade; repair of motor vehicles and motorcycles	117,940	90,133	208,072
Transportation and storage	85,195	10,747	95,942
Accommodation and food service activities	22,049	47,105	69,154
Information and communication	13,454	9,245	22,700
Financial and insurance activities	26,529	18,879	45,408
Real estate activities	1,029	472	1,502
Professional scientific and technical activities	15,733	10,123	25,856
Administrative and support service activities	19,716	15,492	35,209
Public administration and defense; compulsory social security	21,538	15,175	36,713

Education	38,987	46,102	85,089
Human health and social work activities	19,842	37,251	57,092
Arts entertainment and recreation	5,599	4,304	9,903
Other service activities	38,813	35,502	74,316
Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use	12,942	93,353	106,295
Activities of extraterritorial organizations and bodies	3,406	2,730	6,135
Total	736,787	548,809	1,285,597

Source: CSA and BoLSA, August 2013

In terms of employment, service sector activities as a group are the biggest employers in Addis Ababa² (CSA and AACA-BoLSA, 2014, pp. 75-77). Transportation and storage, education, accommodation and food service, human health and social work activities contribute the highest employment as individual service sector activities. Manufacturing and wholesale and retail trade provide the highest number of employment opportunities as individual industries.

3.1.2. THE CITY ADMINISTRATION

Though the Addis Ababa City Administration is directly accountable to the federal government, the FDRE Constitution grants city's residents a measure of self-governance (FDRE, 1995, p. Article 49). Accordingly, the House of Peoples' Representatives has issued a charter for the city (FDRE, 2003).

The top-level city administration is composed of the City Council, the Mayor, the City Cabinet, City Judicial Organs, and the Office of the City Chief Auditor (FDRE, 2003, p. Article 10/1). The city also has a City Manager designated as the executive for municipal services and accountable to the Mayor (FDRE, 2003, p. Article 24/1). The lower level organs of the city's government are the councils, chief executives and standing committees at sub-city and kebele levels as well as the kebeles social courts (FDRE, 2003, p. Articles 10/2 and 10/3).

² Education, health, entertainment and other community and social services together account for around 226,400 persons employed. In addition, financial intermediation, insurance, real estate and business services provide employment to 107,975 residents of Addis Ababa.

In practice, the hierarchical structure of the city administration comprises of three levels of government with the city administration at the top, the sub-city administration in the middle and the Woreda administration at the bottom. The city is divided into ten sub-cities and 116 Woredas.

Ethiopia has been a receiver of foreign aid since becoming as one of the founding members of the United Nations, but still the majority of the population struggles with poverty; and the problem is far from being solved by secular discussion and statistical data. It has a significant spiritual dimension.

Though, Ethiopia is distinctly known for poverty and hunger but it has much wealth, “with diverse flora, fauna, soils, climate, water resources and minerals.” These diverse cultures and traditions come from above eighty different languages and ethnic groups. The different tribes have slightly different work ethics in keeping with the availability of opportunities and arable land. Subsistence agriculture accounts for 80 percent of employment in Ethiopia. The purpose of this study is not to seek for the root cause of poverty in Ethiopia, but rather to accept the reality and contribute in the people’s work ethics that attribute in poverty reduction.

Historically, traditional craftwork was not valued and was labeled as a low class activity. Since skilled craftspeople were not encouraged, this lack of encouragement limited the development of creativity in the country. The prominent upper class is composed of the rich who let others work for them but not workers themselves. Hard working therefore, is a means of survival, not a life style for love of work itself. The holistic aspect of religious faith is seen as standard for poverty alleviation and stability for all kinds of societal problems. Loving God and loving neighbors as oneself is the ethical and moral obligation that humans should embrace to live out the original intention of God for humanity.

However, the number of days within every month which are considered as off days (restricted to work on) by most of the Orthodox religion believers (especially in the rural areas) is alarmingly high. Some of the cultural attitudes and sayings which hinder the hard efforts of changing the status of poverty need to be addressed. Such as, “my fate is from above no one has the power to change it”; “if you are not benefited well while you are in power, you will regret it when you no longer have that position” “ሲኾም ያልበላ ሲሻር ይቆጩዋል!”.

In the new generation, there are some negative attitudes observed towards work ethic and work culture in general. Losing the sense of courage to serve the needy anywhere in the country rather than to choose a place to work at (especially the college new graduates); the internal derive to get wealth through a shortcut means; putting preferences beforehand in choosing certain type of work instead of starting immediately with what is possible and look for a better one; usually undermining the current situation and look for the unknown future elsewhere abroad; counting what to be gained from one's homeland rather than considering what ought to serve (due to the ignorance of public interest) are some of the many ones. The subject matter needs great emphasis to come on concrete findings and bring about objective solutions indeed the need for a thorough study has motivated the researcher to contribute on the efforts to do the job.

Work Ethics

In its simplest definition, a system of moral principles is called ethics. They affect how people lead their lives, for life is an unbroken stream of decision-making and ethics are concerned with what is the right moral choice, for individuals and for society. This is also known as a moral philosophy. The etymology of ethics is derived from the Greek word *ethos*, meaning habit, custom, disposition or character. Ethics are therefore concerned with these sorts of moral decision: how to live an ethical life, rights and responsibilities, right and wrong language, what is good and bad and so on. Contemporary notions of ethics have been handed on from philosophy, religions, and global cultures. Ethics are debated in topics such as human rights, right to life, and professional behavior.

Traditionally, work ethic has been understood as a value based on hard work and diligence. Capitalists, for example, believe in the necessity of working hard and in consequential ability of enhancing one's character. Socialists suggest that a concept of "hard work" is deluding the working class into being loyal workers of the elite; and working hard, in itself, is not necessarily an honorable thing, but simply a way to create greater wealth for those at the summit of the economic pyramid. These values have been challenged and characterized as submissive to social convention and authority, and not meaningful in and of itself, but only if a positive result accrues. An alternative perception suggests that the work ethic is now subverted in a broader and readily marketed-to society. This perspective has given us the phrase "work smart".

In recent times, many say that a work ethic is now obsolete and that it is no true any longer that working more means producing more or even that more production leads to a better life... this is, of course, not to be confused with quality productivity.

Here is one of the views about work ethic from Will Smith and how important it is where Will says (about 2:00 during the interview):

“I’ve never viewed myself as particularly talented. Where I excel is ridiculous sickening work ethic”

“Do it now” habit: Never leave ‘till tomorrow what can be accomplished today.’ Good ethics habitualize attitude, action, and inevitably – consequence: how you do, what you do this moment.

“Do it right” habit: A disciplined habit makes a difference in the long term. Don’t try to break bad habits. Alternatively, choose preferable substitutes that you move forward to, in place of the old ones.

Other good habits:

Concentration is the ability to stay on a task until it is completed, by working in a straight line to get from where one is, without distraction or diversion, to the destination, i.e., completion of the work.

It is difficult to define the elements of good work ethics, as it is such an individualistic approach and thinking. What may be good work ethics for me may not be the same for you. Much depends upon how each organization or person looks at work ethics and the moral values that each follows. What moral values you practice in daily life will define your attitude towards work and your work ethics. But there are a few common elements that are universally followed and employers look for it in their employees.

- **Honesty:** This is the core element of work ethics; all the other elements are based upon your honesty. Be honest about your successes and failures, take credit only where due, do not steal other’s works or ideas, and own up to your failures.

- **Integrity:** Do not let people down, try to fulfill your commitments, and be consistent in your thoughts, action and behavior.
- **Impartiality/Fairness:** Be fair to all, do not practice favoritism. Treat everyone as equals.
- **Alertness:** Be aware of what is happening around and keep an eye on things.
- **Openness:** Share your ideas, results and resources with the other team members, so that everyone has the same opportunity and know what you are doing. Being secretive is counterproductive.
- **Respect for others:** No matter how urgent a deadline or heated that tempers become, remain diplomatic and poised and show grace under pressure. Whether serving a client, meeting a customer or meeting with management, do the best to respect other's opinions, even in stressful circumstances. It shows one values other's individual worth and professional contribution.
- **Reliability and Dependability:** Means being punctual for work and meetings, delivering assignments within budget and on schedule. Be reliable about keeping promises for reputation precedes one so that clients, customers, and colleagues do trust in you to do all that you say you will – everyone appreciates the stability this embodies.
- **Determination:** Obstacles cannot stop you as they are a challenge to be overcome. Embrace challenges positively and know that your role is to solve problems with purpose and resilience. Push on, no matter how far it is necessary to go.
- **Dedication:** Continue until the job is complete, and delivered. "It's good enough" is not sufficient for you and the teams, as you aim to be "outstanding" in content and quality. Put in the extra hours to get things right by attending to detail and excellence.
- **Accountability:** Accept responsibility personally for one's actions and outcomes in all situations, plus avoid excuses when work does not proceed as planned – admitting mistakes or oversights are used as a learning curve and will not be repeated again. Employers expect employees to attain to high standards, and they should fully support staffs who accept responsibility, instead of passing the buck.
- **Confidentiality:** Any confidential information of documents you have should remain confidential. You cannot discuss it or show it to anyone else, other than the people authorized to do so.

- **Responsibility:** Take responsibility for your thoughts, actions, behavior and work.
- **Legality:** Always work within the legal boundaries, do not break or twist the law to fit your agenda.
- **Competence:** Improve your performance and competence by constantly learning and including the new learning into your work.
- **Professionalism:** From how one dresses and presents oneself in the business world, to how others are treated, professionalism is such a very broad category that it encompasses all the elements of a work ethic.
- **Humility:** Acknowledge other's contribution, and share credit for successes. You have integrity and are open to learning from mentors and others, even as you teach via your action, example, and words. Though you take the work seriously, you are also maintaining a sense of humor about yourself.
- **Initiative:** Do not be afraid to put forth your ideas or volunteer for work.

CONVENTIONAL WORK ETHICS

On the meaning of ethics, Wines and Napier (1992) defined ethics as the activity of applying moral precept to concrete problems. Whereby the application of moral codes becomes complicated as individuals begin to evaluate values, which were perceived as 'good' or 'accepted' in an abstract manner whenever applied to a specific issue. With this, the application of principle ethics is expected to produce complicated outcome and may differ across cultures.

Therefore, ethics, according to western sociologists is relatively dependent on individual perspective in order to determine what is good or bad and right or wrong (Shukri Ahmad & Musa Yusuf Owoyemi, 2012). In noting the meaning of work and work ethic from the modern perspective, Heelas (2002:78) ascribed that work ethics is an attribute to the value to work, the means to some ends. Miller et al. (2001) defined work ethic as a commitment to the value and importance of hard work among the potential employees. At the same time work ethic also can be considered as a belief in the moral benefit of work and its ability to enhance one's character (Addis, 2010). Whilst Saks et al., (1996) viewed work ethic as a critical personal attribute that may strongly predict the propensity of workers to identify their work.

Addis (2010) supplemented that a high value placed on having a strong work ethic in conventional work ethic (CWE) is a relatively recent development, for the concept has had a negative connotation throughout the medieval history. In this regard, Rice (1999) stated that, over the centuries, Western developed the ‘value-free society’ whereby the focus was exclusively on the mechanics of economies.

So, post-modernization saw a new phase of a moral dimension in business. Hence, to surmise, a strong work ethic is created from a set of values based on commitment and diligence of the individual worker concerned. This relation has been emphasized in practiced and philosophical idea altogether at the points of socio-economic activities, organizational ethics, and liberal economies, which, for example, has been raised and discussed by Saks et al. (1996), Heelas (2002), Miller et al. (2001), Addis (2010), and etc. Indeed work ethics is considered very important in building good image of the organization without considering the organization, size, area, volume of production or profit earn or not. However, in this issue, Beckett and Maynard (2013) interject that the discussions of values and ethics must include the issue of religion since religion for many people is a source of value. Therefore, many questions arise in this ethical-religious linkage in CWE. What is the relationship of ethics, value and religion? Is religion considered as important element in ethical conduct? Does being ethical mean religious?

In this regard it is meant to indicate that “work” in an integrated way to focus on the essence of reformation following “Martin Luther’s ideal of vocation” and the priesthood of all believers, which “radically changed the motives and patterns of the economy” of sixteenth century Europe and impacted the world from that end, Beach 2.

Research review/gap

The studies made so far on the subject matter focus on the society in general. On this paper the researcher tried to practically show how work ethics affect performance in organizations by selecting feasible group of people, the MSEs. There is no nation developed neglecting the essence of knowledge and hard working. Ethiopia needs a hard working human force to alleviate poverty. There is a need of attitude change in our society’s perception of work ethics to create a considerable work culture.

How does culture affect ethics?

The origin of the concept "ethics" goes back to the ancient Greek word "Ethos". At the beginning it meant "a usual place of living" (in the poems of Homer); later it acquired new meanings: "habits, temperament, custom, character" (Fassin, 2005).

Thus, ethics means moral rules or principles of behavior that should guide the members of a profession or organization and make them deal honestly and fairly with each other and with their customers (Laczniak, 1990).

Using statistical terminology, ethics would be characterized as a latent construct, i.e. something which is not directly measurable, but can be represented or measured through other variables (Schlegelmich, 2001).

I took the simpler and conceptualized meaning of culture as "*the way we do things around here*" (Deal & Kennedy, 1982, p. 232).

Work ethics can be understood as a cultural norm that advocates people to hold accountable and responsible for the work they done based on the belief that work has intrinsic value to the individual (Cherrington, 1980). This imperfectly aligns with the individual domain of variables affecting organizational behavior (Yankelovich & Immerwahr, 1984).

CHAPTER THREE

4. METHODOLOGY

4.1. RESEARCH APPROACH

The study is an exploratory one, which seeks to explore and understand the relationship between the work ethics of employees and the performance of start-up businesses in Addis Ababa. Accordingly, the researcher has adopted a qualitative methodological approach for the study. However, the researcher has also capitalized upon elements of quantitative research methodology as appropriate.

4.2. THE STUDY ARERA

4.2.1. DEMOGRAPHY AND GEOGRAPHY

Based on the 2007 census, the CSA officially had recognized a total of 973 urban centers in Ethiopia. A key feature of the country's urban system is the primacy of Addis Ababa, which was population wise more than ten times larger than the second largest urban center - Adama - in 2014 (MUDHCo and ECSU, 2015).

Addis Ababa, the capital city of Ethiopia, is the tenth largest city in the African continent with around 3.4 million residents living within the city limits and an additional 4.3 million in the metro area (Givental, 2017). This makes it home to around thirty percent of the urban population of the country. It is also the ninth fastest growing African city with 4.1 percent growth rate between 1990 and 2006 (UN Habitat, 2010). The city's population, which is believed to be underestimated, has actually tripled since 1980 owing mainly to high rates of rural-urban migration (Myers, 2011).

Addis Ababa is located in the central highland region of Ethiopia surrounded by the Oromia Special Zone of the Oromia State on all sides. Addis Ababa is the largest city of Ethiopia in terms of land area. Addis Ababa, with an area of 540 km² is divided into 10 sub-cities and 116 Woredas.

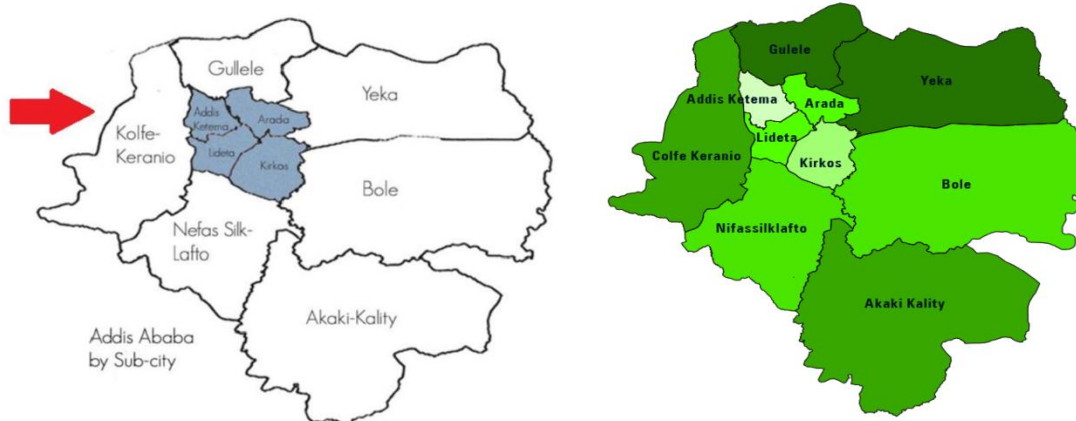


Figure 3 1: Map of Addis Ababa and the research area (Sources: Kelly Liveker, 2016; UN Habitat, 2017)

Table 3 2: Addis Ababa Population by Sex, Area and Density by Sub-City, July 2011

<i>Sub-City</i>	<i>Population</i>			<i>Area (km²)</i>
	<i>Male</i>	<i>Female</i>	<i>Total</i>	
Akaki-Kality	105,636	111,210	216,846	118.08
Nefas Silk-Lafto	172,789	211,333	384,122	68.30
KolfeKeraniyo	260,280	264,480	524,760	61.25
Gullele	137,599	157,744	295,343	30.18
Lideta	90,367	115,542	205,909	9.18
Kirkos	105,709	127,009	232,718	14.62
Arada	96,724	118,059	214,783	9.91
Addis Ketema	133,899	141,899	275,798	7.41
Yeka	186,258	229,276	415,534	85.98
Bole	175,627	214,619	390,246	122.08
Total	1,464,888	1,691,171	3,156,059	526.99

Source: CSA-BoLSA 2014

Kolfe-Keranyo Sub-City is the most populous sub-city in Addis Ababa with half a million residents followed by Yeka Sub-City and Bole Sub-City. Lideta Sub-City is the least populous with barely two hundred thousand residents followed by Arada Sub-City. Kolfe-Keranyo is home to more than twice as many residents than each of the least populous sub-cities.

Addis Ketema Sub-City is the most densely populated areas of Addis Ababa with more than forty thousand residents per square kilometer while Lideta and Arada sub-cities have around twenty five thousand residents in the same area of land. Akaki-Kality and Bole sub-cities are the most sparsely populated areas of the city.

4.3. SOURCES OF DATA

The researcher has generated the data for the research from primary and secondary sources. The primary sources of data for the study were: the employees, leaders and operators of MSEs, sector regulators and, other key institutional stakeholders. On the other hand, the secondary sources of data for the study were: SMEs' records; documents of SMEs sector government bodies; relevant research reports on the topic of SMEs, work ethics and performance in Ethiopia and Addis Ababa; official statistical and narrative reports; and, documents on the relevant policy and regulatory context for SMEs, the SME sector and other government bodies with adjacent functions.

4.4. PARTICIPANTS OF THE STUDY

4.4.1. THE STUDY POPULATION

The Kolfe-Keranio Sub-City has been selected in consideration of the size of the sub-city, its rate of development, MSEs support systems in place and operational and opportunities for MSEs across sectors, especially manufacturing and urban agriculture. According to the most recent data available, there are currently 3,394 MSEs operating in the SC, among which 95 enterprises (184 members) have been 'promoted' to medium status.

Since the study uses promotion to medium enterprises as an indicator of success, the total number of 'promoted' and not promoted should be equivalent. With 95 promoted enterprises and

an equivalent number of ‘not promoted’ enterprises, this gives us 190 enterprises as the study population.

4.4.2. SAMPLING AND SAMPLE SIZE

To determine the sample size of the study, the researcher has used the Lohr Formula for determining the sample size. So, according to Lohr (2010) if the target population is less than 10,000, the following formula is used to determine and draw sample size from the target population:

$$n = \frac{z^2 pq}{e^2 + \frac{z^2 pq}{N}}$$

Where:-

$N = 190$, $Z = 1.96$ (95%), $p = 0.5$, $q = 0.5$, $e = 0.05$ (5%).

N = population size, n = desired sample size

z = standard normal variable at the required confidence level (z statistic).

p = estimated characteristic of target population. $q = 1 - p$.

e = level of statistical significance set (margin of error).

Accordingly, for a target population of 190, the sample size is calculated as follows.

$$\frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2 + \frac{(1.96)^2 (0.5) (0.5)}{190}} = \frac{3.8416(0.25)}{0.0025 + \frac{3.8416(0.25)}{190}} = \frac{0.9604}{0.0075} = n = \mathbf{128}$$

Thus, the quantitative aspects of the study will involve the collection of primary data from 128 randomly selected (simple random sampling technique) enterprises with promoted and not promoted ones constituting 64 enterprises each.

4.5. DATA COLLECTION INSTRUMENTS

The study utilized both quantitative and qualitative research methods and tools to collect data from primary and secondary sources. The researcher was utilizing three appropriate tools to collect qualitative and quantitative information from the primary sources. The primary data collection techniques for the study are based on key informant interviews, survey questionnaire and document review. The researcher was keeping a research diary to record his observations during the data collection process.

The interviews focused on collecting data from sector administrators and Wereda SMEs leaders. The survey questionnaires, on the other hand, targeted the operators, employees, regulators and other stakeholders of the selected SMEs. The researcher has also consulted secondary sources using a document review guideline.

4.6. DATA ANALYSIS

The researcher has collected extensive qualitative data for the research in the form of responses to interview questions from key respondents and information extracted from review of relevant documents. He summarized this data thematically along the research questions. The data collection process for the research also generated quantitative data from primary and secondary sources through questionnaires and document review. The researcher used the latest version of the Statistical Program for Social Science (SPSS) to compile/summarize and analyze the data generated through the questionnaires. Numerical data from documents were summarized in tables or/and inserted in narrative form as appropriate.

2.7 CONCEPTUAL FRAMEWORK

The conceptual framework for a study addresses issues of conceptualization, operationalization and measurement. These are particularly important in quantitative research since the goal in

quantitative research is to quantify the research subject in terms of variables whose causal relationship could be determined.

The relevance of conceptualization, operationalization and measurement is less so in the case of qualitative research where the researcher seeks to understand and explain the experiences of people. However, researchers using a qualitative research approach still need to identify the concepts they will observe to enable them to answer a research question.

The relationship between and among these concepts forms the substance of the conceptual model giving a framework for the research.

2.7.1 CONCEPTUALIZATION

Conceptualization in research refers to the identification of the key concepts to be measured and/or observed to answer a research question. The relationship between and among these concepts forms the substance of the conceptual model giving a framework for the research.

The starting point for conceptualization is a review of the research questions. The current study seeks to answer the following general research question:

- Is there a correlation between the *work ethics* of operators/employees and *organizational performance* in the MSEs sector in Ethiopia?

The key concepts in the statement of these research questions are: work ethics, and organizational performance. These concepts need is clarified based on the background information gathered for the development of the proposal, a brief review of the literature and taking into account the nature of the case study subjects, i.e. MSEs.

2.7.2 OPERATIONALIZATION

In quantitative research, operationalization refers to “*a theory that defines scientific concepts in terms of the actual experimental procedures used to establish their applicability*” (Bullock, 1977, p. 612). It involves “*the creation of rules, which indicate when an instance of a concept has empirically occurred*” (Gill & Johnson, 1991, p. 166). In qualitative research, operationalization

is “*the process of developing operational definitions*” using the results of conceptualization as a starting point (Babbie, 1998).

2.7.2.1 WORK ETHICS OF OPERATORS/EMPLOYEES

The work ethics of operators/employees is a representation of the culturally informed and deeply held values of the individual subjects.

2.7.2.2 ORGANIZATIONAL PERFORMANCE

Organizational performance is a measure of success. In the case of business enterprises, success principally relates to profitability. Other components of success include growth in income, size of the enterprise and market share.

2.7.3 MEASUREMENT

2.7.3.1 MEANING

Measurement can be defined in simple terms as “*the activity or process of measuring something*” (Cobuild, 1987, p. 901). Measurement is the core concept in quantitative research. For a quantitative researcher, measurement entails “*assigning numbers to empirical events in compliance with a mapping rule*” (Cooper & Schindler, 2001, p. 203). While it is not a primary concern for qualitative research, a qualitative researcher could still use measurement in the sense of “*assigning of values to objects, events or outcomes according to rules*” (Salkind, 2000, p. 100).

The proposed study utilized a very broad understanding of measurement in terms of assigning values to indicators for the concepts and processes under study. The purpose of assigning values to the concepts under the proposed study enabled comparisons and depicted changes rather than quantifying qualitative information. Thus, the researcher developed the appropriate methods and techniques keeping the qualitative nature of the research in mind.

2.8 CHOICE OF MEASUREMENT FRAMEWORK

In the process of working on the brief literature review for the current study, the researcher has noted the existence of a number of methodological frameworks that could be adapted for the study. Of particular import among these are Hofstede’s culture dimensions and the

multidimensional work ethic profile (MWEP) of M.J. Miller and others. After a review of the theoretical and empirical literature, the researcher has tried to customize the idea of the MWEP to adopt the questionnaire of the study.

The MWEP is a framework developed by Michael J. Miller composed of seven dimensions of work ethic and a list of corresponding questions. The seven dimensions of the Multidimensional Work Ethic Profile (MWEP) are: leisure, wasted time, self-reliance, work centrality, delay of gratification, belief in hard work, and morality/ethics (Miller, Woehr, & Hudspeth, 2002).

Applying the MWEP to the study involves using membership in differently performing SMEs as a generic classification and, within this, investigating two or more populations: high performance MSE (graduated to next level); medium performing (profitable but not graduated); and, least performing (barely surviving, not profitable). The MWEP is to be used to operationalize the responses.

2.8.1 CONCEPTUAL MODEL

According to the Dictionary of Modern Thought, a model is “A representation of something else, designed for a special purpose, and this representation may take many forms, depending upon the purpose in hand” (Bullock, 1977, p. 536). In a typical qualitative research, a model is “*a drastically simplified representation of the real world endowed with strong explanatory power*” (Levi-Faur, 2003). In other words, it is “*an exemplary, paradigmatic, idealized case*” (Sartori, 1984, p. 79). It is “*a representation of a system that is constructed to study some aspect of that system or the system as a whole*” (Cooper & Schindler, 2001, p. 52). In this sense, “*a model is not a causal network but is more like a chain of events ... [but] ... a strategy of developing linkages between concepts, nothing regularities arousing one’s curiosity*” (Cunningham, 1993, p. 161).

2.8.2 MODELING

The researcher has reviewed the relevant literature around the key concepts of the research as well as research methodology to inform the construction of this conceptual model. The results of this review have, as noted above, led to the clarification of the key concepts, deeper

consideration of their relationships and adaptation of the research questions. The conceptual model depicted below is the product of this process.

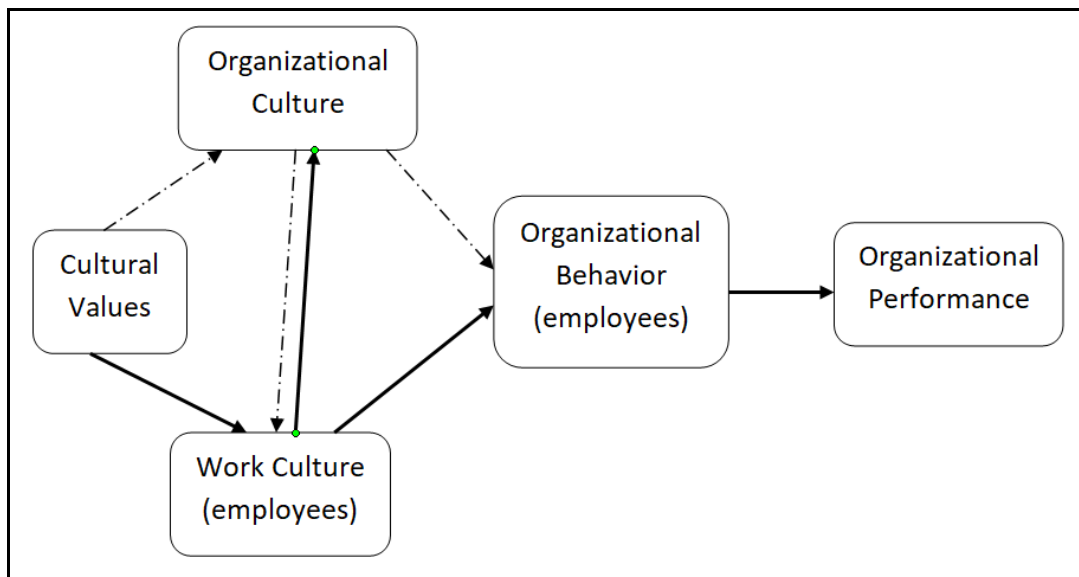


Figure 2 1: Conceptual model developed for the study

The conceptual model presents the relationships among the key concepts at two levels in terms of strength, with the weaker relationships in dotted lines and the stronger relationships in solid lines. Accordingly, a strong relationship is identified between cultural values of the society and work ethics/culture of employees, which in turn has a strong influence on the organizational behavior of employees. Finally, organizational behavior has a strong impact on organizational performance.

2.8.3 VALIDITY AND RELIABILITY

Two forms of validity came into question during the development of a research proposal, i.e. vis-à-vis the conceptualization and operationalization of the conceptual model. These were: construct validity; and, content or theoretical validity. Construct validity is about “*the degree to which the conceptual model accurately reflects the specific theoretical concept(s) that the*

researcher is attempting to measure”, while theoretical validity asks, “... *are the theoretical notions and concepts used providing an accurate and truthful representation of the dedicated body of knowledge in a particular domain”* (Jonker & Pennink, 2010, pp. 99-100).

A cursory reading of the research questions suggests the relationship between an independent variable (cause) and a dependent variable (effect).

- Independent variable: Work ethics, i.e. the culturally informed work values of employees
- Dependent variable: organizational performance

However, this is a simplified perspective. In fact, the two concepts have a complex and dynamic relationship involving the interplay of direct, indirect and mutual relationships. Most importantly, the organizational behavior of employees is not solely determined by their individual work ethics, and the performance of an organization is not shaped solely by the organizational behavior of employees.

Yet, the work ethics of employees, i.e. the deeply held values of employees and leaders, is the strongest factor shaping their organizational behavior. This makes work ethics the most likely factor within an organization to have the strongest impact on organizational performance. Moreover, this line of influence is likely to be strongest and more evident in the context of MSEs due to their special characteristics such as a favorable external environment and emphasis on the knowledge and skills of employees/operators over the size of enterprise capital. The researcher planned to set off the effects of these extraneous factors through a purposive selection of cases and a comparative approach to the research.

4.7. ETHICAL CONSIDERATIONS

The topic selected for the study involved exploration of personal and ethical issues that may carry sensitive aspects and connotations in a traditional society such as Ethiopia’s. Ethical challenges were expected to arise from the use of key informant interviews to solicit information for the study, especially in relation to the inquiry into the lived experiences of the informants.

Finally, data protection issues were also anticipated both at the individual/personal level and in the organizational context of SMEs and other involved institutions.

The researcher tried his level best to address ethical issues in the research study through three mechanisms, namely: putting in place appropriate research protocols and procedures; keeping ethical considerations in mind throughout the research process; and, managing the participation of informants/respondents from an ethical perspective.

The researcher incorporated protocols and procedures assessing harms and benefits, securing informed consent, and ensuring privacy and confidentiality in the design of data collection tools. While recognizing the dynamic nature of the process, the researcher was aware on the lookout for ethical issues arising in the actual data collection process in terms of emotional, psychological and behavioral feedback from respondents as well as emerging vulnerability.

Finally, the researcher ensured that his relationship with respondents is guided by mutual respect, dignity and connectedness. Participants did not only give informed consent, they were also able to withdraw from participating in the proposed research at any point in the process without consequences.

CHAPTER FOUR

4. DATA ANALYSISE AND INTERPRETATION

4.1. QUANTITATIVE ANALYSIS

4.1.1. RESPONSE RATE

To get answers to the basic questions about this study, Likert scale item questionnaire, and interview and document analysis were employed. Prior to the actual data collection started, pilot testing or pre-testing of the Questionnaire was carried out for further feedback. The questionnaire was carried out by the respondents; 128 (100%) of the respondents completed the questionnaire and it was included in the dataset.

4.1.2. DEMOGRAPHIC INFORMATION

Gender

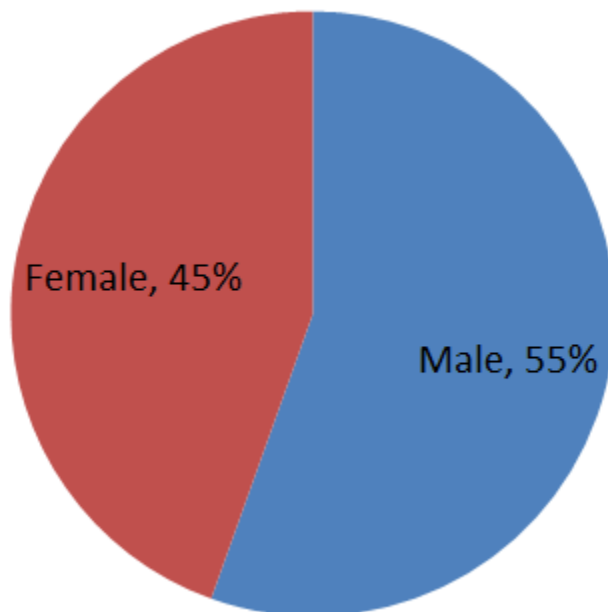


Figure 4 1: Percentage of respondents' distribution by Gender

Source: Own field survey, 2019

The respondents were asked to categorize themselves either as male or female. As shown in the figure 4.1, out of 128 respondents, 71 (55%) were male and the remaining 57 (45%) were female, in which much of the respondents were males. However, 57 (45%) female respondents compared to the proportion of total female employees are encouraging.

Age

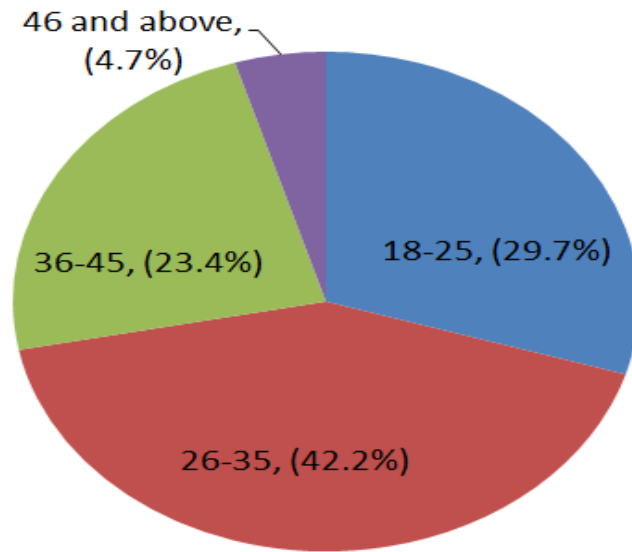


Figure 4 2: Percentage of respondents' distribution by age

Source: Own field survey (2019).

The respondents were asked to classify themselves in different age groups. As shown in the figure 4.2, out of 128 respondents 38 (29.7%) of the respondents fall within the age group of 18-25, whereas, 54 (42.2%) of the respondents are within the age group of 26-35, in which this category is the largest proportion of the participants, 30 (23.4%) of the respondents fall within the age range of 36-45, and 6 (4.7%) are 46 and above years of age.

Levels of
Education

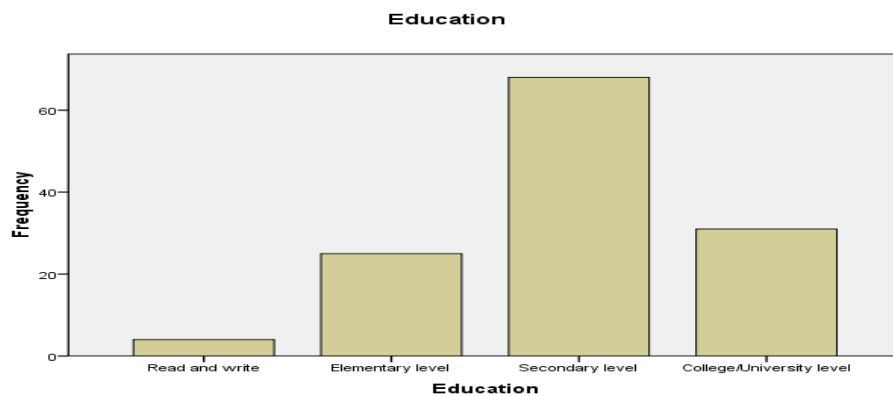


Figure 4 3: Percentage of respondents' distribution by levels of education

Source: Own field survey (2019).

The respondents in the targeted sample were asked to classify themselves in different levels of education. As shown in the figure 4.3, out of 128 respondents 4 (3.1%) of the respondents are among read and write categories, 25 (19.5%) of the respondents are among elementary level categories, 68 (53.1%) of the respondents are among secondary level categories, and 31 (24.2%) are among college/university graduates. Accordingly, much percentage of the respondents falls under secondary level education.

Position



Figure 4 4: Percentage of respondents' distribution by position

Source: Own field survey (2019).

The respondents in the public-sectors were asked to classify themselves in different levels of position. As shown in the figure 4.4, out of 128 respondents 30 (23.4 %) of the respondents are among employee categories, 3 (2.3%) of the respondents are among management or leader categories, 79 (61.7%) of the respondents are among enterprise operator categories, 11(8.6%) of the respondents are among regulator categories, and 5 (3.9%) are among stakeholder categories. Accordingly, the largest proportion of the respondents falls under enterprise operator category.

Marital status

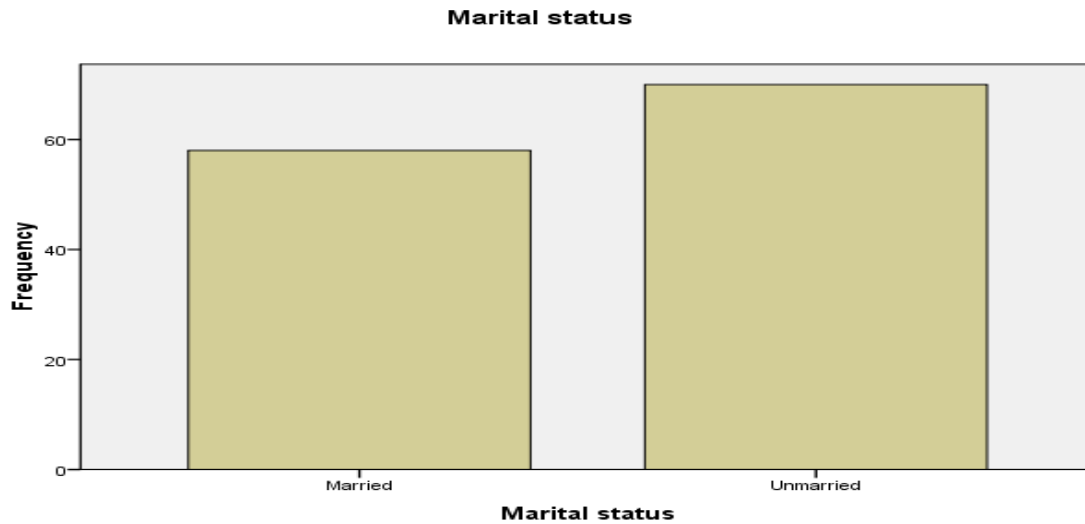


Figure 4 5: Percentage of respondents' distribution by marital status

Source: Own field survey (2019).

The respondents were asked to categorize themselves either as married or unmarried. As shown in the figure 4.5, out of 128 respondents, 58 (45.3%) were married and the remaining 70 (54.7%) were unmarried, in which much of the respondents were unmarried.

4.1.3. QUANTITATIVE ANALYSIS

	Scales	Frequency	Percent
	Strongly Agree	102	79.7
	Agree	25	19.5
	Neutral	1	.8
	Total	128	100.0

Table 4 1: percentage of respondents opted for staying busy at work

Source: Own field survey, 2019

As shown above in table 4.1, almost 8 out of 10 respondents strongly agreed to the question and almost all respondents positively agreed to the question. Respondents believed that it is important to stay busy at work and not waste time. It is believed that hard working is one of the signs for hard-working and industrious workers characteristics.

A hard-working employee is someone who is willing to learn and always looking for new ways to grow within the organization. The hard-working employees want to be the best and move ahead among their coworkers. During any discussion and interview, a hard working employee will tell you that he or she enjoys learning new things and wants to be with a company to grow with. A hard-working individual focuses on growth, knowledge, and experience within a company. They want to learn more, know more, and advance themselves within the field.

	Scales	Frequency	Percent
	Strongly Agree	102	79.7
	Agree	25	19.5
	Neutral	1	.8
	Total	128	100.0

Table 4 2: percentage of respondents opted for valuing to serve the public interest

Source: Own field survey, 2019

As shown above in table 4.2, almost 8 out of 10 respondents strongly agreed to the question and almost all respondents positively agreed to the question. Respondents believed that it is important to value working to serve the public interest. Here, there are two views, i.e., Public choice theory and public service motivation.

The Public Service Motivation (PSM) primarily asks whether Public-sector employees' motivation is grounded on public interest or individual interest. In other words, does Public Choice Theory works universally or indisputably in public-sector? The PSM authors showed that public employees are motivated for public interest contrary to individual interest. For these types of employees, serving the public interest is an honor.

PSM is about the motivation that people have to contribute to society and community (Perry and Hondeghem as cited in Vandenaabeele, Ritz, & Neumann, 2018). PSM refer to the yearning to serve the society and the public interest. The shared characteristic in all the definitions of PSM is the individual's keenness to afford to the public and to possibly disregard one's own interests in doing so (Vandenaabeele et al., 2018). Horton as cited in Vandenaabeele et al. (2018) also summarized the quintessence of the idea as that a public servant sets aside his personal interest because he sees it as his duty to serve his community.

	Scales	Frequency	Percent
	Strongly agree	85	66.4
	Agree	41	32.0
	Neutral	1	.8
	Disagree	1	.8
	Total	128	100.0

Table 4 3: percentage of respondents opted for responsible employees to conduct the job

Source: Own field survey, 2019

As shown above in table 4.3, 85 (66.4%) of the respondents strongly agreed to the question, 41 (32%) of the respondents agreed to the question, and the remaining respondents were neutral and disagreed to the question. So, much of the respondents believed that they are personally responsible to conduct their jobs.

	Scales	Frequency	Percent
	Strongly Agree	8	6.2
	Agree	50	39.1
	Neutral	8	6.2
	Disagree	55	43.0
	Strongly disagree	7	5.5
	Total	128	100.0

Table 4 4: percentage of respondents opted for content at work

Source: Own field survey, 2019

As shown above in table 4.4, 8 (6.2%) of the respondents strongly agreed to the question, 50 (39.1%) of the respondents agreed to the question, 8 (6.2%) of the respondents were neutral to the question, 55 (43%) of the respondents disagreed to the question and the remaining respondents strongly disagreed to the question. So, much of the respondents believed that they do not feel content if they do not work at their proximity.

		Frequency	Percent
	Strongly Agree	11	8.6
	Agree	25	19.5
	Neutral	7	5.5
	disagree	80	62.5
	strongly disagree	5	3.9
	Total	128	100.0

Table 4 5: percentage of respondents opted for leisure time than work

Source: Own field survey, 2019

As shown above in table 4.5, 11 (8.6%) of the respondents strongly agreed to the question, 25 (19.5%) of the respondents agreed to the question, 7 (5.5%) of the respondents were neutral to the question, 80 (62.5%) of the respondents disagreed to the question, and the remaining respondents (3.9%) strongly disagreed to the question. So, much of the respondents believed that life would not be more meaningful if they had more leisure time than work.

The relationship between work and leisure can be examined in two groups of people: leisure-oriented and work-oriented employees. Leisure-oriented and work-oriented employees can characterize the relations between leisure-orientation and the following variables: work centrality, interpersonal connections, intrinsic-orientation, and weekly work hours. Compensation for work by leisure characterized the relation between job satisfaction and leisure orientation. The segmentation between leisure and work hypotheses, regarding economic orientation and entitlement norm, were supported (Snir, &Harpaz, 2002).

Thus, the direction and the flow of influence might not be all one-way, and that family and leisure might have some influence on leisure-oriented versus work-oriented employees. So, family and other non-work domains can affect attitudes and behaviors at work. One can argue that by active participation in non-work domains, such as family, recreation, and community, workers can increase the number of privileges enjoyed beyond work-related ones, buffer the strains of work, gain contacts and information valuable to work, and develop useful skills and perspectives for work.

Accordingly, non-work domain variables were significantly related to withdrawal cognitions and non-work domain variables affected organizational commitment (Snir, & Harpaz, 2002).

Some authors (Offe: Opaschowski; Quintanilla-Ruiz & Wilpert as cited in Snir & Harpaz, 2002) claimed that there is an increment in leisure time relative to working time. The increment in leisure importance signifies a decrease in work importance. They described the influence of working as becoming more marginal in the individual's life space, as reflected in the reduction of working hours and the growing importance of leisure.

The idea of the steady advance of leisure related values at the expense of work-related values is boomed as a farewell to the work society. So, a decrease in work centrality is related with the value of work roles decreasing and the value of leisure activities increasing. In 1990s, the relative importance of leisure was even higher than that of work.

Though, these authors argued that neither society as a whole nor individuals could entirely forgo the meaning of work as a central mechanism of distributing goods and benefits. Work remained important in the development and maintenance of a person's identity (Quintanilla-Ruiz & Wilpert as cited in Snir & Harpaz, 2002). Yet, even if the role of work remains important, the role of leisure is seemingly assuming greater importance in most developed countries.

		Frequency	Percent
	Strongly agree	84	65.6
	Agree	39	30.5
	Neutral	1	.8
	Disagree	2	1.6
	Strongly disagree	2	1.6
	Total	128	100.0

Table 4 6: percentage of respondents opted for self-reliant

Source: Own field survey, 2019

As shown above in table 4.6, 84 (65.6%) of the respondents strongly agreed to the question, 39 (30.5%) of the respondents agreed to the question, 1 (0.8%) of the respondents were neutral to the question, 2 (1.6%) of the respondents disagreed to the question, and the remaining

respondents (1.6%) strongly disagreed to the question. So, much of the respondents believed that self-reliant is an important attribute for life.

As shown above, the evidence highly supported the self-reliance attribute. Having self-reliance is important for several reasons. The most important and noticeable is that depending on others for help means there will be delinquency at times when it's not available. However, the ability to think autonomously (being self-reliant) goes hand in hand with trusting your own predisposition and instinct. Basically, if you believe in something, and consider that it holds merit after thinking it through, there should be nothing holding us back from voicing it with confidence. The self-reliance attribute can embrace your individuality. It highly supports one to strive towards his or her goals. So, purposeful action will get her or him there.

	Scales	Frequency	Percent
	Strongly agree	9	7.0
	Agree	55	43.0
	Neutral	16	12.5
	Disagree	46	35.9
	Strongly Disagree	2	1.6
	Total	128	100.0

Table 4 7: percentage of respondents opted for feeling at ease

Source: Own field survey, 2019

As shown above in table 4.7, 6 (7%) of the respondents strongly agreed to the question, 55 (43%) of the respondents agreed to the question, 16 (12.5%) of the respondents were neutral to the question, 46 (35.9%) of the respondents disagreed to the question, and the remaining respondents (1.6%) strongly disagreed to the question. So, much of the respondents believed that they preferred not to work the job if it is not their choice.

	Scales	Frequency	Percent
	strongly agree	103	80.5
	Agree	25	19.5
	Total	128	100.0

Table 4 8: percentage of respondents opted for proper use of time

Source: Own field survey, 2019

As shown above in table 4.8, 103 (80.5%) of the respondents strongly agreed to the question and the remaining 25 (19.5%) of the respondents agreed to the question. So, much of the respondents supported the proper use of time.

Time is one of the natural gifts for human beings. Time is a resource. However, the time concept differs from other resources in that you cannot buy, sell, rent, steal, borrow, lend, store or accumulate, and duplicate it. You can get it free of charge and you uniformly share with others. The difference lies in using time. The time allocated to complete a task may be important. If we are not time conscious, work schedules will not be done according to the plan.

	Scales	Frequency	Percent
	Strongly agree	44	34.4
	Agree	56	43.8
	Neutral	5	3.9
	Disagree	21	16.4
	Strongly Disagree	2	1.6
	Total	128	100.0

Table 4 9: percentage of respondents opted for finance versus work

Source: Own field survey, 2019

As shown above in table 4.9, 44 (34.4%) of the respondents strongly agreed to the question, 56 (43.8%) of the respondents agreed to the question, 5 (3.9%) of the respondents were neutral to the question, 21 (16.4%) of the respondents disagreed to the question, and the remaining respondents (1.6%) strongly disagreed to the question. So, much of the respondents believed that even if they are financially capable, they are happy to work yet.

Contrary to this, especially, for the Romans, work was meant to be done by slaves, and only two occupations were worthy of a free man-agriculture and big business (Tilgher, 1931). Any pursuit of handicrafts or the hiring out of a person's arms was considered to be vulgar, dishonoring, and beneath the dignity of a Roman citizen (Hill, 1996).

Besides, in the Middle Ages, primitive Christianity still perceived work as punishment by God for man's original sin, but to this strictly negative view was added the positive aspect of earnings which prevented one from being reliant on the charity of others for the physical needs of life (Tilgher, 1931). Wealth was recognized as an opportunity to share with those who might be less fortunate and work which produced wealth therefore became acceptable (Hill, 1996). In the Medieval Period, work still held no intrinsic value. In line with this, Tilgher (1931) suggests that work is never dignified as anything of value in itself, but only as instrument of purification, of charity, and of expiation. The doctrine of that period, he noted, recognizes no value in work itself.

	Scales	Frequency	Percent
	Strongly agree	93	72.7
	Agree	34	26.6
	Neutral	1	.8
	Total	128	100.0

Table 4 10: percentage of respondents opted for just and right work

Source: Own field survey, 2019

As shown above in table 4.10, 93 (72.7%) of the respondents strongly agreed to the question, 34 (26.6%) of the respondents agreed to the question, and the remaining 1(0.8%) of the respondents were neutral to the question. So, much of the respondents believed engaging themselves in just and right work.

The Romans, work was meant to be done by slaves, and only two occupations were worthy of a free man-agriculture and big business (Tilgher, 1931). Any pursuit of handicrafts or the hiring out of a person's arms was considered to be vulgar, dishonoring, and beneath the dignity of a Roman citizen (Hill, 1996). There was a rent seeking behavior during the roman history. Even this day, there are such adages “ሲሾም ያልበላ ሲሻር ይቆጩዋል!” “A bribe not taken while appointed

is mortified when resigned!’’ However, the respondents believed engaging themselves in just and right work.

	Scales	Frequency	Percent
	Strongly agree	70	54.7
	Agree	53	41.4
	Neutral	5	3.9
	Total	128	100.0

Table 4 11: percentage of respondents opted for working hard

Source: Own field survey, 2019

As shown above in table 4.11, 70 (54.7%) of the respondents strongly agreed to the question, 53 (41.4%) of the respondents agreed to the question, and the remaining 5(3.9%) of the respondents were neutral to the question. So, much of the respondents believed on nothing is impossible if you work hard enough.

	Scales	Frequency	Percent
	Strongly agree	25	19.5
	Agree	80	62.5
	Neutral	13	10.2
	Disagree	10	7.8
	Total	128	100.0

Table 4 12: percentage of respondents opted for retirement versus work

Source: Own field survey, 2019

As shown above in table 4.12, 25 (19.5%) of the respondents strongly agreed to the question, 80 (62.5%) of the respondents agreed to the question, 13(10.2%) of the respondents were neutral to the question, and the remaining 10 (7.8%) of the respondents disagreed to the question. So, much of the respondents believed that even if they can retire, they are happy to work yet.

In most cases, working in retirement offers many benefits, but not all are keen to participate in them. Many people who don't want to continue working must do so for financial reasons. Actually, most people extend their retirement period for financial reasons as the primary reason they remain in the workforce. However, this evidence indicated that even those who don't have financial problems preferred to work. So, here, working after retirement can offer them many benefits, i.e., they **enjoy by working or they truly love working**.

	Scales	Frequency	Percent
	Strongly agree	53	41.4
	Agree	68	53.1
	Neutral	6	4.7
	Strongly disagree	1	.8
	Total	128	100.0

Table 4 13: percentage of respondents opted for work versus without work

Source: Own field survey, 2019

As shown above in table 4.13, 53 (41.4%) of the respondents strongly agreed to the question, 68 (53.1%) of the respondents agreed to the question, 6(4.7%) of the respondents were neutral to the question, and the remaining 1 (0.8%) of the respondents disagreed to the question. So, much of the respondents believed that Life without work would be very boring.

	Scales	Frequency	Percent
	Agree	9	7.0
	Neutral	22	17.2
	Disagree	51	39.8
	Strongly disagree	46	35.9
	Total	128	100.0

Table 4 14: percentage of respondents opted for stealing without caught

Source: Own field survey, 2019

As shown above in table 4.14, 9 (7%) of the respondents strongly agreed to the question, 22 (17.2%) of the respondents were neutral to the question, 51 (39.8%) of the respondents were disagreed, and the remaining 46 (35.9%) of the respondents strongly disagreed to the question. So, much of the respondents rejected stealing is all right as long as you don't get caught. However, one fourth of the respondents (those who agreed and neither agreed nor disagreed) have not rejected this rent seeking attitude outright.

	Scales	Frequency	Percent
	Strongly agree	49	38.3
	Agree	73	57.0
	Neutral	6	4.7
	Total	128	100.0

Table 4 15: percentage of respondents opted for sense of fulfillment from work

Source: Own field survey, 2019

As shown above in table 4.15, 49 (38.3%) of the respondents strongly agreed to the question, 73 (57%) of the respondents agreed to the question, and the remaining 6 (4.7%) of the respondents disagreed to the question. So, much of the respondents believed that they need to experience a sense of fulfillment from working.

As indicated above, most respondents extend their retirement period not for financial reasons as the primary reason. However, this evidence indicated that even those who don't have financial problems preferred to work. So, here, working after retirement can offer them many benefits, i.e., they **enjoy by working or they** truly love working. Hence, when they accomplishing things they set out to do, they feel fulfilled. When they fulfilled, they become happier.

	Scales	Frequency	Percent
	Strongly agree	52	40.6
	Agree	76	59.4
	Total	128	100.0

Table 4 16: percentage of respondents opted for sense accomplishment

Source: Own field survey, 2019

As shown above in table 4.16, 52 (40.6%) of the respondents strongly agreed to the question and 76 (59.4%) of the respondents agreed to the question. So, much of the respondents believed that a hard work's day provides a sense of accomplishment. In a similar way, when they accomplishing things they set out to do, they feel fulfilled. When they fulfilled, they become happier. So, attainment of a sense of accomplishment is nothing but, feeling proud of the work that has been done, feeling like progressing for success.

	Scales	Frequency	Percent
	Strongly agree	12	9.4
	Agree	65	50.8
	Neutral	44	34.4
	Disagree	7	5.5
	Total	128	100.0

Table 4 17: percentage of respondents opted for distaste for hard work

Source: Own field survey, 2019

As shown above in table 4.17, 12 (9.4%) of the respondents strongly agreed to the question, 65 (50.8%) of the respondents agreed to the question, 44 (34.4%) of the respondents were neutral to the question, and the remaining respondents (5.5%) strongly disagreed to the question. So, much of the respondents believed that a distaste for hard work usually do reflects a weakness of character.

4.2. QUALITATIVE ANALYSIS

The researcher conducted interviews with five management members of Kolfe Keranio Sub-city Micro and Small Enterprise as well as fifteen leaders of the respective Weredas' Micro and Small Enterprises. Here are the summary of the responses for the interviews carried out.

Question 1: How do you value employees' work ethics in your enterprise?

The interviewees indicated that the possibility of finding genuine employees loyal to their job is going down from time to time. Employees usually stick on respecting rules and regulations when there is a serious monitoring and controlling. Negligence and carelessness is becoming so normal

in different enterprises. There are less responsibilities and accountabilities in many cases. Therefore, usually work ethics is determined by the respective organizational culture.

Similarly, in the case of dedicating office hours for delivering or serving the customer has also problems. They do not dedicate office time purely for the intended job (work), they abuse and extend break times (E.g., Lunch and Tea Break Times), they always look for excuses for absenteeism and late coming, and they exploit the resources and time of the enterprise for personal and other purposes.

The other problem is that in recent times their addiction of internet or/and gossip are reducing their productivity. They usually avoid any task which needs time and efforts, they tend to look for short cuts for fetching wealth and anything in life, the trend of rendering any service against additional benefit (bribe) is increasing, and in most cases public services are more exposed for all sorts of unethical practices.

Question 2: How is the working culture of the employees in the enterprise?

The interviewees indicated that the working culture of the employees in the enterprise is poor. The trend of abusing one's work position is becoming the sign of smartness in life and vice versa; any work is viewed solely for the material benefit it brings while any others satisfaction gained being given none or less consideration or gaining wealth or/and other material benefits through short cut means is becoming a trend spoiling the culture of the youth; in most cases time concept is not linked to the work to be accomplished; and in some cases religious work off days have their impact on the work culture specifically with women employees.

Question 3: Do you think that employees consider work as the end for itself or do not value it per se?

The interviewees indicated that the perception of employees to work needs to be improved. Almost the overwhelming majority of the youth consider work only for the material benefit it yields. Therefore, poor remuneration is a major factor for employees' high turnover. Most elderly employees are usually self-contented with less interest in changing from one job to another.

Values such as professionalism, career building and availing conducive work environment are getting less momentum in satisfying employees rather than the material benefits. Addictions of chewing chat and using shisha/drugs/alcohol are getting momentum in killing the will and ability of work among the youth.

Question 4: What do you think about the religious or/and cultural work off days?

The interviewees indicated that religious and cultural work off days kept on having significant impact on the work culture predominantly in northern and some parts of Ethiopia that affected the productivity and innovative capacity of the society for decades.

Work off days is being used as excuses to avoid any work and not for the sake of themselves in the new generation. Because, they are not using it to increase the expected social interactions, such values are predominantly respected by elderly people and women.

4.3. DATA INTERPRETATION

The quantitative findings indicated that much of the respondents believed that even if they are financially capable, they are happy to work yet. However, in the previously times, especially, for the Romans, work was meant to be done by slaves, and only two occupations were worthy of a free man-agriculture and big business (Tilgher, 1931). Any pursuit of handicrafts or the hiring out of a person's arms was considered to be vulgar, dishonoring, and beneath the dignity of a Roman citizen (Hill, 1996).

Besides, in the Middle Ages, primitive Christianity still perceived work as punishment by God for man's original sin, but to this strictly negative view was added the positive aspect of earnings which prevented one from being reliant on the charity of others for the physical needs of life (Tilgher, 1931). Wealth was recognized as an opportunity to share with those who might be less fortunate and work which produced wealth therefore became acceptable (Hill, 1996). In the Medieval Period, work still held no intrinsic value. In line with this, Tilgher (1931) suggests that work is never dignified as anything of value in itself, but only as instrument of purification, of charity, and of expiation. The doctrine of that period, he noted, recognizes no value in work itself.

But, currently, the evidence indicated that the relative importance of work was even higher than that of Leisure. It is only 25% of the respondents supported for leisure. Therefore, one can argue that neither society as a whole nor individuals could completely give up the function of work as a central mechanism of distributing goods and benefits. Work remained important in the development and maintenance of a person's identity.

Yet again, the qualitative findings indicated that employees do not dedicate office time purely for the intended job (work), they abuse and extend break times (E.g., Lunch and Tea Break Times), they always look for excuses for absenteeism and late coming, and they exploit the resources and time of the enterprise for personal and other purposes.

However, the quantitative evidence highly supported the self-reliance attribute. Having self-reliance is important for several reasons. The most important and noticeable is that depending on others for help means that there will be delinquency at times when it's not available. However, the ability to think autonomously (being self-reliance) goes hand in hand with trusting your own predisposition and instinct.

Basically, if you believe in something, and consider that it holds merit after thinking it through, there should be nothing holding you back from voicing it with confidence. The self-reliance attribute can embrace your individuality. It highly supports one to strive towards his or her goals. So, purposeful action will get her or him there.

However, the qualitative interview indicated that the perception of employees towards work needs to be improved. Almost the overwhelming majority of the youth consider work only for the material benefit it yields. Therefore, poor remuneration is a major factor for employees' high turnover. Most elderly employees are usually self-contented with less interest in changing from one job to another. The golden statement that states "The ability to think autonomously (being self-reliance) goes hand in hand with trusting your own predisposition and instinct" is now in question.

As Hill (1996) noted, with the reformation came a new perspective on work. Two key religious leaders who influenced the development of western culture during this 17 period were Martin Luther and John Calvin. For Luther, work was a way of serving God, a "calling," whereby one

did the work of the Almighty; idleness was unnatural and a barrier to salvation (Natale and Rothschild, 1995).

Accordingly, there is an old adage that says “An idle mind is the Devil’s workshop.” This saying tells us that the power of thinking and the value we have can give life to your dreams and change our destiny. We are what we think. We are the products of our value system. Always, when we choose positive thinking we will enjoy positive energy and positive results finally. What we choose to think about in this life will make or break us as to what type of person we will end up becoming in this life.

Thus, an Idle Brain is the Devil’s Workshop. Evil thoughts enter our brain easily when we remain idle. When a man has nothing to do all sorts of evil ideas will come to his mind. This will turn the man into a Devil’s idea of thinking. The mind of a man cannot remain vacant for a long time unless it is occupied with fruitful ideas and actions, which we call it, work, it will turn to bad thoughts and actions.

This idea was supported highly by the respondents. The quantitative findings indicated that work is preferred to retirement benefits. Actually, respondents supported the idea of extending their retirement period is not for financial reasons but for intrinsic satisfaction the work gives for, i.e., they **enjoy by working or they** truly love working. However, this evidence indicated that even those who don’t have financial problems preferred to work. So, here, working after retirement can offer them many benefits, i.e., they **enjoy by working or they** truly love working. In a similar way, when they accomplishing things they set out to do, they feel fulfilled. When they fulfilled, they become happier. So, attainment of a sense of accomplishment is nothing but, feeling proud of the work that has been done, feeling like progressing for success. Besides, in the questionnaire, respondents were asked to indicate their perception towards hard working. They indicated that almost 8 out of 10 respondents strongly agreed to the question and almost all respondents positively agreed to the question. Therefore, respondents believed that it is important to stay busy at work and not waste time. It is argued that this is one of the signs for hard-working and industrious workers characteristics. A hard-working employee is someone who’s willing to learn and always looking for new ways to grow within the organization.

The hard-working employees want to be the best and move ahead among their coworkers. During any discussion and interview, a hard working employee will tell you that he or she enjoys learning new things and wants to be with a company to grow with. A hard-working individual focuses on growth, knowledge, and experience within a company. They want to learn more, know more, and advance themselves within the field.

Similarly, in the questionnaire, respondents were asked to indicate their perception towards serving the public. The evidence showed the same result to their perception towards hard work. So, almost 8 out of 10 respondents strongly agreed to the question and almost all respondents positively agreed to the question. Respondents believed that it is important to value working to serve the public interest.

For these types of employees, serving the public interest is an honor. They showed the yearning to serve the society and the public interest as well as keenness to possibly disregard one's own interests in doing so. Even though, the qualitative evidence indicated the poor work ethics of the employees in the enterprises. For example, almost the overwhelming majority of the youth consider work only for the material benefit it yields. Therefore, poor remuneration is a major factor for employees' high turnover. Most elderly employees are usually self-contented with less interest in changing from one job to another.

In this regard, Herzberg also flourished the theory of motivation and come up with two-factor theory of motivation, i.e., satisfiers or motivators (the job itself, advancement, responsibility, achievement, and recognition) and the hygiene factors (working conditions, supervisory relations, salary, and policies). Herzberg's two-factor theory of motivation has certain similarities with Maslow's needs hierarchy, i.e., motivation depends on advancement, responsibility, achievement, and recognition. Therefore, from Herzberg's two-factor theory of motivation the type of work we are involved in can have negative and positive attitudes upon our work ethics.

In our culture, it is common to listen to statements like, “ሲሾም ያልበላ ሲሻር ይቆጩዋል!” “A bribe not taken while appointed is mortified when resigned!” In the same token, the qualitative findings indicated that values such as professionalism, career building and availing conducive work environment are getting less momentum in satisfying employees rather than the material

benefits. Addictions of chewing chat and using shisha/drugs/alcohol are getting momentum in killing the will and ability of work among the youth.

So, Culture can be considered as the way in which a group of people solves problems. Culture can be considered as the glue that binds organizational employees together or culture to come in layers, like an onion, which can be understood when it is unveiled layer by layer. Hence, culture forces managers to promote and follow the value of there is no “one best way of managing!” The culture you come from, language, personality, religion, and history guide you to favor one approach more than another.

There are diverse types of organizational behaviors most frequently mentioned in the area, like Universalism versus Particularism, power distance, Individualism versus Communitarianism, Achievement versus Ascription, Assumptions to Time and to the Environment (Trompenaars & Hampden-Turner, 1998).

Accordingly, the types of organizational culture adopted in an enterprise may contribute positively or negatively towards employees’ motivation and work ethic. If we take, for example, the typical cultural dimension of Trompenaars (Achievement versus Ascription) can be summarized the views we have in relation to status. In an achievement culture, you earn status through knowledge or skill. Job titles are earned and reflect this knowledge and skill. Anyone can challenge a decision if they have a logical argument. In an ascription culture, you are given status based on who you are. This could be because of your social status, your education, or your age. You earn respect in these cultures because of your commitment to the organization, not your abilities (Trompenaars & Hampden-Turner, 1998).

The other key point I wanted to discuss under culture, is employees and managers assumption towards time. Time is one of the natural gifts for human beings. Time is a resource. However, the time differs from other resources in that you cannot buy, sell, rent, steal, borrow, lend, store or accumulate, and duplicate it. You can get it free of charge and you uniformly share with others. The difference lies in using time. The time allocated to complete a task may be important. The bygones are not the bygones in most cases. They are still golden days. In our country, it is common to be late in meetings. Work schedules are not done according to the plan.

As indicated in the qualitative findings, employees usually stick on respecting rules and regulations when there is a serious monitoring and controlling. Negligence and carelessness is becoming so normal in different enterprises. There are less responsibilities and accountabilities in many cases. Therefore, usually work ethics is determined by the respective organizational culture. In the case of dedicating office hours for delivering or serving the customer has also problems. They do not dedicate office time purely for the intended job (work), they abuse and extend break times (E.g., Lunch and Tea Break Times), they always look for excuses for absenteeism and late coming, and they exploit the resources and time of the enterprise for personal and other purposes.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. SUMMARY

A number of definitions have been offered for work values, including: as goals that one seeks to attain to satisfy a need (Super, 1973) and as qualities that people desire from their work (Ben-Shem & Avi-Itzhak, 1991) which reflect a correspondence between a need and satisfaction (Abboushi, 1990). Dose defines work values as “evaluative standards relating to work or the work environment by which individuals discuss what is ‘right’ or assess the importance of preferences” (Dose, 1997, p. 228). She further divides work values between two dimensions: those that have a moral element; and, the degree of consensus regarding the importance and desirability of particular values.

This study pointed out mixed work ethics that means the evidence indicated both good work ethics and inappropriate work ethics. In the interpretation part, the qualitative findings and the quantitative findings seems different. Why there occur different findings? It is because enterprises and organizations reflect both of these realities. Therefore, it can be concluded that both of these findings are organizational realities.

For example, on the one hand, the interviewees indicated that the working culture of the employees in the enterprise is poor. The evidence indicated that the trend of abusing one’s work position is becoming the sign of smartness in life and vice versa; any work is viewed solely for the material benefit it brings while any others satisfaction gained being given none or less consideration or gaining wealth or/and other material benefits through short cut means is becoming a trend spoiling the culture of the youth; in most cases time concept is not linked to the work to be accomplished; and in some cases religious work off days have their impact on the work culture specifically with women employees.

On the other hand, as indicated above, most respondents extend their retirement period not for financial reasons as the primary reason. However, this evidence indicated that even those who don’t have financial problems preferred to work. So, here, working after retirement can offer them many benefits, i.e., they **enjoy by working or they** truly love working. Hence, when they are accomplishing things they set out to do, they feel fulfilled. When they fulfilled and when they accomplish, they become happier.

Besides, the evidence indicated that the perception of respondents is to stay busy at work and not to waste time. That means they strongly believe on hard working. A hard-working employee is someone who is willing to learn and looking for new ways to grow within the organization. The hard-working employees want to be the best and move ahead among their coworkers. Respondents believed that it is important to value working to serve the public interest. The evidence also highly supported the self-reliance attribute. Therefore, respondents' perception towards work can be categorized under good work ethic.

So, some of the problems indicated in this study needs due attention. Employees addiction of internet or/and gossip are reducing their productivity. They usually avoid any task which needs time and efforts, they tend to look for short cuts for fetching wealth and anything in life, the trend of rendering any service against additional benefit (bribe) is increasing, and in most cases public services are more exposed for all sorts of unethical practices.

Besides, in the case of dedicating office hours for delivering or serving the customer has also problems. These are issues that can be categorized under inappropriate work ethics and the problems need to be curbed soon. Moreover, they do not dedicate office time purely for the intended job (work), they abuse and extend break times (E.g., Lunch and Tea Break Times), they always look for excuses for absenteeism and late coming, and they exploit the resources and time of the enterprise for personal and other purposes.

The study indicated some elements of work ethics prevalent among employees/operators of successful SMEs. Such work ethics are: the willingness in hardworking, the interest of the need to work after retirement, the interest of work of even those who do not have financial problems, to relate work to public interest, to relate work to self-reliance, getting sense of fulfilment and happiness when working, the use of time properly and the likes. On the other hand, elements of work ethics among employees/operators of less successful SMEs reflected are: valuing work solely for the material benefit it brings, the intension of seeking wealth through a shortcut means, phenomenon among the youth which kill their ability of work (practices such as chewing chat and using shisha/drags/alcohol), abusing office internet service, abusing time and resource of enterprises for personal or other purposes, favoring leisure time on the account of work time, abusing job status/position and putting preference such as proximity or/and job type to select

jobs by the new generation. The above mentioned two categories of elements of work ethics are the evidence indicating both good work ethics and inappropriate work ethics.

2.2 CONCLUSION

The finding of the study showed that among the internal factors that influence the performance of SMEs and play a vital role for their success or failure are the elements of work ethics prevalent among the employees/operators. Hence, the inappropriate elements of work ethics prevalent among the employees/operators became factors among others to prevent the promotion of the SMEs to the next level. On the other hand, the good elements of work ethics prevalent among the employees/operators enforced the promotion of SMEs to the next medium level. Therefore, the difference between the elements of work ethics prevalent among employees/operators in successful SMEs and their less successful counterparts is that they were good ethics which played positive role in enforcing their performance and promote them to the new level. Moreover, most of the stated elements of work ethics prevalent among employees/operators identified as good work ethics or inappropriate work ethics indicate that they correlate with the SMEs' performance. Indeed, the study indicated that the good work ethics prevalent among employees/operators have positive impact on the SMEs' performance in promoting them to the next level/succession. While it has become evidence that the inappropriate work ethics together with other external factors influenced such SMEs' performance and lagged them behind.

6.1. LIMITATIONS OF THE STUDY

The major limitations internal to the study came in two areas: the research design; and, the data collection process. As data collection necessitates contacting different respondents in different areas remotely available in various Weredas of the sub-city, it was a time consuming task. In terms of design, resource and time constraints were the most probable sources of worry for the researcher. On the other hand, challenges in the data collection process included limited availability of literature directly relevant to the study area, inaccessibility of secondary sources, and low level of commitment and willingness on the part of the respondents. Finally, the researcher recognized that the utility of the research results, especially the generalizability of findings and conclusions, could be limited by the scope of the research.

5.3 RECOMMENDATIONS

First, historically in Ethiopia, traditional craftwork, like weaving, wood working, handkerchief jobs are regarded as work as a curse and these manual labors were given for low status people. It was not valued and was labeled as a low class activity. Since skilled craftspeople were not encouraged, this lack of encouragement can limit the development of creativity in the MSE. So, despite the enormous importance of the MSE sector to the national economy with regards to job creation (the sector is assumed to employ between 1.4 million and 1.9 million new jobs for the unemployed every year) and the alleviation of abject poverty, many of the MSEs may be unable to realize their full potential due to this work attitude. Therefore, it is paramount importance to encourage skilled craftspeople and launch a cultural reform activity that brings attitudinal changes to the society in general and to the job seekers in particular.

Second, in recent times the employees are addicted to internet or/and gossip are reducing their productivity. Studies by Greenfield & Davis suggested that the Internet may alter mood and behavior of employees, including work, often with little or with no awareness. So, there should be precepts and guideline outlining appropriate and inappropriate use of the Internet in the workplace.

Third, employees do not dedicate office time purely for the intended job (work), they abuse and extend break times (E.g., Lunch and Tea Break Times), they always look for excuses for absenteeism and late coming, and they exploit the resources and time of the enterprise for personal and other purposes. They usually avoid any task which needs time and efforts, they tend to look for short cuts for fetching wealth and anything in life, the trend of rendering any service against additional benefit (bribe) is increasing, and in most cases public services are more exposed for all sorts of unethical practices. Therefore, learning and development schemes should be implemented that focus on bringing about attitudinal changes.

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Annexes

Annex A: Used Questionnaire

Instructions

This booklet lists a series of work-related statements. Please circle the alternative that best represents your opinion to the right of each item. For example, if you strongly agree with item number one in the booklet you would circle SA to the left of the item. This booklet contains 65 statements. Please read each statement carefully. For each statement circle the response that best represents your belief or opinion.

- Circle SA if you strongly agree with the statement.
- Circle A if you agree with the statement.
- Circle N if you neither agree nor disagree with the statement.
- Circle D if you disagree with the statement.
- Circle SD if you strongly disagree with the statement.

1. It is important to stay busy at work and not waste time.	SA	A	N	D	SD
2. I value working to serve public interest	SA	A	N	D	SD
3. I am personally responsible to conduct my jobs.	SA	A	N	D	SD
4. I do not feel content if I do not work at my proximity	SA	A	N	D	SD
5. Life would be more meaningful if we had more leisure time than work.	SA	A	N	D	SD
6. To be truly successful, a person should be self-reliant	SA	A	N	D	SD
7. If I do not work the job I choose I do not feel at ease	SA	A	N	D	SD
8. Time should not be wasted, it should be used efficiently.	SA	A	N	D	SD
9. Even if I were financially able, I would not stop working.	SA	A	N	D	SD
10. One should always do what is right and just.	SA	A	N	D	SD
11. Nothing is impossible if you work hard enough.	SA	A	N	D	SD
12. Even if it were possible for me to retire, I would still continue to work.	SA	A	N	D	SD
13. Life without work would be very boring.	SA	A	N	D	SD

14. Stealing is all right as long as you don't get caught.	SA	A	N	D	SD
15. I experience a sense of fulfillment from working.	SA	A	N	D	SD
16. A hard day's work provides a sense of accomplishment.	SA	A	N	D	SD
17. A distaste for hard work usually reflects a weakness of character.	SA	A	N	D	SD

Multidimensional Work Ethic Profile Scoring

<i>Dimension</i>	<i>Item numbers</i>
Self-Reliance	6, 21, 26, 28, 32, 34, 44, 50, 55, 59
Morality/Ethics	7, 16, 15, 25, 37, 48, 51, 54, 57, 61
Leisure	5, 8, 14, 18, 27, 31, 43, 49, 58, 63
Hard Work	17, 20, 22, 24, 35, 38, 45, 47, 53, 60
Centrality of Work	2, 4, 10, 13, 30, 33, 40, 41, 52, 64
Wasted Time	1, 9, 12, 23, 36, 39, 56, 65
Delay of Gratification	3, 11, 19, 29, 42, 46, 62

Simplified version of the MWEP with sample items

The above is the full tool we would prefer to use. However, we also have the option of modifying the tool for simplicity as shown below.

<i>Dimension</i>	<i>Definitions</i>	<i>Sample Items</i>
Centrality of work	Belief in work for work's sake and the importance of Work	<ul style="list-style-type: none"> – Even if I inherited a great deal of money, I would continue to work somewhere – It is very important for me to always be able to work. – I feel content when I have spent the day working
Self-Reliance	Striving for independence in one's daily work	<ul style="list-style-type: none"> – I strive to be self-reliant – Self-reliance is the key to being successful – One must avoid dependence on other persons whenever possible

Hard Work	Belief in the virtues of hard work	<ul style="list-style-type: none"> – If you work hard you will succeed – By simply working hard enough, one can achieve their goals – Hard work makes one a better person
Leisure	Pro-leisure attitudes and beliefs in the importance of non-work activities	<ul style="list-style-type: none"> – People should have more leisure time to spend in relaxation – The job that provides the most leisure time is the job for me – Life would be more meaningful if we had more leisure time
Morality or Ethics	Believing in a just and moral existence	<ul style="list-style-type: none"> – People should be fair in their dealings with others – It is never appropriate to take something that does not belong to you – It is important to treat others as you would like to be treated
Delay of Gratification	Orientation toward the future; the postponement of rewards	<ul style="list-style-type: none"> – The best things in life are those you have to wait for – If I want to buy something, I always wait until I can afford it – A distant reward is usually more satisfying than an immediate one
Wasted Time	Attitudes and beliefs reflecting active and productive use of time	<ul style="list-style-type: none"> – I try to plan out my workday so as not to waste time. – Time should not be wasted, it should be used efficiently – I constantly look for ways to productively use my time