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## **Preface**

St. Mary's University (SMU) has launched the Graduate Studies programs in 2009 to produce highly qualified, enthusiastic and diligent professionals and to contribute its best to the country's qualified human resource needs. SMU's School of Graduate Studies (SGS) runs Masters Programs in diverse areas of studies that includes five academic divisions.

The local graduate program includes: MBA in General Management; MBA-with HRM Concentration; MBA in Accounting and Finance; Master's in Project Management; MBA in Marketing Management; MA in Rural Development; MA in Quality and Productivity Management; MA in Development Economics; and MSc in Computer Science. Moreover, in partnership with Indira Gandhi National Open University (IGNOU) and others, SMU also runs International graduate program in different fields of studies.

This book of abstract constitutes 470 Master's thesis abstracts of the year 2016-17. Of which 417 abstracts are local and 53 abstracts are International Programs. The number of local program abstracts of the respective fields of studies constitute: 221 abstracts of MBA; 51 abstracts of Accounting and Finance; 48 abstracts of Project Management; 48 abstracts of Marketing Management; 25 abstracts of Development Economics; 11 abstracts of General Management; six abstracts of Agricultural Economics; five abstracts of HRM and one abstract of Rural Development. Whereas the abstracts of the respective International Program field of studies include: 16 abstracts of Rural Development; 14 abstracts of Social Work; ten abstracts of Public Administration; eight abstracts of MBA; three abstracts of Economics; and two abstracts of Political Science.

## **Disclaimer**

The Research and Knowledge Management Office (RaKMO) of St Mary's University would like to note that the ideas reflected in the abstracts are those of the authors and do not represent the position of RaKMO or the University.

\*Please note that some of the titles written as "*In Case of ...*" are corrected to "*The Case of...*"

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# **Abstracts of the Regular Program**

# **1. Accounting & Finance**

**IFRS Implementation Readiness in Ethiopia:  
The Case of Private Commercial Banks**

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International Financial Reporting Standards (IFRSs) have been implemented by many countries to bring uniform accounting standard around the globe. Organizational readiness for change is an important factor in successful implementation of new policies, programs, and practices. And IFRS implementation is considered as organizational change of policy, program and practices. Hence this study is conducted to assess the readiness of Ethiopian private commercial banks to implement IFRS. Specially to study how the banks value the implementation, change efficacy of the banks and the contextual factors that affect these banks during the implementation of IFRS. In order to achieve its objective of the study gathered primary and secondary data from the entire private banks of Ethiopia through open and close ended questionnaires. In addition to that AABE representative has been interviewed. And during the research mixed approach or the hybrid of the quantitative and qualitative approaches were used. The researcher also adopted a descriptive method of research design which helps to describe the major findings of the study by taking the research questions into consideration. The data were analyzed through help of statistical package for social science and micro soft excel software. The findings revealed that the Ethiopian private banks give high value for the implementation and the contextual factors of the banks support the implementation of IFRS in Ethiopia. On the other hand the banks have doubt on the change efficacy, especially on the availability of expertise, skill and time to the implementation. Finally, based on the findings the study brought conclusion and recommendations for all private banks and other stakeholders on IFRS implementation. The key recommendations are to increase skill and expertise by facilitating more training, not only for phase 1 but also for the next phases as per AABE road map.

**Key Words:** AABE, Change Efficacy, Change Valance, Contextual Factor, IFRS, Readiness



**Determinants of Non-Life Insurance Premium Growth of  
Private Insurance Companies in Ethiopia**  
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There are many reasons for non-life insurance premium to increase or decrease. These influential factors and their degree of sensitivity differ from country to country and from period to period. In this study the researcher studied some of the influential factors that are assumed to be the most determinant factors. These influential factors that are assumed and studied are macroeconomic and firm specific factors. Among macroeconomic factors gross domestic product (GDP), foreign direct investment (FDI) and inflation were selected to be studied. Among firm specific factors, solvency, loss ratio, investment return, number of branches and dependency on intermediaries were taken to be studied. In the course of literature review the researcher found that extensive studies were not done in the determinants of non-life insurance premium growth especially in Ethiopia. Moreover, according to the researcher, there was limited firm specific factors were studied in the quantitative research of the subject matter. The researcher suggests more research yet to be done in the field of study mentioned. The study contributes its part in narrowing the gap of research and would serve as a reference for future study to be conducted on the same topic. More importantly the researcher believes that the study result benefits insurance companies and other stakeholders to draw more attention in areas associated with determinants of non-life insurance premium growth. This study is limited to the quantitative analysis. The population of the study was non-life insurance premium of private insurance companies after the downfall of Derg regime. The sample taken for the study covered 14 years of data collected from 8 private insurance companies in Ethiopia. Statistical regression analysis is employed to confirm the determinant factors. Accordingly, generalized method of moments (GMM) model was used for estimation. As Ethiopia's economy is emerging economy in the period under review, the study confirmed the determinant factors for non-life insurance premium in such economic situation. Based on the study result gross domestic product (GDP), foreign direct investment (FDI), dependency on intermediaries and investment return were found positive influential factors of non-life insurance premium of private insurance companies of Ethiopia for the period under review.

**Keywords:** Firm Specific Factors, Macroeconomics, Non-Life Insurance, Premium

**Determinants of Profitability of Commercial Banks in Ethiopia:  
The Case of Some Selected banks**

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The study examines the determinants of profitability of commercial banks in Ethiopia by using panel data of seven sample commercial banks out of seventeen commercial banks currently operated in Ethiopia over the period 2000-2014 since the data is secondary in nature the quantitative research approach was used besides, the fixed effect model was used. The factor used in this study includes bank size, capital adequacy, interest income, non-interest income. Interest expense and non-interest expense and return on asset (ROA) were used to measure the bank's profitability. The finding of the study shows that bank size, capital adequacy, interest income and non-interest income have statistically significant and positive relationship with profitability. On the other hand Interest expense and non-interest expense has negative and statistically significant relationship with banks' profitability. The study suggests management bodies of commercial bank should strive to strengthen the identified significant factor banks size, capital adequacy non-interest income and interest income as this will enhance the performance of the banks. Moreover, commercial banks need to invest in recent technologies and management skills which minimize operational expense as this will affect positively on their performance.

**Key words:** Profitability, Commercial Banks, Returns on Asset

## **Assessment of Internal Control System in Ethiopia Insurance Corporation**

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The study aimed to assess whether there is an effective internal control, identify areas of deficiency, and there to indicate areas of emphasis to improve the internal control in Ethiopian insurance corporation. To achieve the objectives the survey method is employed in mixed approach. The population of this study is the employees of EIC. All the six branches of EIC were taken to be sample in which 420 employees are the total population. Among these population sample size of 120 were taken based on the approach of Dixon C and B. Leach (1978). Key informants were taken to be managers of the six districts purposively. Questionnaire was distributed to 120 respondents, from them 115 have returned the questioners and in-depth interview was held with key informants. The Data from the questionnaire was analyzed using simple statistics such as frequency percentage and mean using SPSS results. Using both approaches of research the internal controls in EIC were not effective enough to achieve the control objectives. The result indicates that the risk assessment component of internal control is not practiced in EIC. There is also inadequate control environment, control activities and inadequate flow of information and communication in EIC. Generally, the study has implied that EIC needs an improvement in its internal control system. Finally the researcher recommended that the human power of EIC has to understand the policies, regulation and procedures in the corporation. Moreover, it was recommended that there should be a clear line of responsibility, asset register and adequate documentation should be maintained in EIC, Good information flow and line of communication, control system effectiveness should be evaluated against clearly established criteria financial authorities to take corrective controls in a repeated failure of the system.

**Key Words:** Internal Control System, Ethiopia Insurance Corporation

## **Determinants of Profitability Study on the Selected Microfinance in Ethiopia**

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As the different literatures document shows the Financial Performance has significant impact on both the firm performance and stockholder interests. Having this the main aim of this study was to investigate and present the most prominent determinant of profitability of microfinance institutions (MFIs) in Ethiopia by using panel data. Due to data limitation out of a total population of 35 MFIs the study selected 19 micro finance institutions operating in the country during the period of 2004-2016. The study used explanatory research design based on the collected secondary data. Besides a quantitative approach, the research considered the fixed effect model. ROA was used as a proxy for profitability measurement. The study used internal and external factors. The internal factors which were used in the study includes gearing ratio, capital adequacy, portfolio quality, efficiency, size and age, while the external factors were real GDP growth, inflation and market concentration. Based on the collected data regression analysis; the specific variable age among the micro finance institutions was found to be significant variable with a positive coefficient against ROA. Whereas gearing ratio, capital adequacy and operational efficiency were determined to be significant variable and size and quality of portfolio became the insignificant variable with a negative coefficient. Moreover, the effect of the external variables Inflation was shown sound impact on ROA where us GDP was statistically insignificant. The industrial factor Market concentration found to have insignificant effect on ROA. Base on the study outcome the paper suggested that management of microfinance institutions need to obtain available ways to reduce their operating costs and employ a good credit management policy.

**Key Words:** Determinants of Profitability, Microfinance in Ethiopia

## **Factors Affecting Customers' Intention to Adopt ATM Banking System in Ethiopia**

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The aim of this paper is to examine the factors affecting customers' intention to adopt ATM banking system in Ethiopian banking industry, the case of Addis Ababa city. The study applied mixed research design and collect data through the use of primary and secondary data sources. The primary data source involved through the use of questionnaire and interview. The secondary data was obtained from reviewing journals and literature relevant to the subject matter of this research. The target population for the study was among the head office customers of seventeen commercial banks located in Addis Ababa. The study was undertaken on 385 customers and used the simple and multiple regressions to see the relationship between the dependent variable intention to adopt ATM banking system and the independent variables, Attitude, Subjective Norm, Perceived Behavioral Control, Perceived Ease of Use and Perceived Usefulness. Thus the paper had come up with result of subjective norm and attitude has significant impact on intention to adopt ATM-banking. The predictive capacity of subjective norm is much higher. The paper also presented preferred banking system among customers' and why they choose between tellers based banking and ATM-banking, customers' preferences for ATM-banking across different educational levels and gender and ATM-banking services used by customers too. The paper showed the existing legal frameworks on ATM-banking. From the respondents', receiving banking products or services through tellers based channel is more preferred than ATM-banking channel. ATM-banking usage with educational level and gender, better results were recorded for ATM-banking with educational level of bachelor degree and above and for male participants'. ATM-banking usage is lower among participants' with lower educational level. Also the paper resulted the multipurpose ATM banking service is used for limited functions of withdrawing money and requesting balance statement. Based on the above findings the paper provides recommendation such as: undertaken awareness creation tasks to improve customers' knowledge on utilizing ATM-banking packages. And also making ATM always functional, secure and privacy keeper as well as frequent monitoring and maintenance is a must. Too the banks should improve ATM features to attract customers.

**Key Words:** ATM Banking, Simple and Multiple Regression, TPB, TAM, Intention, Attitude, SN, PBC, PEOU, PU, Legal Frameworks.

**Determinants of Liquidity of Commercial Banks in Ethiopia**  
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The main objective of this paper was to study and identify the main determinants of Ethiopia commercial banks liquidity. In order to achieve the objective a secondary source of data were collected from eight commercial banks in the sample covering the period from 2005 to 2016 and analyzed them with panel data regression analysis. The result of regression analysis showed that Actual reserve ratio had positive and statistically. Bank size, loan growth and GDP had negative and statistically significant impact on banks liquidity measured by Liquid asset to total asset. Capital adequacy, inflation and non-performing loan had insignificant effect on liquidity. Since, commercial banks do not respond to the dynamics of economic growth which can be taken as an indication of ineffective competition and efficiency in the Banking sector, NBE should come out with strict rules and regulations for control mechanism of firm specific and macroeconomic factors.

**Key words:** Bank's Liquidity, Commercial Banks

**Assessment of Information Technology Investment and Non-Financial Measure of Performance in Case of Commercial Bank of Ethiopia**  
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This study considered information system performance of non-financial explicitly. Instead, the implicit assumption was made that IT investment (or use) influences organizational (or sector) performance. Furthermore, Preliminary surveys and literatures on information system investments suggests a high increase on the level of investment, while there appears to be a lack of concrete empirical research on the area. In an attempt to explore the extent of this presumption, this research investigates the current state of IS investment and its process within commercial bank of Ethiopia several theories and empirical outcomes were proposed to explain the investment pattern, IT techniques and IT relationship on non-financial performance and post investment perception of IS adopters by the study subjects. To this end, the results of the study showed that information system investments are justified by information system with the investment pattern focusing mainly on transaction processing systems (86.7%), management information systems (78.8%) and communication systems (84.8%). Adding to this findings, the study showed the degree of perception investors have on the relative advantage brought by the system and the compatibility of the system with the organizations setting, in doing so the respondents showed a positive perception that was revealed with a mean value of 4.08 and 4.06, respectively: on a 1 to 5 scale where higher value represents higher agreement. Based on this findings, recommendations were made for a several composition of professionals on IS investment justification process.

**Key Words:** Information System, Information Technology, Non-financial Technology Investment

## **Determinants of Banks Liquidity: A Study on Selected Commercial Banks in Ethiopia**

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Liquidity creation is the main concerns of commercial banks since it is crucial for its existence; hence the main objective of this study was to identify the determinants of commercial banks liquidity in Ethiopia. In order to achieve the research objectives, data was collected from a sample of seven commercial banks in Ethiopia over the period from 2001 to 2015. Bank specific and macroeconomic variables were analyzed by using the balanced panel fixed effect regression model. Bank's liquidity is measured in three ratios: liquid asset to deposit and short term borrowing, liquid asset to total asset and loan to deposit and short term borrowing ratios. Results of panel data regression analysis showed that capital adequacy, nonperforming loan, profitability, interest rate margin and inflation had positive and statistically significant impact on Ethiopian commercial banks liquidity while bank size, loan growth and interest rate on loans had negative and statistically significant impact on Ethiopian commercial banks liquidity. Real GDP growth rate and short term interest rate had statistically insignificant impact on banks liquidity.

**Key Words:** Balanced Panel Fixed Effect Regression Model, Ethiopian Commercial Banks Liquidity, Liquidity Determinants, Liquidity Ratio



**Social Security Fund Investment Practice and Challenges in Ethiopia:  
the Case of Social Security Agency  
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The present research attempts to assess Social Security Fund Investment Practice and Challenges in Ethiopia: The case of Social Security Agency, mainly in the two pension fund administering organizations PSSSA and POESSA. The primary data were collected from twelve interviewees purposely selected from the two organizations based on their relation to investment activities of the organizations and structured questionnaire were also prepared for twenty eight management team members of both organizations to gather information about management issues concerning pension fund investment. These were supplemented by secondary data. The researcher used descriptive research design and mixed approach both quantitative and qualitative data analysis techniques. The study result shows that there are internal and external challenges of managing the investment of pension fund. Internally, there is lack of a statement of investment principles to guide their investment decisions and monitor their investment and fund management staffs. Trustees lack of competencies to manage pension fund investments. Externally, the current regulatory system is restrictive in that it prohibits pension funds to invest in different investment portfolios other than Treasury Bills. It also limits the organizations mandate from investing in profitable situations and currently the fund is totally used to cover government expenditures. This implies that there is a very high government intervention. Therefore, recommendations were made to consider the improvement of the proclamation for policy makers and adjustments of internal challenges for the board, high officials and also for the investment and fund management directorate itself for better usage of the fund in the long run.

**Keywords:** Investment and Fund Management, Management Team Members, Pension Fund, Pension Fund Investment, POESSA, PSSSA, Social Security Fund

**Determinant of Insurance Companies' Profitability in Ethiopia**  
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This study address that internal factors (size of company, leverage ratio, liquidity Ratio, tangibility of assets, growth and volume of capital) and macroeconomic Factors (economic growth and inflation) effect on profitability lighten by ROA during the period of 2011-2017 for six year panel data. This study is quantitative research. From the total of seventeen insurance company nine insurance company were selected by the purposive sampling and secondary data were used which was obtained from the financial statements (Balance sheet and Income statement) of insurance companies. From the result of regression tangibility of asset, inflation, and economic growth are negatively related but significant determinants of profitability. However firm volume of capital, leverage, Liquidity, Firm Growth, Size. Not significant determinants of profitability. Generally the insurance managers should give high attention on firm macroeconomic Factors determinants of profitability. In the end, in order undoubtedly investigate the effect of determinant of profitability of insurance company the insurance manager have to give special attention by considering long period study on macroeconomic variables on profitability of insurance companies and further research should investigate based on insurance type (life and non-life) that would allowed better addressee for determinants of insurance company profitability.

**Key Words:** Determinants, Insurance Companies', Profitability in Ethiopia

**Determinants of Financial Performance of Selected  
Commercial Banks in Ethiopia: the role of ICT**  
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This study sought to examine the determinants of financial performance of selected commercial banks in Ethiopia the role of ICT using eight Ethiopian commercial banks registered before 2004/05 at NBE, by using panel data of banks over the period 2005-2015. Since the data is secondary in nature, the quantitative approach to research was considered. The study used “descriptive research approach” and secondary financial data are analyzed by using multiple linear regressions (OLS) models for the bank profitability measure, return on asset (ROA) using E-views 9 econometric software. Besides, the random effect model was used. The random effect model is preferred to the fixed effect model based on the hausman specification test. Under this study, both internal and external factors were included. The internal factors used in this study include ICT, operating cost, income diversification, deposit to total assets, whereas the external factors are market concentration, real GDP growth and inflation rate. Moreover, ROA were used as the performance measure. Based on the regression result, internal factors like ICT, operating cost, income diversity are significant key internal drivers of profitability of commercial banks in Ethiopia. Indeed, focusing and reengineering the institutions alongside these indicators could enhance the profitability as well as the performance of the commercial banks in Ethiopia. Among the external factors included in this study market concentration has negative significant effect on profitability of Ethiopian commercial banks. Regarding GDP and inflation it has negative insignificant and positive insignificant effect on performance respectively. From the study result, it is also observed that commercial banks in Ethiopia has low experience of evaluating information technology investments before and after investment is made. In general, the research concluded that banks will have better future with more technological advancements, if they are able to make sound information technology related investments with good management and IT governance system. This is a clear signal to all commercial banks in Ethiopia that they can more concentrate on internal driver without ignoring the industry and macroeconomic indicators when strategizing to improve ROA.

**Key Word:** ICT, ROA, Profitability/Performance, Financial Institutions, Commercial Banks

## **Determinant of Default in Project Finance in Development bank of Ethiopia: Perception of Credit Experts**

**Endeshaw Bayew, St. Mary's University, Email:rakmo.smu@gmail.com**

This study identifies the determinants of loan default for project financing in the case of Development Bank of Ethiopia from the credit experts view point. In order to fulfill the stated objective an explanatory research design with quantitative data approach was used. The collected data were taken from performers and senior credit officials in DBE who directly involve in project financing process from beginning to end at 2017. In order to obtain more insight on the cases, the open ended questioner was taken. The variables used in the study are policy induced attributes, source of equity contribution, credit evaluation criteria of the bank during project appraisal and nature of the commodity factors assessed. In the study, probity regression model and E-view was used to identify variables which determine loan default. Based on the questioner collected from 122 purposively selected employees of DBE and run by the probity regression and correlation analysis assessed the relationship between loan default and the independent variables. The study funds that policy induced attributes and credit evaluation criteria during project appraisal have a significant and negative impact on the loan default in project financing which was consistent with the Researcher's expectation. While source of equity contribution and nature of commodity attributes was found to have no significant contribution of loan default. The findings reveals that the credit evaluation criteria such as DBE's credit project appraisal and evaluation parameters don't genuine for the realization of the project, the commodity research data are not reflect realistic facts, the project appraisal financial projections are exaggerated and unrealistic, and finally there is no prudent lending practice in the bank, were statically significant determinant of loan default performance of DBE's financed projects. Thus ,the bank better to reconsider the bank's policy to reduce the level of nonperforming loan percentage to the single digit, the bank should critically appraise the feasibility of the agricultural and industrial projects before financing and also strong follow up is required after financing, the credit evaluation criteria unit of the bank (i.e. research directorate of the bank) better to be outsourced and detail parameters genuinely set by independent professional researchers and the bank should better halt to finance project by relocating second hand machineries from abroad.

**Key Words:** Determinant of Default, Project Finance, Development Bank of Ethiopia, Perception of Credit Experts

**Benefit and Challenges of Adopting IFRS in Case of Commercial Bank  
of Ethiopia Eyob Lema Teshome, St. Mary's University,  
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Background: International Financial Reporting Standards (IFRS) have been adopted by 143 countries around the world. The goals of the IFRS is to develop, in the public interest, a single set of high-quality, understandable, enforceable and globally accepted financial reporting standards based upon clearly articulated principles. However, its adoption and implementation bring opportunities and create challenges to the adopter. The main objective of this study is to assess the adoption, challenges and benefits of (IFRS) in case of Commercial Bank of Ethiopia. Methods: The study used both primary and secondary sources. The primary data was collected through predesigned questioners and secondary data was collected from the Bank report, scientific papers and proceedings relevant to the study using document, annual financial reports, proclamations and regulations that deal with financial reporting issues by the bank that deal with financial reporting issues in Ethiopia. Findings: The study found that commercial bank of Ethiopia have started using IFRS voluntarily for the preparation of their financial statements without making necessary awareness but nationally; IFRS is adopted officially in December 5, 2014 through enactment of Proclamation. And from the analysis of survey that in the dependent and independent variables there is significant relationship. Among those the IFRS on the quality of financial reporting has significant relationship with the transparency, accountability and economic efficiency. The result of the study will provide a good lesson for other Financial Institution, Governmental and Policy Makers for the implementation of IFRS network.

**Key Words:** Benefit and Challenges, Adopting IFRS, Commercial Bank of Ethiopia

**An Assessment of the Role of Micro Finance Institutions in Urban  
Poverty Alleviation: The Case of Addis Credit and Saving Institution in  
Akaki Kality Sub city**

**Fasika Betemariam, St. Mary's University,**

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Poverty is a critical problem of all countries in the world regardless of their level of development. The whole purpose of development and Development Studies is to fight against poverty and reducing both urban and rural poverty in the world to the possible minimum level through different interventions. Microfinance considered as one of the major interventions in poverty alleviation all over the world. Therefore, the general objective of this study is assess the role of microfinance Institution in urban poverty alleviation in Addis credit and saving Institution in Akaki-Kality sub city judged from the employee and customer point of view. Accordingly, convenience-sampling technique used to selected and distribute questionnaire to 170 customers and interview to five employees of the micro finance in Akaki-Kality sub city. The study aimed to assess the level of customer perception towards the role of micro finance Institution in urban poverty alleviation and the data collected are analyzed using descriptive statistics tool such as frequency and percentage as used to present as required. The result revealed that AdCSI scheme has made positive contribution to the clients in relation with observed variables. The contribution of microfinance analyzed based mainly on income, which in turn has effects on nutritional status, education fee, medical facilities, employment generation, and empowerment among others. Besides, significant number of borrowers can afford expenses on education, clothing. They have no income generating mechanism before joining in the Institution among others. Therefore, strengthening the existing operation with other support means of income generating mechanism would be appropriate to address the problem of urban poor. finally, AdCSI should revise its strategy related to the loan repayment period, its high interest rate on loan, small amount of loan, its low interest rate on saving, etc., so as to encourage the poor in both financial and non-financial services.

**Key Words:** Role of Micro Finance Institutions, Urban Poverty Alleviation, Addis Credit and Saving Institution

**Factors that Affect the Effectiveness of Internal Audit:  
The Case of Commercial Bank of Ethiopia  
Fitsum Mesfin Kassu, St. Mary's University,  
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The objective of this study was to investigate factors that affect internal audit effectiveness with the selected explanatory variables of management support, management's perception of internal audit values, organizational independence of internal auditors, placement of adequate and competent internal audit staff, and the presence of approved internal audit charter and to show the influences of the same on the effectiveness of internal audit activities in the Commercial Bank of Ethiopia. The Internal audit staff was the source of the required data to the researcher. The total population size for the study was 98 and out of this total population size only 86 respondents filled and returned the Questionnaires. The study employed a combination of descriptive and explanatory research methods. The appropriate firsthand information was collected through questionnaires distributed. The collected data was analyzed through Excel and SPSS and the findings were described statistically and also presented using Tables. Accordingly the study uncovered that the approved internal audit charter, the existence of adequate and competent IA staff followed by management support highly affect the internal audit effectiveness in Commercial Bank of Ethiopia. However, it is also found that the management perception of internal audit value and organizational independence has a positive effect on the effectiveness of internal audit task accomplishments. So, Commercial Bank of Ethiopia should understand which factors highly affect the effectiveness of its audit team at the corporate level in order to enhance its audit team effectiveness.

**Keywords:** Internal Audit, Internal Audit Effectiveness; Determinants of Internal Audit Effectiveness

**Challenges of Tax Administration in Arada Sub-city**  
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Introducing internal revenue generating projects particularly tax administration is very important to reduce dependence on foreign aid and borrowing in developing countries. The study was conducted on analysis of tax administration effectiveness regarding Education & knowledge, Government policy, Authority capacity & Tax fairness of Arada sub city. The study raised major research questions related to tax assessment, collection, government policy, tax fairness, education and knowledge of both tax payers and employees, and authority capacity. To achieve this objective the researcher used in depth interview with selected tax authority in Arada sub city. The researcher also distributed self-administered semi structured questionnaires to category "A" tax payers found in Arada sub city. In order to address the questions, descriptive research method and convenience and purposive sampling were employed to gather data. And to achieve the objectives 50 samples were taken. The information gathered witnessed that certain factors were found to be the main constraints or challenges faced in respect of tax administration in Arada sub city among this: there exist inefficiency and insufficient number of tax assessment and collection in the Arada sub city, the sub city doesn't have sufficient and modern facilities, employees doesn't provide the exact service promised, employees of the sub city are not business oriented, employees are not fair and accountable for the decisions they make in their areas of responsibilities, and the tax payers doesn't get adequate training on how to use sales register machine. Moreover, most taxpayers lack sufficient knowledge of tax assessment and collection procedures. Thus, most of taxpayers do not know why they are paying taxes; what types of taxes are expected from them; and the applicable rules and regulations. Due to this, negligence, delay in tax payment is taken by taxpayers as solution to escape from payment of taxes.

**Key Words:** Challenges, Tax Administration, Arada Sub-city



**The Application of Compare Model in Lending Decision:  
The Case of Ethiopian Private Banks  
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The objective of the study is to assess the application of CAMPARI Model in lending decisions in the Ethiopian Private Banks. Data was collected from four banks of the loan officer and customers. A questionnaire was designed and filled by the 30 bank loan officers and 28 bank customers. The collected data was analyzed using descriptive statistics. It was found that all these four banks use CAMPARI model in lending decisions. The study analyzed each factor that has impact on bank lending. These factors are character of loan applicants, ability to repay loan, margin to repay loan, purpose of loan, amount of loan, repayment of loan and insurance for the loan. It was found that the banks concentrate more on character, ability to pay, and the purpose of loan. They concentrate less on margin of profit and terms of repayment. The study also showed that there is a direct relationship between CAMPARI model and lending decision. In practice the lending process of private banks uses CAMPARI model were utilized and followed as procedure for making a lending decision.

**Key Words:** Application of Compare Model, Lending Decision, Ethiopian Private Banks

**Value Added Tax (vat) Administration and Revenue Performance:  
Challenges and Opportunities in the Case of Large Tax Payer's Branch  
Office (LTO)**

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The objective of the study is to assess VAT administration practice and revenue performance with respect to the challenge and opportunity in the case of larger tax payers' branch office at Ethiopia Revenue and Customs Authority. The paper further assesses to showing the share of VAT income in related to total government revenue. The study used both qualitative and quantitative research methods to collect and analyze both primary and secondary data. The information gathered from LTO taxpayers and employee's attitude towards VAT administration problems, compliance level of the taxpayers to VAT rule and regulation and tax authority potential to administer VAT. Questionnaires were distributed for eighty and fifty VAT registered taxpayers and employees of the branch respectively and to analyze the data, statistical package for social science (SPSS) software version 20 was used. Further, secondary data was collected to measure the VAT revenue performance of the authority. The major challenges of the authority in the collection of VAT revenue were: consumers are not willing to transact with a proper VAT receipt, tax authority Poor tax enforcement capacity, unfair competition between VAT registered and unregistered tax payers, lack of skill and experience to detect any tax fraud and evasion, tax authority lack of potential to refund excess VAT credit, administration system of penalty is weak and lack consistency. The paper suggests that ERCA should improve the information technology (IT), system to implement like filling, payment system, recording system, registration and others related issues in order to overcome the complexity of tax collection and to reduce the administration cost. The tax authority could also upgrade the skill and competency of tax officials in order to handle tax related offences in a better way. Un-registered taxpayers can affect VAT payer's transaction and profitability Therefore, it also suggested that actions should be taken to narrow the gap between them. Finally, the concerned body may take these findings worthwhile for corrective action as the researcher put some helpful recommendations.

**Key Words:** Value Added Tax, Administration and Revenue, Performance, Challenges and Opportunities, Large Tax Payer's Branch Office

**The Effectiveness of Tax audit on Revenue Collection: The Case of  
Ethiopian Revenues and Customs Authority  
Large Taxpayers Branch Office (LTO)  
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The main objective of this study is to find out the effectiveness of tax audit on revenue collection in Ethiopian Revenues and Customs Authority Large Taxpayers Branch office regarding the effects of tax incentive and exemption, legal framework, risk selection criteria and auditor's performance and management support on effectiveness of tax audit and revenue collection. The target groups for the study were 85 tax auditors for questioners and six managers and supervisors for interview by census method used. The study also uses secondary data collected from a sample of 33 audited taxpayers in three consecutive years from 2012-201 by convenience sampling method. Data was then analyzed on quantitative basis using Pearson's correlation, linear regression analysis and descriptive statistics. The result of the study revealed that tax audit effectiveness in LTO was determined by the following core issues legal frame work, audit selection process and auditors' performance and management support. And also tax incentives and tax exemption have a negative impact on the effectiveness of tax audit in revenue generation. The amount of tax collected from a certain company after the audit and total tax paid it's clear that after the audit the taxpayers paid more tax. LTO should give emphasis for all level of taxpayers audit selection process by using the separate risk criteria for each sectors to identify taxpayer compliant and non-compliant taxpayers, maximize the revenue collection and minimize the tax office and taxpayers administrative cost. The revenue office should give attention to increase the audit coverage to gain additional revenue from the audit.

**Key Words:** Tax audit, Revenue Collection, Revenues and Customs Authority, Large Taxpayers

**Assessing the Automated Teller Machine (ATM) service quality of  
Commercial Bank of Ethiopia (CBE) in Addis Ababa  
Hana Settearagachew, St. Mary's University,  
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The objective of the study is to examine the ATM service quality of Commercial bank of Ethiopia. Five ATM service dimensions namely reliability Convenience, Responsiveness, efficient operation and security and privacy have been established based on the literature review. For this investigation primary data was collected from a convenience sample of 240 customer of CBE located in Addis Ababa city using ATM service through structured questionnaire the collected data was analyzed using mean .the mean result indicate that five dimension of ATM service quality except reliabilities found more than 4 this indicate the respondents have agreed CBE ATM service quality.

**Key Words:** Automated Teller Machine, Service Quality, Commercial Bank

**Major Determinant of Credit Default Risk on Micro and Small  
Enterprises Borrowers**  
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Access to financing is an important aspect in the business operation of micro and small enterprises. However, repayment problem is an obstacle to the financial institutions including microfinance institutions (MFIs) that offer microfinance based on specific lending methodologies to provide loan to micro entrepreneurs. This study was conducted with the objective of examining and identifying the factors that influence the loan repayment performance of the loan beneficiaries of ADCSI. In order to achieve this objective, descriptive and explanatory search design were selected. Both qualitative and quantitative approach was used. And also both primary and secondary data to collect data by carrying a cross sectional survey design was collected. Primarily data were collected 88 out of 100 randomly selected clients (44 defaulters and 44 non-defaulters) by using questionnaire. Moreover, secondary data were obtained from the record of ADCSI and published journal. And also stratified sampling technique was used. For the data analysis, descriptive statistics including mean, standard deviation, frequency and percentages were used to describe the socio-economic characteristics of the borrowers. Besides, t-test was employed to compare the defaulters and non-defaulters group. A binary legit model was used to analyze the socio-economic factors that influence loan repayment performance. 13 explanatory variables were included in the regression. Out of which nine variables were found to have statistically significant effect on the loan repayment performance. The result of shows that having other source of income, education, credit experience, high sales volume, business experience, credit supervision and being female borrower are important and significant factors that enhance the credit repayment performance, while high dependency ratio and large loan size are undermining factors of the loan repayment performance of borrowers. Therefore, consideration of these factors is vital as it provides information that would enable us undertake effective measures with the aim of improving loan repayment performance in the study area. It would also enable lenders and policy makers as to where and how to exert their effort in order to minimize loan repayment problem.

**Key Words:** Determinant, Credit Default, Risk on Micro and Small Enterprises, Borrowers

**Determinants of Audit Fee among Ethiopian Insurance Companies**  
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The audit profession has been highly scrutinized among researchers and regulators following the fall of giant companies in the West. One of the issues that gained momentum has been to analyze the audit fee structure and the various auditor-client relationships. This study investigates the determinants of audit fees based on variables that are unique to the insurance firms and considered important by regulators in a sample of Ethiopian insurance companies. So, this research employs quantitative research approach and explanatory research design. The study also examined whether auditors take in to account factors considered important by the regulatory insurance which result in better alignment of both the interests of auditors and the regulatory insurance. The study used a panel data for nine insurance companies among 17 insurance companies by judgmental sampling technique from the year 2006-2015. The data was analyzed by descriptive analysis and inferential analysis and also the data was processed through the E-view software. The panel random effect regression result revealed that audited size, credit risk, complexity, and profitability are the main determinants of audit fees for the Ethiopian insurance companies. With regard to the factors considered important by the regulatory bank, auditors do not seem to consider liquidity risk and efficiency ratio in the determination of audit fees.

**Key Words:** Audit Fees

## **Factor Affecting Private Commercial Banks Loan and Advance in Ethiopia**

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The objective of the study is to investigate the factor affecting loan and advance of private commercial banks in Ethiopia. Panel data was collected from audited annual financial report of sampled banks, publications of National Bank of Ethiopia (NBE) and for the macro-economic factors from Ministry of Finance and Economic Cooperation (MoFEC) and used to analyses the bank-specific Factors as well as the macroeconomic Factors. Quantitative research approach and explanatory design were adopted in carrying out this research. Secondary data were collected from NBE for the selected six private commercial banks out of eighteen banks using convenient sampling technique from 2000-2015. The study employed panel data to analyze the factor affecting loan and advance on the credit decision of private commercial banks. Data were analyzed using descriptive statistics, correlation and regression analysis for total loan and advance. Before performing OLS regression the researcher uses model specification test to select the appropriate model for regression analysis. The study used the fixed effect model since the sample for this study was not selected randomly. Furthermore, the models were tested for the classical linear regression model assumptions and the results showed that all the tests are satisfactory in regressions. The results of panel data regression analysis showed that NBE Bill Purchase (BILL), Gross domestic Product (GDP), Inflation (INF), Market Share in terms of total asset (MS) has a positive and significant influence in determining credit facilities granted by the private commercial banks in Ethiopia. The findings also showed a significant and negative relationship between Deposit Growth (DG), loan to Total Assets (NPL), Liquidity (LIQ), Capital Adequacy (CAR), Lending Interest rate (LIR) has negative and insignificant influence, but Profitability (ROA) has positive and insignificant influence in determining credit facilities granted by the private commercial banks in Ethiopia. Ethiopian commercial banks better give an emphasis and employ various strategies so as to attract and seize deposits and shall focus on term deposit that have special consideration to keep the deposit for specified time to decrease high liquidity to have increased the credit facility.

**Key Words:** Banks, Loans and Advances

## **Assessment of Internal Audit Effectiveness in Roads Construction Sector:**

### **Case Study in Ethiopian Roads Authority**

**Hiwot Kassahun, St. Mary's University, Email:rakmo.smu@gmail.com**

The objective of this study was to assess the Internal Audit effectiveness (management support, management's perception of internal audit values, organizational independence of internal auditors, placement of adequate and competent internal audit staff, and the presence of approved internal audit charter) and to present the internal audit effectiveness in the Ethiopian Road Authority. The study employed a descriptive research method and took the general population of ERA internal audit staff as a primary data source. The appropriate firsthand information was collected through structured questionnaires and interview. 45 questionnaires were distributed to the respondents. The main instrument for collecting primary data was self-administered questionnaire. The data was analyzed using both descriptive statistical like mean, median, standard deviation and narrative methods. Narrative analysis was used to explain the qualitative results of the survey. The study uncovered that, approved audit chart, existence of adequate and competent IA staff followed by organizational independence and management perception highly practical and affect the internal audit effectiveness in the ERA. However, even if there is skilled staff procedure, compliance and evidence collections are not completed on time because of ERA's bureaucratic nature. Lack of regular and timely training for the IA staff is another challenge faced in ERA. The study pointed out that most of the recommended internal audit effectiveness is in place in ERA except a reservation on management support on internal audit. And Continuous training should be availed to the IA staff to keep up with the updates in the audit issue.

**Key Words:** Internal Audit, Ethiopian Roads Authority, Internal Audit Effectiveness, Assessment of Internal Audit Effectiveness



## **Assessment of Risk Management Practice of Insurance Companies in Ethiopia**

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This paper sought to assess the risk management practice of insurance companies in Ethiopia. The researcher used descriptive quantitative design. A purposive random sampling technique was used to select employees from risk management and underwriting departments. The total population of the study is 85. 85 questionnaires were distributed to the respondents. The main instrument for collecting primary data was questionnaire. The data was analyzed using both descriptive statistical like mean, standard deviation and narrative methods. Narrative analysis was used to explain the qualitative results of the survey. The findings of the study were that insurances has risk management practice in terms of the setting risk-related objective and risk identification, risk assessment, risk response and risk control, communication and monitoring. The insurances were in moderate extent practice of risk management which means the respondent was in neutral agreement about practice of risk management. The study point out the insurances should give attention on providing information to their employees as well as to their customers through different mechanism in order to maintain effective risk management practice.

**Key Words:** Risk Management, Practice of Insurance Companies

**Assessment on Uptake of Community Based Health Insurance:  
The case of Kuyu Woreda of Oromia Region, Ethiopia  
Hussen Yakob, St. Mary's University, Email: rakmo.smu@gmail.com**

The community based health insurance (CBHI) in Ethiopia is at infancy stage to handle the households in this package and training of manpower to expand the package aggressively. Nonetheless, the adoption and usage of Community Based Health Insurance is at promising stage to enhance the health and safety of the society. This research investigated the determinant factors that affect the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia in the area of socio-economic demographic factors, the access to quality of health care, the households future health expectation, the households current health status, the CBHI scheme parameter design and household awareness on CBHI. The general objectives of this study is to determine factors that affect the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia. A descriptive survey design was used while a questionnaire was used to gather primary data. Secondary data was also used to validate the communicative and pragmatic validity of primary data. The target study units for this research were 5 selected kebeles (one urban and four rural kebeles) found in Kuyu Woreda. The study sample in terms of the respondents covered the households (HH), Medical doctor, Laboratory representative, Pharmacy representative and Human Resource Representative and a sample of 241 was administered with the questionnaire and a 100% response was achieved. Statistical analysis was done with the aid of Statistical Package of Social Sciences (SPSS) software. The findings envisaged that except the Household current health status and Household future health expectation other variables had statistically significant impact on the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia. Based on the findings of the study, it is safe to conclude that the independent variables influence the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia positively. Since the study does not include all regions of the country so that it is strongly recommended further study the uptake of community based health insurance, Ethiopia.

**Key Words:** Community Based Health Insurance, House Holds, Kuyu Woreda, Oromia Region, Ethiopia and SPSS

**Determinants of Commercial Banks Deposit Mobilization in Ethiopia**  
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Deposit mobilization is a fundamental part of banking activity. Hence, deposit mobilization is critical to Banks. Understanding the nature of Deposit Mobilization behavior is critical in designing policies to promote savings and investment which in turn enhance economic growth through capital formation. This paper empirically examines the determinants of commercial banks deposit mobilization in Ethiopia for the periods 2000-2015. From total of seventeen Commercial Banks which are engaged in commercial bank activities, seven selected based on the historical time formation of banks. The researcher adopted Quantitative research approach. Bank specific and macroeconomic variables were analyzed by using the balanced panel fixed effect regression model. Different diagnostic tests (test for assumption of Homoscedasticity, Autocorrelation, Normality, average value of the error is zero and independent variables are non-stochastic) were conducted to check the appropriateness of the model. The results reveal that credit risk, exchange rate, and Bank Profitability are positively and statistically significant on bank deposit growth; whereas, Loan to Deposit ratio (Bank's Liquidity) and Money Supply influence is negatively and statistically significant on bank deposit growth. Deposit Interest Rate had insignificant positive influence on bank deposit growth. Inflation and Government Expenditure had insignificant negative influence on bank deposit growth. The researcher recommends that Government should decrease the broad Money Supply to the economy since it had a negative significant effect on deposit mobilization. Since the depositor confidence will increase if the commercial banks are profitable and have adequate asset return so commercial banks should sustain their profitability to increase their amount of deposit. Commercial Banks should also decrease their outstanding loan and advance to reduce their credit risk and decreases their liquidity by mobilizing more fixed time deposit instead of individual and demand deposit since credit risk had a positive and significant effect on bank deposit.

**Key words:** Commercial Banks, Deposit Mobilization, Fixed Effect Model

**Challenges of Tax Audit Administration in Addis Ababa:  
Evidence from Small Tax payer Branches**

**Mekonnen Belay, St. Mary's University, Email:rakmo.smu@gmail.com**

This study examines challenges of tax audit administration in Addis Ababa evidence from small tax payer branches, and investigates key problems in tax audit operation regarding the appropriateness of audit type used, verification of tax payers income, framework of regulation, audit rate, audit case selection methods, evaluation and performance measurement, audit examination techniques used, and the experience and capability of audit staff resources. The study adopts mixed method approach in order to achieve the research objectives and to answer research questions. Specifically, the techniques used in the study include survey with tax auditors, semi structure interviews with tax audit head and team leaders and documentary analysis. With these research methods, the results of the study reveal that tax audit program faced different challenges and problems which hinder the effectiveness of tax audit. The study also shows low audit coverage, the absence of compliance risk-based audit case selection strategy, scarcity of audit resources, tax auditors in particular, lack of appropriate monitoring and evaluation methods and absence of proficient and experienced tax auditors. In the end, the study forwards the possible measures to be taken by the Addis Ababa small tax payer branches to mitigate problems in tax audit operation.

**Key Words:** Tax Audit, Administration, Small Tax payer

**Problems of Tax Audit of Categories “A” tax payers:  
A case of manufacturing companies in Kirkos Sub-city  
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This study examines Problems of Tax Audit of Categories “A” tax payers: a case of manufacturing companies in Kirkos Sub City”, and investigate key problems in tax audit operation regarding the appropriateness of tax audit type used, effectiveness, convince of audit case selection methods and audit examination types used, and the experience and capability of tax auditors and investigators. The study adopts mixed methods approach in order to achieve the research objectives and to answer research questions, specifically; the techniques used in the study include survey with Manufacturing companies tax payers, tax auditors and investigators, open ended questioner and close ended questioner with tax officials and manufacturing companies tax payers. With these research methods, the results of the study reveal that the tax payers’ confidence on tax auditor, investigator is unsatisfactory and tax audit program remains undeveloped with tax audit rule, law and instruction performed targeting aptly specific risks. The tax audit program is a toddler tool in improving voluntary compliance and increasing future revenue collection through educating and helping manufacturing companies’ tax payers to understand their tax obligations. The study also shows no fairness tax audit coverage, the absence of compliance risk-based tax audit performance, scarcity of tax auditor behavior, tax auditor professional competent. In the end, the study forward the possible measures to be taken by the manufacturing companies’ tax payers and ERCA to mitigate problem in tax audit.

**Key Words:** Tax Audit, Categories, Manufacturing Companies, Kirkos Sub-city

**An Assessment on the Accounting Treatment of Fixed Assets:  
The Case of International NGOs Operating in Ethiopia**  
**Melku Setargew, St. Mary's University, Email:rakmo.smu@gmail.com**

The purpose of this paper is to assess the accounting treatment of fixed assets in international foreign charities /NGOs operating in Ethiopia. The accounting transactions for fixed assets go through from acquisition, depreciation, valuation and to disposals. The study used a descriptive research design in order to explore the accounting practice of fixed assets in international charities /NGOs. 22 (twenty-two) international foreign charities /NGOs were selected out of the total population based on judgmental (purposive) sampling technique. 22 finance directors, managers, senior accountants and finance officers were selected one from each organization. The data collection instrument was a questionnaire which adopted from literatures review, accounting standards and previous studies. Validity and reliability test was conducted to check the consistency of the instruments, scoring a Conbach's Alpha value greater than 0.70. The descriptive results confirmed that most international NGOs used a modified and accrual basis of accounting; followed a US GAAP accounting standard; and also expensed their fixed asset cost at acquisition. Organizations' depreciating the fixed asset was used straight line method to allocate the fixed asset cost when it is used up. Majority of the organizations depreciate the fixed asset were used the shelf life of the asset and some of them also used grant /project life. On the current development of property, plant and equipment for asset valuation and impairment loss treatments most of the NGOs were new. However, they have proper fixed asset registration sheets which have all the necessary information. Finally, the researcher concluded that the fixed asset accounting practice among NGOs is quite different and capitalizations of fixed assets were influenced by exchange rate for counting depreciation expense and parent organization policies.

**Key Words:** Accounting Treatment, Fixed Assets, International NGOs, Ethiopia

**Loan Provision, Degree of Collectability and Reasons for Default: the Case of Ethiopian Insurance Corporation Employees Saving and Credit Cooperative Association (eic-es&cca)**

**Menilik Tekalign Nigussie, St. Mary's University,**

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In recent years, the growth and expansion of saving and credit cooperatives is playing its significant contribution to poverty reduction strategy of developing countries including Ethiopia in solving the financial problem of urban and rural residents. The main objective of the study was to assess the loan provision, degree of collectability and reasons for default in the primary employee based SACCO in Addis Ababa City. The study area was selected purposively, due the presence of long established SACCO. Using purposive sampling method, 161 members were selected and of these 130 of them were taken as sample size. As key informants the manager and finance head of the association were also considered. Structured questionnaire was used to generate primary data from sample respondents. To analyze qualitative and quantitative data descriptive statistic tools were employed. Result of the study indicates that loan is approved timely, members get loan as they require and no attention for training and promotion, strong collection mechanism and due to this reason the minimal or no default rate was employed. Better formal education level of members and contributes to have successful operation for long years and minimize loan default risk. The study recommended the financial product diversification and improving collateral system, revision of interest rate, adequate supervision, provision of adequate education and training for members & employees. These recommendations should get the attention of the association.

**Key Words:** Default, Degree of Collectability, Interest Rate, and Loan Provision

**Assessment of the Perception of Foreign Charities in Addis Ababa on  
the Benefits and Challenges of Adopting International Public Sector  
Accounting Standards (IPSAS) in Ethiopia  
Meseker Woldehawariat, St. Mary's University,  
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IPSAS are the international accounting standards applicable to public sector which include not-for-profit organizations. The objective of this study is to investigate the perception of foreign charities in Ethiopia on the benefits and challenges of IPSAS adoption. Charities and Societies in Ethiopia are expected to adopt IPSAS by July 2017. A descriptive survey design is used to collect data for this study from 29 sample organizations. The study depicts that, the envisaged benefits of IPSAS are transparency; enhanced internal control; understandability; accountability; comparability; credibility and better interpretation and acceptability of financial reports. Few experience in adopting and implementing IPSAS; scarcity of qualified professionals and trained human resources; lack of proper guidelines from regulatory bodies on the adoption process and increased administrative, compliance or other costs are the key challenges of IPSAS adoption in Ethiopia. The adoption of IPSAS in Ethiopia in the expected deadline is not feasible. Despite the acknowledged benefits, the foreign charities in Ethiopia do not seem to endorse that the benefits of IPSAS outweigh its challenges in this study. Adoption of IPSAS by the foreign charities in Ethiopia is not because the benefits outweigh the challenges but because it is a mandatory requirement by the government. Revising the timeframe for adoption and full engagement to IPSAS transition by foreign charities is recommended.

**Keywords:** Adoption, International Public Sector Accounting Standards, Ethiopia



**Determinants of Liquidity of Private Commercial Banks in Ethiopia**  
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Liquidity is one of the major concerns for banks and thus achieving the optimum level of liquidity is crucial. The main objective of this study was to identify the determinants of liquidity of private commercial banks in Ethiopia. In order to achieve the research objectives, data was collected from a sample of six private commercial banks in Ethiopia over the period from 2000 to 2015. Bank specific determinants bank size, capital adequacy; deposit growth, market concentration, on-performing loan and National Bank bill were analyzed by using the balanced panel fixed effect regression model. Bank's liquidity is measured in liquid asset to total asset. The findings of the study revealed that, National Bank bill and non-performing loan has negative and statistically significant impact on liquidity; while market concentration have positive and statistically significant impact on liquidity of Ethiopian private commercial banks. However, bank size, capital adequacy and deposit growth have no statistically significant effect on the liquidity of Ethiopian private commercial banks. The result of the study shows that higher level of market concentration among private commercial banks and due to excessive lending, the possibility of defaulting loans were increased. The study recommends that private commercial banks should plan their loan portfolio to reduce risk and government should control the competition to have more competitive edge in the industry.

**Keywords:** Bank Size, Capital Adequacy, Commercial Bank, National Bank, Liquidity, Panel Data Regression Analysis

**Assessment on Uptake of Community Based Health Insurance:  
The Case of Kuyu Woreda of Oromia Region, Ethiopia  
Hussen Yakob, St. Mary's University, Email: rakmo.smu@gmail.com**

The community based health insurance (CBHI) in Ethiopia is at infancy stage to handle the households in this package and training of manpower to expand the package aggressively. Nonetheless, the adoption and usage of Community Based Health Insurance is at promising stage to enhance the health and safety of the society. This research investigated the determinant factors that affect the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia in the area of socio-economic demographic factors, the access to quality of health care, the households future health expectation, the households current health status, the CBHI scheme parameter design and household awareness on CBHI. The general objectives of this study is to determine factors that affect the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia. A descriptive survey design was used while a questionnaire was used to gather primary data. Secondary data was also used to validate the communicative and pragmatic validity of primary data. The target study units for this research were 5 selected kebeles (one urban and four rural kebeles) found in Kuyu Woreda. The study sample in terms of the respondents covered the households (HH), Medical doctor, Laboratory representative, Pharmacy representative and Human Resource Representative and a sample of 241 were administered with the questionnaire and a 100% response was achieved. Statistical analysis was done with the aid of Statistical Package of Social Sciences (SPSS) software. The findings envisaged that except the Household current health status and Household future health expectation other variables had statistically significant impact on the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia. Based on the findings of the study, it is safe to conclude that the independent variables influence the uptake of community based health insurance in Kuyu woreda of Oromia Region, Ethiopia positively. Since the study does not include all regions of the country so that it is strongly recommended further study the uptake of community based health insurance, Ethiopia.

**Key Words:** Community Based Health Insurance, House Holds, Kuyu Woreda, Oromia Region, Ethiopia and SPSS

**Assessment of Electronic Tax Filing System in Selected Branch Offices  
of Ethiopian Revenues and Customs Authority (ERCA)**

**Ruta Yoseph, St. Mary's University, Email:rakmo.smu@gmail.com**

The study focused on assessing E-tax filing system in selected branch offices of Ethiopian Revenues and Customs Authority (ERCA). To achieve this objective, a review of relevant literature was done and primary data were gathered using a Likert scale questionnaire format. Data analysis was carried out using descriptive analysis. Findings revealed challenges like taxpayer's attitude, taxpayers fault and governmental problems and benefits which include data handling, accuracy, job performance and tax compliance. In addition, the study found out that E-tax filing system and tax compliance has a positive relationship. The study recommended the organization to improve internet connection by collaborating with Ethio-telecom as well as to create awareness about the system and provide electronically payment system.

**Key Words:** E-tax Filing System, Tax, Tax Compliance

**Assessment of ERP Implementation: the Case of Heineken Breweries s.c  
Ethiopia  
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The purpose of this study is evaluating the success of ERP implementation in Heineken Breweries S.C. ERP plays an important role in today's enterprise management and is beginning to be the backbone of organizations. However, its implementation is complex and risky. Research has been done for ERP implementations in numerous environments but there is a serious gap in the literature regarding implementations in the Ethiopia context. Besides, studying ERP implementation in developing countries like Ethiopia has not had noticeable experiences would be interesting for developers, vendors, consultants and ERP user companies. In this research, the researcher had investigated ERP implementation in Heineken Ethiopia Operating companies which had implemented and used this system. The evaluation was based on CSFs (Critical Success Factor) which cited as index for success of ERP implementation in others researches. The study found that CSFs has significant relationship with successful ERP implementation at Heineken Ethiopia operating company. That indicates Heineken has implemented the ERP system successfully and smoothly. The study also shows all six CSFs are the most important to success of the ERP implementation at Heineken: top management support, project team competency, user training and education, interdepartmental communication, Business Process Reengineering and Consultant Involvement. The researcher recommended for other beer organizations to consider the Six Critical Success Factors while implementing ERP system. Furthermore, practical implications to Heineken Ethiopia operating companies, other organizations and future studies were highlighted.

**Key Words:** Critical Success Factor, ERP, HBSC

**Assessment of Cash Control System of the Ethiopian Orthodox  
Church Development and Interchurch Aid Commission  
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Cash control is the most vital need for all organizations in everywhere to utilize their limited resources in their working environment. EOC-DICAC is one of charity organization which has been supported its major portion of financial requirements from the external funding sources through the process which requires competing with other similar organizations demanding for funds from donors. However, there is a gap between the existing cash control practice and required by the accounting standards. Therefore, the main objective of this study was to assess the cash control system of the EOC-DICAC). To address the research objective the researcher used descriptive approach where 56 respondents were selected by census method (33 staff from EOC DICAC, 9 staff from external audit firm and 14 staff from funding partners) and the findings were generated. The results revealed that the overall responses moderately agreed with the soundness of cash control. However, since a number of respondents rated disagreed and undecided responses to the 11 questions among the total questions asked, it is necessary to provide a serious consideration regarding the responses given to these specific questions. Therefore, EOC-DICAC management needs to maintain a strong and well-designed controlling mechanism to achieve a sound internal cash control system.

**Key Words:** Cash Control, Ethiopian Orthodox, Church Development and Interchurch Aid Commission

## **An Assessment of Inventory Management System: the Case of Ethiopian Electric Utility**

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The purpose of this study was to assess an inventory management system on the case of Ethiopian Electric Utility. Inventory is a crucial part of an asset in any business firm, organization, large or small industry and public service. Because without inventory items, there is no production or service. Therefore managing the inventory is the essential part of the management part. Generally, effective inventory management is the high success of any company. So, this study concern to assess the inventory management that may be enables that the only electric supply Provider Company to improve the quality service rendering to its customer. The study was employed descriptive research design method. It contained a qualitative and quantities component that enables the researcher to assess the study easily. The study encompasses the main root of the company inventory management areas of departments including Addis Ababa regions finance and key customer accounts. The sampling technique method of the study was purposive targeted population method. The target of the population was 7 department 52 staff members, 8 of 52 population management staff members selected for interview and the remaining 44 members for questioners. According to the objectives of the study the key findings of the study revealed that there is a gap on purchasing department with the company central warehouse that is may be the reason of excess, idle, obsolete inventory items. There is a gap in receiving activity in the central store purchasing department that the dissimilarity of sample purchases and the receiving document lateness. There is a gap in between finance department with central store in recording and document delay, lack of computer technology to control and manage inventory system; lack of skilled manpower; the impact of unavailability of inventory items that affect the customer service render which is the reason of waiting the customer on list to wait the material to get electric services. The researcher recommended for those problems to improve the inventory management system to serve customer with the quality service rendering activities.

**Key Words:** Inventory, Inventory Management, Inventory Control

**Determinants of Capital Structure of Insurance Companies in Ethiopia**  
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This paper investigates the determinants capital structure of insurance company in Ethiopian by using eleven years data from 2006 to 2016 and the main objective of this study is to examine the determinants of capital structure of insurance companies in Ethiopia. To achieve the objective the study, the researcher used only secondary data obtained from the annual financial statement of nine insurance companies, National Bank of Ethiopia (NBE) and Ministry of Finance and Economic Development (MoFED). In this study, one dependent variable (leverage) and eight independent variables, that is, GDP, inflation, tangibility, liquidity, firm's size, firm's growth, profitability and business risk was employed. Quantitative research approach, explanatory research design, purposive sampling method and classical linear regression model was employed in this study. The balanced panel data was analyzed by using descriptive analysis, correlation analysis, classical linear regression model assumptions and different diagnosis tests and different model estimation tests was employed in this study. The statistical software package (STATA) result of random effect estimates with robust standard error results shows that, inflation, liquidity, firm's size and firm's growth are positive and significant effect on determinant of capital structure. GDP, inflation, liquidity, firm's size, firm's growth and business risk has positive relationship with the dependent variable. But, tangibility and profitability has not positive relationship with leverage. However, the other independent variables like, GDP, tangibility, profitability and business risk had insignificant impact on capital structure. Finally, the study recommends that the from the firm's specific variable liquidity, firm's size and firm's growth are significant and positive relationship to determining optimum capital structure of Ethiopian insurance Companies. So that the manager of insurance company should be highly use such variables effectively to maximize the values of the organization with minimized weighted average cost.

**Key Words:** Determinants, Ethiopia, Insurance Company, Leverage, Random effect, Robust Standard Error

**Effect of Working Capital Management on Profitability of  
Manufacturing Industries in Ethiopia**  
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The purpose of this study is to examine the effect of working capital management on profitability of manufacturing share companies in Ethiopia with special reference to large tax payers. In light of this objective the study adopted quantitative approaches to test a series of research hypotheses. Financial statements of a sample of 14 manufacturing companies are used for a period of five year data (2011-2015) with the total of 70 observations. Data was analyzed on quantitative basis using descriptive and regression analysis (Ordinary Least Square) method. Non-probability Purposive sampling based on researcher judgment was used. It examined the components in working capital such as accounts receivable period, inventory holding period, accounts payable period, and cash conversion cycle in relation to return on asset (ROA). In addition the study used current ratio, used as liquidity indicator; firm size, as measured by logarithm of sales; firm growth rate as measured by change in annual sales and financial leverage, as control variables. The key findings from the study are; Firstly, there exists a significant negative relationship between average collection period and profitability indicating that an increase in the number of days a firm receives payment from sales affects the profitability of the firm negatively; secondly, there exists a negative relationship between inventory holding period with profitability and accounts payable period and profitability. But, both inventory holding period and accounts payable period was found to be insignificant in affecting profitability of the firms. Thirdly, there exists a negative relationship between cash conversion cycle and profitability of the firm. Which indicates that as the cash conversion cycle decreases to an increase in profitability of the firm, and managers can increase profitability of their firms by shortening the time lag between a firm's expenditure for purchases of raw materials and the collection of sales of finished goods. Finally, negative relationships between liquidity and profitability measures have also been observed. In general the study recommended that firms should minimize capital management components in order to maximize profitability.

**Key Words:** Working Capital, Management on Profitability, Manufacturing Industries



**Assessment of Internal Audit Practices in United Bank s.c**  
**Tamirat Yimam, St. Mary's University, Email:rakmo.smu@gmail.com**

The main purpose of this study is to investigate the internal audit practice in United Bank S.C. Internal auditing function was traditionally designed to safeguard firm's assets and assist in the production of reliable accounting information for decision-making purposes. The need to focus on corporate governance has increased particularly in the wake of economic collapse and financial crises. Similar studies have hypothesized that the internal audit practice had influence on the corporate governance of an organization. This study adopted a descriptive research design. The study used stratified random sampling in identification of 32 respondents. Structured questionnaire was used to gather data from the respondents. Data collected was coded and analyzed with the aid of the Statistical Package for Social Sciences (SPSS) version 22 for descriptive statistics. Presentation was by use of graphs and percentages which enhanced a meaningful description. There searcher observed the following findings that adversely affect the effective Internal Audit Practice in the bank. These are, In the United Bank S.C the internal audit department budget set and approved by the president of the Bank which affects the independence of the internal audit department of the bank. The internal audit head (controller) meets the Board Audit Committee periodically with the presence of management that compromises the independence of the department. The internal audit Department of the Bank has not adequate and competent internal audit staff and almost all internal auditors of the bank have not professional certification related to auditing activity. Therefore, the study concludes that the Board Audit Committee and Top Management of the bank needs to work on the above mentioned findings that affect negatively to the internal audit practice of the bank while keeping those practices that do not oppose to the theoretical perspective and existing best practice. Moreover, the study recommends further studies on the role of other major corporate governance players such as, the bank's Board of Director, the bank's Board Audit Committee, banks Senior Management and the External Auditors.

**Keywords:** Adequacy of staffing, Internal Audit Practice, Internal Audit independence, positioning of the internal audit function and risk identification process.

**Determinants of Large Business Taxpayers Tax  
Compliance: the Case of Addis Ababa City  
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This study attempts to analyze determinants of large business taxpayer tax compliance in Addis Ababa city Administration. Tax compliance issue is a major problem in revenue generation by government of Ethiopia. This research sought to obtain opinions about tax compliance of large business taxpayers in Addis Ababa. The study has employed a causal research design. In order to the required data gather for this research were both primary and secondary sources. Primary data was collected directly from tax payers through questionnaire survey method and interview from ERCA staff. Secondary data collected from relevant ratify legislation in related with the topic, tax journals, as well as published articles are used. A sample size of 171 is used from the total population of 1,080 large business operators in Addis Ababa city administration. To ensure the representativeness of different business sectors of taxpayers, a convenience sampling technique was adopted. Multiple regression analysis was conducted to assess the relative predictive influence of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) is employed in the different analyses conducted. The results indicated that knowledge of taxpayer, quality service of tax authority and transparency of tax system had influence on tax compliance of taxpayer and they have positive and significant relationship with tax compliance of large business taxpayer.

**Key Words:** Addis Ababa, ERCA, Large business taxpayers, tax Compliance.

**Taxpayers' perception towards: Tax fairness, Tax Knowledge and Tax Complexity of Bole Sub-city Category "B" Business Profit Taxpayers**  
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Tax fairness is essential for a tax systems as tax system that have been perceived as fair leads to a high degree of voluntary tax compliance. Tax fairness issues encompass a number of tax fairness dimensions and other fairness affecting factors. If all tax fairness dimension and other affecting factors negatively interpreted by taxpayers, it could lead to the negative perceptions of the tax system by the taxpayers. Good understandings of business profit taxpayers' fairness perceptions help the tax authorities to improve the tax system in order to narrow the tax gap, encourage business profit taxpayers' compliance and consequently mobilize adequate tax revenues. Although past studies on tax fairness issues widely conducted in developed countries, literature and data concerning this topic are still scarce in Ethiopia. This study was conduct on Taxpayers' perception towards fairness specifically on Bole sub city category "B" business profit taxpayers. The study was conducted on business taxpayers' in Bole sub city including trader (wholesaler and retailers), manufacturers and service providers. The research followed mainly qualitative (literature review), and quantitative (survey) methodology. A questionnaire was developed asking about background of respondents and the respondent's opinions about tax fairness, tax knowledge, tax complexity and potential measures to improve the tax system. The data for this study was collected from a sample of 149 Category B business profit taxpayers' in Bole sub city by means of questionnaires collected during the period April 27- May 15, 2017. The results show that Bole sub city category B taxpayers' perceive that the tax they are paying is unfair and they believe that they will not be caught when evading tax. Regarding to tax knowledge, even if most of the respondents' believe that they do not have a problem with completing and filing the tax return, they described the need of professional assistance to do that. Although most of the respondents' mentioned the complexity of business profit tax system, they also mentioned that the tax office makes sure to have the necessary information available to take decisions. The demography of the respondents shows that female, educated and young respondents dominated the survey, which indicates the increase in the involvement of the women and young generation in the business and in the tax system. Furthermore, the result of the study showed that most of the respondents agreed with the importance of taking measures to improve the existing tax system. This study highlighted the significance of improving the tax system by educating taxpayers', educating tax collectors to increase tax collection efficiency, develop simple and transparent tax collection systems, provide valuable information to taxpayers', building trust and confidence with taxpayers' to increase the positive perception of taxpayers' towards fairness.

**Key words:** "B" Profit Taxpayers, Factor Analysis, Qualitative Analysis, Taxpayers' Perception, Bole Sub-city Category, Ethiopia

## **Factors Affecting Time Deposit: the Case of Commercial Banks in Ethiopia**

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The aim of this study is to examine the factors that affect time deposit of commercial banks in Ethiopia. The study is an explanatory type of research which adopted quantitative methods of research approach using secondary panel data of six commercial banks from year 2002 to 2016. The study population is the seventeen commercial banks and one development bank that are currently operating in Ethiopia. The research adopted a non-probability sampling which is purposive sampling by considering the year of establishment and availability of data of banks to select sample from the total population. Accordingly, Commercial Bank of Ethiopia, Awash International Bank, Dashen Bank, Bank of Abyssinia, Wegagen Bank and United Bank were selected. As a main analysis technique, descriptive statistics, correlation and regression were used to come up to the research report. Hence, the dependent variable, time deposit of commercial banks and the independent variables; inflation rate, Gross Domestic Product, liquidity, profitability, lending rate, reserve requirement, and National Bank of Ethiopia Bill were regressed. The results from the regression analysis estimated by pooled panel regression model showed that liquidity and National Bank of Ethiopia bill have positive and statistically significant effect on time deposit. On the other hand, lending rate is found to have negative and statistically significant effect on time deposit of commercial banks whereas Gross Domestic Product, inflation, profitability and reserve requirement have positive but insignificant effect on time deposit of commercial banks. The study concluded that fulfilling the National Bank of Ethiopia bills requirement creates liquidity and maturity mismatch (disparity) for the banks as the National Bank of Ethiopia bill is bought for five years and there is a 40% cap for short term loans. Hence, time deposit is a good option for banks as it makes them safe from withdrawal of money by depositors for a fixed period of time and minimizes liquidity and maturity mismatch. Finally, the study recommended that the banks should study on asset-liability match and maturity match and should lend out their liquidity while mobilizing more time deposit.

**Key Words:** Time Deposit, Liquidity, National Bank of Ethiopia Bill

## **The Effect of Liquidity on Banks Profitability for Commercial Banks in Ethiopia**

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Banks role in the economy of any country is very significant. Liquidity can be defined as the ability of a financial institution to meet all legitimate demands for funds (Yeager and Seitz 1989). The different financial crisis over the world at different times had illustrated how quickly liquidity can evaporate and that illiquidity can last for an extended period of time. The banking system came under severe stress, which necessitated central bank action to support both the functioning of money markets and individual institutions. Liquidity of banks can be affected by bank specific as well as macroeconomic factors and government/central bank regulations. Thus it is important to study effect of liquidity on banks profitability. However, as to the knowledge of the researcher, there are few studies made generally on this study. Therefore, to examine the effect of liquidity on commercial banks profitability is important. An explanatory research design was employed to examine the relationship of the dependent and independent variables by using quantitative research approach used to see the banks' profitability that has been measured by Return on Assets (ROA) and liquidity explanatory for the independent variables and the unbalanced random effect panel regression was used for the data of all commercial banks in the sample covered the period from 2005 to 2015. Five liquidity explanatory's that are affecting banks profitability were selected and analyzed. The results of panel data regression analysis showed that cash deposit ratio and capital ratio had statistically significant effect on banks profitability. Liquidity ratio, deposit asset ratio and loan deposit ratio had statistically insignificant effect on banks profitability. Among the statistically significant factors affecting banks profitability cash deposit ratio had positive effect on profitability of commercial banks whereas, capital ratio had negative effect on profitability of commercial banks. Deposit asset ratio and loan deposit ratio had positive but statistically insignificant effect on financial performance but Liquidity ratio had negative but statistically insignificant effect on financial performance. Therefore, banks should maintain adequate liquidity to enhance profitability by financing to creditors and also should have enough capital to absorb shocks which emanate from liquidity and credit risks.

**Key words:** Commercial Banks, Liquidity, Profitability

**Assessment of Internal Audit Practice in the Public sector:  
The Case of Yeka Sub-city Administration Office  
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The purpose of this study examines internal audit practice in public sector in case of yeka sub city administration office. The study investigates key problems in internal audit practices regarding of competency of internal auditors, time /program/ of auditing, scope of audit work, independency of the auditor, the management perception about the internal audit, implementation of audit recommendation and the available punishments for violations of internal audit procedures effectively applied in the administration. This descriptive research is conducted by using mixed method approach. Data collection includes questioner with 81 internal auditors, documentary analysis and semi-structured interview with by taking purposive sample of internal audit manager, finance manager and general manager. With these research methods, the findings of the study revealed that competency in terms of educational background but lack of experience and numbers of staff, internal auditors are not independent, Managements have not good perception about internal auditors and inadequacy of punishments for violation of internal audit procedures at different levels that lead ineffectiveness of internal audit.

**Key Words:** Internal Auditing Standard, Internal Audit Practices, Public Sector offices

**Problem of VAT Administration: the Case of Arada Sub- city  
Small Tax Payers” Branch Office of ERCA  
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The study investigates and analyzes the Problems of VAT administration at the Arada Sub-City Small Taxpayers Branch Office of the ERCA. To achieve the objective of study, the researcher adopts descriptive method of research approach. The sample of VAT Registrants taxpayers and Tax officials of the Authority were selected using simple random method and judgmental sampling method respectively. The study used both quantitative and qualitative data. For the quantitative data, the questionnaire for taxpayers and tax officials and for qualitative data an in-depth interview with Process owner used. The collected data were analyzed using descriptive statistics. The result of this study showed that in the Arada Sub-city revenue authority the application of tax principle was not fair, the VAT payers at the sub-city didn’t fully comply with the basis of the current VAT laws, lack of awareness, weak culture of taxpayers, tax evasion, unwillingness of consumers to buy goods and services with VAT, lack of good governance and poor tax enforcement. All these problem and weakness hinder the VAT administration at the Sub-City. The thesis suggests a series of measures which could be taken by the tax authority, to address the various problems identified in the study. These measures include establishing a media and transmit the tax related laws on a consistent basis, giving recognition to the honest traders and taking a legal action for non-compliant taxpayers, giving training and education , creating a continuous assessment mechanism by conducting continuous discussions about issues of VAT and self-assessment, preparing standard for each activities according to their office and then penalizing those tax officials who did not do according the standards set by the authority.

**Key Words:** VAT Administration, Arada Sub- city, Small Tax Payers, ERCA

**Determinants of Capital Structure: Empirical  
Evidence from Commercial Banks in Ethiopia**  
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Determinants of capital structure: Empirical evidence from commercial banks in Ethiopia. This study examines the impact of independent variables which are profitability, growth of bank, size of banks, dividend payout, asset tangibility, liquidity, net debt tax shield, risk, GDP, and inflation on the formation of capital structure of commercial banks in Ethiopia. The sample in this study includes fourteen commercial banks operating during the study period. The panel data cover for six years from 2011 to 2016. The study used quantitative individual banks' audited annual financial reports (balance sheet and income/loss statement) of secondary data. The study used quantitative research approach and panel data regression. From the regression results; liquidity and asset tangibility are identified negative and significant relationships with leverage ratio. In the case of growth, dividend and net debt tax shield of bank, the regression result identified positive and significant relationships with leverage. Independent variables such as size, risk, GDP and inflation have positive but insignificant relationships with leverage ratio. On the contrary, profitability has a negative and insignificant impact on the formation of capital structure of banks during the study period. The study recommends that commercial banks in Ethiopia need to remain profitable in order to rely less on external debt as a source of financing.

**Key words:** Capital Structure, Leverage, Commercial Banks



## **Assessment of Internal Audit Practice in Save the Children International Ethiopia**

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The main purpose of this study was to assess the internal audit practice in Save the Children International Ethiopia. In order to assess the internal audit practice, the study employed descriptive research type and Simple Random Sampling techniques were used. To obtain the required information open-ended and closed ended questionnaires were used as primary data gathering tools from targeted Internal auditors, middle levels and top levels managers of the organization in order to assess Internal Audit practice in Save the Children International. Then mixed approaches were employed to analyze and interpret the findings of the study data. Quantitative data were analyzed by frequency and percentage using SPSS software. Open ended was analyzed by narrative. The findings of the study showed that management of SCI did not give enough attention on internal findings, audit reports, audit recommendation and did not take corrective action on time. As well as lack of job related training and lack of management commitment to add value to the unit, lack of follow up to retain competent staff, lack of enough resource allocation, due to some negative attitude towards IA at CO and FO level, lack of proper support from internal audit head due to engaged on other additional assignments and other factors were critical factors influencing effectiveness of internal audit practice of the organization. To alleviate those problems affecting IA work, the researcher recommended that management and the audit division of the organization has to work jointly to improve the IA work as per requirements of international standards, organization policies and in accordance with donor requirements.

**Key words:** Internal audit, Independence, Standards, Quality Assurance and Commitment

## **Assessment of Credit Management Policy and Loan Collection Problem in Case of United Bank s. c**

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This study assessed credit management policy and loan collection problem in case of United Bank S.C. This was carried out by analyzing the bank's credit management policy and procedure towards loan collection; assess loan collectability performance of the bank, evaluate credit risk management method, examine the trend of NPLs of the bank with in the study period and identify the methods used to recover debt. The descriptive survey method was used for the study. For this study the researcher used all 60 credit related employees was select into a sample population by judgmental or purposive sampling from the total population of employees due to the specific needs of the topic which require people who have good knowledge and experience in relation to the study. Two main sources of data were used for the study namely, the primary and secondary sources of data. Questionnaires were used as the main instrument to collect the primary data on access to the bank credit management policy and procedure towards loan collection; examine loan collectability performance of the bank, evaluate credit risk management method, and identify the methods used to recover debt as well as secondary data important for examine the trend of NPLs of the bank with in the study period. The study findings revealed that lack of proper monitoring was the main factor for divisions of fund. Finally, this study ends up with some recommendations were bank should considered different loan recovery method, like periodic credit call; review the applicant's previous track record; review credit risk rating and annual review of accounts; develop evaluation method of current business activity and market, identifying and examining the causes of defaults, and should look for any attachable property.

**Key words:** Credit Monitoring, Credit Policy, Credit Risk Management, Loan and NPLs

## **2. Development Economics**

## **The Impact of Public Spending on Economic Growth: the Case of Ethiopia**

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The rapid growth in government expenditure in Ethiopia has caused concern among policy makers on the implication of such growth. Over the two decades, government expenditure in the country grew at a faster rate. Given this fiscal scenario, an explanation of this requires studying the impact of government expenditure on economic growth. The general objectives of the study were to: investigate the impact of public spending on economic growth of Ethiopia. The data used were government expenditure components that included expenditure on agriculture, infrastructure, defense, and health care, Sources of data were Ethiopia government documents and international financial publications. The study applied restricted Vector Auto Regression estimation technique using annual time series data for the period 1975 to 2016 to evaluate the impact of government expenditure on economic growth. Both descriptive and econometric techniques were employed for the purpose of analysis. Before estimating the long run model, the time series characteristic of the data is tested using DF and ADF test and found that all the variables are stationary at first difference .Then Johansen co-integration tests revealed a long-run relationship between GDP growth rate and the selected components of government expenditure. Furthermore, VECM was later estimated to determine the relationship dynamics. The result revealed that both in the long run and in the short run public spending on infrastructure and Defense promote economic growth whereas public expenditure on agriculture and health were found to be negatively related to economic growth. All components of public expenditure have significant effect in explaining growth of RGDP except spending on health. The study concludes that the composition of government expenditure and public expenditure reform matter for economic growth.

**Key Words:** Public Spending, Economic Growth, Ethiopia

**The Impact of Illicit Financial Flow on Economic Growth of Ethiopia a  
Time Series Empirical Analysis, 2000-2015**

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The objective of this study was to investigate the impact of illicit financial flow on economic growth of Ethiopia. The study used secondary data, particularly from 2000 to 2015 years. The study used various internationally recognized estimation models (Hot money narrow and Trade miss-invoicing) to get the magnitude of illicit financial flow in Ethiopia. Moreover, it employed ECM (error correction model /mechanism) to get a short and long run velocity and magnitude effect of IFF on GDP. The study found that IFF has Significant and negative impact on Gross domestic product. Based on research findings, establishing controlling and auditing mechanisms for trans-boundary trade activities, creating effective institution and building collaborative approach are recommended to curve down the magnitude of IFF and its impact on economic growth.

**Key Words:** IFF, HMN, Trade Miss-invoicing

**Determinants of Economic Growth in Ethiopia: a Time Series Analysis**  
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The purpose of this study is to investigate the major determinants of economic growth in Ethiopia from the period 1974 to 2015. Descriptive statistics and time series econometrics are used in the model to analyze the data. The study employs an Autoregressive Distributed Lag (ARDL) bound test model to co-integration in order to investigate the long run relationship and Error Correction Model (ECM) for short-run relationship between growth of real GDP and gross capital formation, human capital, export, foreign aid, external debt, inflation rate, labor force and financial sector development. The long-run empirical result using the bound test reveals that there is a stable long run relationship between growth of real GDP and its determinants. Gross capital formations (gross fixed investment), human capital (expenditures on education and health, inflation and labor force) have a positive significant impact on the growth of real GDP during the study period while external debt has a negative significant effect. However export and foreign aid have insignificant impact on the long-run with unexpected sign. The financial sector development (broad money supply (M2) as a percentage of GDP) is insignificant with expected sign. The short-run dynamic results show that gross capital formation, human capital and inflation rate have also positive impact on the growth real GDP while foreign aid has negative significant effect. Finally the coefficients of equilibrating Error Term (ECM) suggests that the speed of adjustment (feedback effects towards the long run equilibrium) takes few years for full adjustment when there is a shock in the system. In order to sustain long run growth the government or policy makers should design appropriate policies that results in the efficient use of resources contributing to economic growth and proper management of variables resulting to negative growth (external debt and foreign aid) in order to reverse their effect on output.

**Key Words:** Ethiopia, Economic Growth, ARDL, Bound test, ECM, Determinants

**The Impact of the Integrated House Development Program  
/Condominium on the Beneficiaries Welfare: a Case study in Summit  
Condominium Kirkos site in Addis Ababa  
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This thesis attempts to explore the impact of condominium housing on the beneficiaries' welfare. The IHDP was launched in 2005 targeting the low and middle income urban household. Among the many condominium sites located here in the capital Addis Ababa this study was conducted in Summit condominium site kirkos site. To select the target population a researcher used simple random sampling technique. A total of 235 households were taken for this purpose. Among the respondents 101 were the beneficiaries of the condominium and who are living in it. The rest 134 questioners were distributed to non-beneficiaries of the condominium. The propensity score matching model is used to compare the beneficiaries with the non-beneficiaries. This model is choose to account for the selection bias due to differences in observable characteristics. The result shows that the IHDP has a positive impact on the monthly saving and expenditure on education of the beneficiaries. Also it was observed that ownership of consumer durables is high for BCH. On the other hand incidence of sickness, access to basic infrastructures and expenditures on treatment of the ill were comparatively high. Based on the findings the study suggests that government should make sure basic social infrastructures are present in condominium housings and should be built side to side with the houses.

**Key Words:** House Development, Condominium, Welfare, Addis Ababa

**The Link between Inflation and Economic Growth in Ethiopia**  
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Ethiopia's recent growth performance and considerable development gains are challenged by macroeconomic problem such as high inflation. The purpose of this study is to analyze the short-run and long-run relationship between economic growth and inflation for the period 1970-2016. Descriptive statistics and econometrics model were used to analyze the data. A time series econometric model applied to identify the relationship. The result of Engle-grangers-integration tests shows that there is high and positive long-run relationship between inflation and economic growth. The error correction model also shows that in cases of short-run disequilibrium, the inflation model adjusts itself to its long-run path correcting roughly 37% of the imbalance in each year. In long-run major parts of change in inflation comes from economic growth, more than two-third of inflation change is from change in economic growth, but in short run the effect of economic growth is very small and insignificant. The increase in money supply and real exchange rate results is also a high and significant effect on inflation in long-run .money supply is the only variable that affect inflation in short-run significantly. To know causality between inflation and economic growth I used Granger Causality test and the result showed that economic growth has forecasting power about inflation while inflation does not have predicting power about economic growth. Generally this paper supports the classical economist idea of positive relationship between economic growth and inflation.

**Key Words:** Inflation, Economic Growth and Time Serious Model



## **The Impact of Inflation on Economic Growth in Ethiopia**

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Almost all countries consider sustaining high level of economic growth with low level of inflation as their macroeconomic objective. But there has been a debate about the nature of relationship between these two important variables. Motivated by this argument, this study examined the long run and short run relationship between economic growth and inflation. The methodology employed is Autoregressive Distributed Lag Model (ARDL) of Bound test to integration for long run analysis and Error Correction Model (ECM) for short run analysis. The scope of the study spanned from 1981 to 2014. Augmented Dicky Fuller test (ADF) and Phillip-Perron test (PP) were used to carried out the stationary test and the data is stationary at 1%, 5% and 10% level of significance. The bound test reveals the existence of stable long run relationship between inflation and economic growth. Further effort was made to check the causality by employing pairwise granger causality test at different lag length (lag 1 and lag 2). Uno-directional causality which runs from economic growth to inflation is obtained at both periods. A positive relationship was found in the long run and negative short run relationship between these two macroeconomic variables in Ethiopia during the study period. In the short run the coefficient of the error correction term is -0.622, its implication is that about 62.20% of the disequilibrium adjusts to the long run equilibrium after a shock annually. Hence Policy makers should emphasize on policies that enhance economic growth as well as inflation combating measures.

**Key Words:** Inflation, Economic Growth, Autoregressive Distributed Lag, Co integration, Granger Causality

**Urban Expansion and its Effects on the Livelihood of Peri-urban  
Farmers: Evidences from Sebeta Town**  
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Ethiopian is characterized by fast population growing and this resulted in unplanned urban expansion towards peri-urban areas. The Ethiopian urban population was 11.4% by 1984 whereas increased 13.6% in 1994 and 16% by 2007. By 2050, the urban centers of Ethiopian will reach 42%. The mentioned population growth indicated expansion in urban areas but shrinking in rural land. To accommodate the ever-increasing of population, cities have been expanding horizontally towards peri-urban areas. In the case of Oromia Region, the share of urban inhabitants account for 11.3% by 2007 census. The population of Sebeta town has increased from 49,331 (2007) to 256,868 by 2015/16; an increment of about 86.93%. Therefore, investigating effects of urban encroachment on the living standards of peri-urban farmers is the central issue of the paper. This study employed quantitative and qualitative methods. It used primary data gathered from focus group discussion, Key Informant Interview and 150 household respondents. Interviews were conducted with knowledgeable village leaders. The secondary data were collected from Sebeta. In the paper, descriptive, economic and livelihood data analysis method were employed. Urbanization has resulted in positive and negative effects. From the positive side, it improved access to better social services and infrastructures. Landholders displaced due to urbanization were paid compensation. 9.4% of them have exhausted for investment, and thus their livelihoods have been well improved. But 90.6% of them spent on consumption good. The livelihoods of this group are identified as challenging. Most of them are left jobless; and experiencing low standard of livelihood. Majority of the farmers were not benefited from rehabilitation strategies set by the government. Compensation is expected to be fair to reimburse the value of lost properties. But the study revealed that the payment is mainly unjust in amount and takes long period. 79.4% of the expropriated farmers were paid from 9 months to 2 years.

**Key Words:** Urban Expansion, Peri-urban, Land Expropriation, Compensation Payment, Livelihood

## **The impact of Official Development Assistance on Agricultural Growth of Ethiopia**

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Less developing countries including Ethiopia, mainly their economy is dependent on agriculture, and less productivity of this sector is not a question of only being poor nation rather it is a livelihood of their society and with a visible resource gap the productivity of this sector is unexpected. To fill this resource gap least developing country's lookup and depend on external assistance from developed countries. This study have an objective of whether official development assistances has an impact on agricultural growth of Ethiopia or not, with time series data of 1985 to 2013 using vector error correction model in order to know if they have a short run and long run relationship. All necessary time series tests such as stationary test, co-integration test, causality test and other necessary test are taken. And the result of the study reveals that Official Development Assistance has a negative and significant impact on agricultural growth in the short run there will be displacement or disease effect and also it has a positive significant impact in the long run since financing in investment or adapting new technology or knowledge, its result will be after a while. There for Ethiopia, as a country has to work on enhancing domestic factors for productivity of agriculture sector, raising the capacity of producers through different mechanisms and use resources more effectively and in advanced way, also effective use of the external assistance is very necessary since it has significant impact both in the short run and long run.

**Key words:** Agricultural growth, Ethiopian, Agricultural Growth, Official Development Assistance

**Impact of Remittance on Poverty Reduction in Somaliland:  
The Case of Selected Districts in Hargeisa City  
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This study was designed to investigate the impact of remittance on poverty reduction in Somaliland. Particularly, this study focuses to figure out the impact of remittance on both absolute and subjective poverty along with the aim of identifying the magnitude of remittance and how often remittance is spent. However, this study collected primary data from 168 households that were drawn randomly and 13 interviewee who selected purposively. In order to distinguish the poor and non-poor of the studied population, this study used Cost of basic needs (CBN) approach. Considerably, FGT revealed that 38.2% of the population lives under the poverty line with the poverty gap and severity index 0.0951 and 0.0318 respectively. This study unveiled that remittance has a considerable effect on absolute and subjective poverty. In which 26.7% of remittance recipients live under the poverty line comparing to 48.4% of non-recipients who live under the poverty. In addition 30% of the households who do not receive remittance are poor where 13% of the households that receive remittance are poor. Relatively, this study figured out the impact of remittance on subjective poverty with comparing the perception of remittance receiving households with those who do not receive remittance of the studied households. About 76% of remittance receiving households showed improvement of their financial situation compared to 55% of remittance non-receiving households. Considerably, 81% of remittance receiving households believe that they are poor compared to 66% of remittance receiving households who believe same way. So that remittance receiving households believe they are financially better off comparing non-receiving remittance households. Moreover this study also tried to estimate the size of remittance in the study area and found that most of households receive more than \$6,000 annually with an average remittance of \$3,468 annually. In addition how often remittances are allocated were identified, 88% of remittances recipient households declared that they spend on basic needs (food and non-food necessities), nearly 83% of remittance recipient households spent on education fee, 72% allocated to cover the house rent, and the rest 58% and 36% are allocated medical care and clothes

respectively. This study used binary logistic regression model to figure out those variables that have significant impact on poverty. In which 6 out of 10 explanatory variables were found to be significant either at 1%, 5% or 10% level of significance. Sex and household dependence ratio were found to be positively related to poverty with an odds ratio of 0.250 and 3.976 respectively. Contrarily, household size, remittance, household property and total income of the household were found to have negatively related with the poverty with an odds ratio of 0.875, 0.347, 0.119, and 0.994 respectively.

**Key Words:** Poverty, Remittance, Foster Greer Thorbecke, logistic, Adult Equivalent, Hargeisa,

**Impact of Foreign Direct Investment on Ethiopian  
Economic Performance: a Vector Error Correction Model**  
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There is a general consensus that Foreign Direct Investment (FDI) will do more good than bad to the economic performance of a host country. However, the net effect of the inflows of foreign capital in the form of FDI depends on the specific characteristics of the host country as well as on the state of economic development that prevails in the host country. The main purpose of this study is to analyze the impact of FDI on the economic performance of Ethiopia by using time series data for the period ranging from 1971 to 2015 using aggregate national data. The research employed Vector Error Correction Model (VECM). The result showed that all the variables are non-stationary at level but they become stationary after first differencing indicating that all the variables are integrated of the same order and also that the results of co integration test indicates as there is co integration among the variable meaning that they do have tendency to move together in the long-run. The result of the study also shows that FDI inflows will have negative adverse effect on the performance of the Ethiopian economy in the long run but it has positive contribution in the short run. Therefore every policy actions with respect to FDI have to take into consideration the long run issues as well. More specifically the size of local content in the final products of foreign investors should be identified and included in terms of investment. Moreover the incentive packages provided for foreign investors should be certain so that the benefits from provisions exceed the social costs incurred for the purpose.

**Key Words:** Foreign Direct Investment, Economic Performance, Vector Error Correction Model

**Determinants of Small and Medium Scale Manufacturing Industries  
Performance in the Case of Sebeta City, Ethiopia  
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This research was aimed at identifying determinants of small and medium manufacturing industries in Sebeta city. Small and medium scale manufacturing industries today the face both internal and external determinants that hinder their performance to well accomplish their production capacity in the study area and country level at large. The study used a stratified random sampling method to select 105 small and medium scale manufacturing industries. This study used primary data using questionnaire through face-to-face interview and personal observation, and analyzed using descriptive and inferential analyses as well as econometric models. According the study problem of working premises, financial constraint and market problem are the three top problems. The next major problems which determine the performance in the study areas were labor skill, technology and infrastructure. The average start-up capital of enterprise engaged in small and medium scale manufacturing is Birr 73,680 with an average of 4.18 employees and at the time of the study, the average current capital was 151,981 and the average current employees was 7.98. From the interview conducted the firm owner agreed with the problem of working premises, financial, market, labor skill, technology, infrastructure and lack of government support. The correlation result shows positive relationship was found between dependent variables (performance) and independent variables (working premises, financial, technology, infrastructure, market, government support and labor skill) which are statistically significant at 99% confidence level. The findings of the study verified the importance of SMME in the creations of employment opportunities and generations of income for quite a large proportion of the population and engines for achieving national development goals such as economic growth and poverty alleviation. In general small scale manufacturing industries play significant roles in the development of large industries and industrialization. The concerned body has to promote the performance and growth of small and medium scale manufacturing industries.

**Key Words:** SMMEs Performance Ethiopia, Sebeta City

**The Impact of Foreign Capital Inflows on Economic Growth in Ethiopia**  
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This study analyzes the effect of Foreign Capital Inflow (FCI) on the economic growth in Ethiopia for the period 1974 to 2009 E.C. Empirical analysis has been performed by using Johansen Maximum likelihood method. The main result shows that foreign aid has a significant and positive effect on economic growth in the long run as well as in the short run. The net Foreign direct investment has negative impact on economic growth in both long and short run where as in the context of policy recommendations, it is clear that foreign aid contributes positively to economic growth both in the long run and short run. So, Ethiopia should focus on aid for the sake of economic growth. In addition, attention should be given in improving the political environment so as to raise the aggregate investment.

**Key Words:** Foreign Capital Inflows, Economic Growth, Ethiopia



**Determinants for Choice of Saving Institutions: The Case of Ethiopian  
Postal Service Enterprise  
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The growth of any economy depends on capital accumulation, which in turn depends on investment and an equivalent amount of savings to match it. Understanding the determinants of the aggregate savings rate is a crucial prerequisite in designing a number of policy interventions. The aim of this paper was to investigate the determinants for household choices for different saving institution the case of Ethiopian Postal Service Enterprise .The study used both primary data and secondary data to answer research questions. The primary data was collected from 120 respondents using random sampling technique. Both descriptive and econometrics analysis was used. Both log it and multinomial log it models applied including sampling method. From the descriptive analysis, the study found that, from the sampled respondents, 102 of them (85%) responded that they are saving in each month on average. The study found that people with lower education prefer to save their money with Equib and cooperatives while those with higher education prefers to save at bank, and those with average educational attainments prefer to save at MFI. Based on rank, banks are found to be the safest, efficient, liquid, and encouraging institution than others. On the other hand, Equib was found to be the most accessible, strength social relationships and having possibilities of getting loan than others. Regarding to challenges absence of incentives takes the lion share in their choice making decision of to save and where to save. The finding of the multinomial log it model shows that, income positively and significantly affects household choice of banks over others and possibilities of getting loan positively and significantly affect household choice of Equib, MFI and cooperatives over banks; and interest rate positively and significantly affect household choice of bank over Equib. Regarding to households decision to save or not, income and being married positively affect saving and increase in the number of dependent household members and having higher education negatively affect the decision to save. Finally, the paper recommends to governments, central bank and any other responsible bodies to create an arrangement to people for the possibilities of getting loan, incentives should have to be made by different saving institutions to increase saving deposit and expansion of outreaches of MFI would be highly relevant especially for the poor segment of the society.

**Key Words:** Choice, Saving Institutions, Postal Service Enterprise, Ethiopian

**Implication of Childhood Autism on the Wellbeing of Families:  
The Case of Addis Ababa, Ethiopia**

**Minasie Mekbib, St. Mary's University, Email:rakmo.smu@gmail.com**

Autism has an economic, social, psychological implication of the families parenting the autistic children. In the country like Ethiopia, what makes the problem serious is limited institutions which can give education, therapeutic and support service for the children and the awareness level of the community at baby age and families and children with autism are suffering. This will make the families to refrain from jobs, social network and other economic and social activities and eventually they get themselves isolated and almost zero participation in any form of activities. The main objective of this study is to analyses the implication of autism on the wellbeing of families and describes challenges in terms of economic, social and psychological aspects. Quantitative approach by employing Survey questioners is used to gather information from 70 respondents (30 treatment and 40 controlled families). To discuss demographic and socio economic characteristics, descriptive statistics have been employed and to analyze the implication of autism on the wellbeing of families PSM model. For this analysis 5 wellbeing, indicators (total income, total expenditure, health status, education attainment and life satisfaction that are a proxy measure for wellbeing) selected as an outcome variables and impact of ASD on each outcome variables analyzed. The results of the model dictated that autism has a significant impact on the wellbeing of families. Following the findings, the first recommendation is that ensuring easy access to education, therapeutic center and medical treatment centers. Secondly, research works and community awareness raising program are essential to draw attention of different stakeholders. Finally, it is also recommended that inclusion of those households in different income generating activities and livelihood support programs to reduce economic vulnerability of families with autism.

**Key Words:** Childhood, Autism, Wellbeing, Families, Ethiopia

## **Macroeconomic Implication of Government Budget Deficit in Ethiopia** **Nahom Meseret, St. Mary's University, Email:rakmo.smu@gmail.com**

The Ethiopian economy has been under persistent budget deficit for the last 50 years due to the sharp growth in government spending, low tax base, and inefficient and corrupt tax collection and revenue administration system. This study aims to find out if there is a long-run and short-run relationship between budget deficits and other macro-economic variables in Ethiopia economy for the period 1987-2016 G.C. both descriptive and econometrics model applied. A time serious model namely Augmented Dickey-Fuller (ADF) method for finding out the presence of a unit root and stationary in all the variables (budget deficit, gross domestic product, interest rate, inflation, nominal exchange rate, gross domestic saving and gross domestic investment) and the research have found that they are non-stationary at level but stationary at first differencing. The study also employed Johansen's Co-integration test to check for the co-integration of these variables. The research found that the variables in the study are all co-integrated of order one. The result of shows that the short run error correction model (VECM) reveal that the short run implication of budget deficits in macroeconomic variables is explained by GDP, INT and EX; they were significant and GDP and EX has positive effect but INT has negative effect on short run change of BD. However, INF, S and INV are insignificance but both INF and S have positive effect on the short run change of BD but INV have negative effect in the short run. Based on the above result, the study concluded that budget deficit exerts significant impact on the macro-economic performance of the Ethiopian economy. In addition, the study attested in both short and long short run relationship between budget deficits and major macroeconomic variables. Based on the finding, the study recommended that since budget deficits could crowd-out investment through its increasing effects in interest rate and decreasing effect directly on investment, more importance should be placed on capital goods expenditure to make it have more positive effect on GDP and there by contribute to economic growth and development.

**Key words:** Budget deficit, Macroeconomic implication and Ethiopia

**The Cause of Rural Urban Migration to Addis Ababa and its  
Implication on Migrants and their Phases of Origin: a case study on  
migrants working on some selected construction sites in Addis Ababa,  
Ethiopia**

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In developing countries like Ethiopia rural-urban migration affects socio – economic realities in both urban and rural areas. This study aims at identifying the major causes for migration of people to Addis Ababa and its implication on migrants and their phases of origin. To achieve the objective 80 migrants were selected who are working in four selected construction sites of Addis Ababa. Both primary and secondary data were collected and were analyzed both qualitatively and quantitatively by using SPSS version 20. Structured questionnaires were used on the demographic and socio-economic characteristics of migrants. Most of the migrants move to the city alone had no information about the city before migration and the decision of their migration is mostly made by themselves. However, most of them decide to migrate not in planned way. A greater number of the migrants are females, young adults, unmarried and had some form of primary and secondary education before they decided to migrate. There are many causes for the migration of people to the city. Among them the search for job, to gain education and training, and problem related with land and agricultural productivity and drought was the major one. Many of the migrants encountered problems at the initial period of adjustment and adaptation and even currently. In line with this, some useful points of recommendations for effective rural policy development action and regional urban management policy are suggested.

**Key Words:** Migration, Migrants, Ethiopia

**The Role of Tourism in Economic Growth, the Case of Ethiopia**  
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Recently, tourism has gained significant strides as a poverty reduction strategy for low income nations, including Ethiopia. However, despite its huge potential the travel and tourism market has yet to develop to a point where it can make a significant contribution to Ethiopia's economic growth. Therefore, the objective of this study is to examine the trend and contribution of tourism sector to the Ethiopian economic growth. In order to assess the challenges the sector faces and assists policy makers and planners to understand the same to design appropriate policies. The study has employed descriptive research design, and used secondary data that were collected from the Ministry of Culture and Tourism, National bank of Ethiopia, Ministry of trade, and other sources records and Data. The finding or results shows tourist prefer Ethiopia for enjoyment trip, and also the economic activities performed by the Ethiopian government to attract foreign direct investment (FDI) is encouraging visitors for business visits. On the other hand, even though Ethiopia is rich in historic, cultural and landscape it is one of the least visited country in the world, and the contribution of the sector to the GDP is very insignificant compared to other sectors in the economy. Also the employment rate in this sector is very low. The main challenge the tourism sector is facing until now among many things are shortage of promotion, lack of infrastructure, and quality of accommodation, which is almost the same as other finding on previous studies carried out. As per the result the researcher has recommended policy measures likes having continues public investment in improving infrastructure, investment in physical and human capital, and also suggested ways in improving the promotional activity.

**Key Words:** Role of Tourism, Economic Growth, Ethiopia

**An Analysis of Ethiopian's Balance of Payments (2004-2015)**  
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The Analysis of Ethiopian Balance of Payments based on Descriptive statistics, National Income Accounting Framework and Econometrics technique aimed at identifying the major determinants of Ethiopian Balance of Payments which have been a matter of interest to the Ethiopia macroeconomics policy maker for a long period of time. The study used time series data for the period between 2003/04 –2014/15 collected from CSA, NBE, World Bank Group and IMF. Estimation result of the model shows that gross saving and gross investment are the main determinant of Ethiopian balance of payments. Therefore to rise Ethiopian gross saving and to reduce the resource gap, the National Bank of Ethiopia and the Ethiopian government should develop a strategy to enhance the gross saving.

**Keywords:** Ethiopia; Balance of payment, National Income Account Framework, Gross Saving, Gross Investment and Tax

## **The Economy-wide Impact of Ethiopia's Accession to the World Trade Organization: a Recursive Dynamic Computable General Equilibrium Model**

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The study examined the impact of Ethiopia's accession to the World Trade Organization on the economy from the market access for trade in goods negotiation perspective by using the Recursive Dynamic Computable General Equilibrium model and identified the possible range of commitment on simple average bound tariffs on agricultural and non-agricultural sectors by using analysis on tariffs. According to the model result; real Gross Domestic Production at factor cost increased by 0.06%, as export and import increased by 0.25% and 0.2% which improves trade balance by 0.04% with the increase in private consumption by 0.04% and a decrease in fixed investment by 0.02%. Total activity production levels has the highest positive percentage change and households become better off because of reduced import price as their consumption expenditure increases but government revenue decreases as a result of import tariff reduction by greater percentage during 2027-2030 as compared to the base. In general, import tariff reductions to some extent in the long run as part of World Trade Organization accession process and multilateral trade negotiation once become a member have a positive impact on the economy. Based on the commitment on simple average final bound tariffs of the six Least Developed Countries that acceded to the World Trade Organization through accession negotiation; the possible range of commitment on the bound tariff is identified as 28.5% to 44.7% for agriculture while 20.8% to 28.8% for non-agriculture. As the difference between the simple average bound tariff and the simple average applied tariff; the range gives a policy space from 6.4% to 22.6% for agriculture and 4.2% to 12.2% for non-agriculture since Ethiopia's simple average applied tariff is 22.1% for agriculture & 16.6% for non-agriculture. Therefore, Ethiopia should use a negotiation strategy that secures higher policy space for its development interests.

**Keywords:** WTO, Import Tariff, Accession Negotiation on Trade in Goods, Recursive DCGE Model, Ethiopia

**Analysis of Economic Efficiency of Cumin (*Cuminum Cyminum*) in  
north Achefer District, Amhara National Regional State, Ethiopia  
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This study aimed at determining the level of technical, allocate and economic efficiencies of cumin producer farmers in north Achefer district. It also identified the factors affecting the efficiency of producers in the study area. Data were generated by adopting a cross-sectional survey design during the 2016/17 production year from 122 randomly selected cumin producing farm households. Data were analyzed using the Stochastic Frontier Production Function (SFPF) to estimate the level of technical, allocate and economic efficiencies of the producers. Further, the Tobit model was used to identify the factors affecting the efficiencies cumin producers. The results indicated that the level of technical, allocate and economic efficiency of cumin producers were 89%, 43% and 38%, respectively. The mean of technical and allocate efficiencies imply that there is a possibility of increasing productivity by 11% without using extra inputs and by 57% without increasing the cost of production, respectively. The Tobit model results revealed that age, slope of plots, and perception of farmers on agricultural policy had a significant positive effect, and sex of household head had negative significant effect on technical efficiency. Education, frequency of extension visit, perception on agricultural policy and livestock holding had positive significant effect on allocate efficiency of cumin producers, while age of household head, credit utilized and perception on agricultural policy were found to have positive significant effect on economic efficiency of the producers. The results showed that there is an opportunity to increase the efficiency of cumin producers in the study area. Therefore, the policies and strategies in development and research may act on these variables to increase the efficiency level of cumin producing farmers.

**Keywords:** Cumin, Efficiency, Cobb-Douglas, Stochastic Frontier and Tobit, North Achefer District



**The Impact of Human Capital on Economic Growth in Ethiopia**  
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The general objective of the study was to examine the impact of human capital on economic growth in Ethiopia using real GDP as a proxy for economic growth and education expenditure, health expenditure, official development assistance and school enrolment (primary, secondary and tertiary) as a proxy of human capital over the period 1974 -2015. Wide differences of various empirical studies are found in the model specifications, human capital approximation and the results obtained. The study answers the research question: Is human capital having long run and short run significances impact on economic growth in Ethiopia? The sources of data being used in this study are secondary data which obtained from various sources. The ARDL Approach to Co-integration and Error Correction Model are applied in order to investigate the long-run and short run impact of Human capital on Economic growth respectively. The finding of the Bounds test shows that there is a stable long run relationship between real GDP, education expenditure, health expenditure, labor force, gross capital formation, official development assistance and school enrolment. The result of this research showed that expenditure on health, expenditure on education, and growth capital formation are positive and statistically significant long run and short run effect on economic growth of Ethiopia. The economic performance can be improved significantly when the expenditure on health, expenditure on education and growth capital formation improves. However, school enrolment and official development assistance are statically significant and negative long run and short run impact on economic growth. This shows that, the increase in enrolment rate is not sufficient to sustain the growth. What is more important is how the amount is utilized and quality of education. However, there may be a mismatch between the skills taught by the educational system and the skills needed by the labor market, so educated workers may end up doing low productivity jobs. Thus, despite a country's achievements in accumulating human capital through the school enrolment, this achievement may not lead to economic growth and poverty reduction if the labor market and quality is not considered. Hence the government should strive to create institutional capacity and continue its leadership role in creating and enabling environment that encourage better investment in human capital (education and health) by strengthening the infrastructure of institutions that produce quality manpower. Moreover, future researches in this area are suggested.

**Key Words:** Economic Growth, Human Capital, ARDL, ECM, Ethiopia.

**The Effect of Reserve Requirement on Ethiopian  
Commercial Banks' Performance: Profitability and Lending Capacity  
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The study has taken one of the top regulatory issues; the reserve requirement, and studied its effect on bank performance. The general objective of the study was to study the relationship between reserve requirement and the performance of commercial banks in Ethiopia, whereas the specific objectives of the study were to study the effect of reserve requirement on commercial banks' profitability and lending capacity. The study used time series data of thirteen commercial banks from year 2004 to 2016 which were established before 2010 G.C. Moreover, the study used quantitative research approach. The study only took into account bank specific variables to be explanatory variables. Secondary financial data were analyzed using linear regressions models. The empirical results from regression analysis showed that reserve requirement has a negative effect on both commercial banks' profitability and lending capacity, thereby, affecting performance. Based on the conclusions the study recommends the National Bank of Ethiopia to take thorough investigation regarding the far-reaching effect of reserve requirement. Moreover, this study recommends commercial banks to be aware about the effect of reserve requirement on their performance and be proactive towards amendments by the National Bank of Ethiopia.

**Key words:** Reserve requirement, Bank performance, Bank Profitability and Bank Lending Capacity

## **Effects of Exchange Rate on Soap and Detergent Industry's Performance in Ethiopia**

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This research was carried out to find out the effect of exchange rate on the performance of soap and detergent industry, in Ethiopia. It has been employed annual time series data (1996-2014) which was generated mainly from NBE, CSA, MoFED, and ERCA. After a major preliminary data test descriptive statistics and OLS was employed for the purpose of data analysis. The regression result revealed that exchange rate (devaluation of birr) is positively and significantly correlated with SDI; implying that devaluation of birr has contribution for the growth of soap and detergent industry. Furthermore, since manufacturing sector plays a crucial role for once economic development, capital flow and investment should be encouraged through creating enabling environment by reforming a well-designed industrial policy which could encourage the sub-sector.

**Key words:** Exchange Rate, SDI, Performance, Ethiopia

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## **Determinants of the Use of Mobile Banking Services: the Case of South Addis Ababa District, Commercial Bank of Ethiopia**

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Commercial banks in Ethiopia introduced mobile banking technology. However, the numbers of users of the services are very small, even by African standard. This research paper aims to identify the factors that affect the adoption of mobile banking technology in the South Addis Ababa district of Commercial bank of Ethiopia. Data were generated from 362 customers of the bank who were selected based on stratified and convenient sampling method. Data were analyzed using the binary logistic regression model. Besides, descriptive statistics such as frequency, percentage, mean, and standard deviation are deployed. The study found out that sex, income, perceived security of the technology, perceived usefulness of the service, experience on technology and voluntarism to use have positive and significant effect on the use of mobile banking service. Therefore, to increase the penetration and growth of mobile banking service, Commercial bank of Ethiopia should work on the correlates that affect the adoption of the service.

**Key Words:** Mobile banking service, adoption, determinants, binary log it, Commercial bank of Ethiopia

**Factors Affecting Loan Repayment Performance: the Case of  
Enat Bank Share Company**

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The purpose of this study was to determine the factors influencing loan repayment default of the borrowers in Enat Bank Share Company and examine the level of loan repayment performance of the borrowers. Also to assess whether the aspect used by Enat Bank to force borrowers repaying the loan on time is suitable. The data used in the study is gathered through primary data collected through structured questionnaire and secondary data from records of pertinent publications. Enat Bank Share Company was last entrant to the banking industry to be competitive and survival on the sector it should avoided problems by identifying the root causes which leads to loan default and brings crises rather than generate profit for borrowers and for the bank.

**Key Words:** Loan Repayment, Enat Bank S.C

**Analysis of Factors Influencing Individual's Willingness to Pay for the Compulsory Social Health Insurance Scheme: the Case of Government School Teachers in Kolfe Keraniyo Sub city**

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Improvements in health closely follow improvements in education as a contributing factor to development and economic growth. Better health in the population will enable workers to put forward greater effort and maintain their efficiency for longer periods. In order to keep citizens healthy and good workforces, many countries in the world have health care financing through social health compulsory and voluntary health insurance systems. But, people must be motivated and have the incentive to accept and pay for Social Health Insurance (SHI) even in compulsory systems. This study analyzed the factors influencing formal sector workers' willingness to pay (WTP) for the Ethiopian compulsory Social Health Insurance (SHI) scheme (3% payroll), among Addis Ababa government Elementary and Secondary School teachers. Data were collected from 294 respondents using the multi-stage sampling procedures. Data were analyzed with descriptive statistics and Logistic Regression. General results showed that majority of the respondents, 65 percent were not willing to pay the 3% payroll of the SHI scheme set by the government. Factors like, age, sex, income, awareness and experiences of individuals' out of pocket expense during sudden sickness have been analyzed with the dependent variables willingness to pay the compulsory contribution of the SHI scheme. The Logistic regression results showed that respondents with age group 20-30 are more likely willingness to pay as compared to age group 30-40,40-50 and above. Respondents with salary 3000-5000 are less likely to pay as compared those with salary 5000-8000. Those who have information about SHI are less likely to be willing to pay as a compared to those who have no information about SHI and those who said SHI has value were more likely to be willing to pay as compared to those who never said about SHI has value. To the questions why respondents were not willingness to pay, the following reasons were suggested and these include: low income/salary, preferred that government subsidize all civil servants, and claimed that they do not have trust on the management and service delivered from health facilities. Also this study showed significant number of females were willing to pay compared to males.

**Key Words:** Individual's Willingness, Pay for the Compulsory Social Health, Insurance Scheme, Government School Teachers, Kolfe Keraniyo Sub city

**Factors Affecting Adoption of Electronic Banking System:  
The case of Commercial Bank of Ethiopia Sebeta Branch  
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Electronic banking services are being used with increasing frequency in most countries, including ETHIOPIA. Although previous studies have confirmed the importance for such services for both banks and customers, the level of electronic banking services' adoption in ETHIOPPIA is still low. This study aims to identify and understand factors that affect bank customers' use of electronic banking services. This study integrates technology acceptance model (TAM) with the theory of planned behavior model (TPB) and incorporates dimensions and perceived risk to propose a theoretical model. The primary data were collected from 380 valid questionnaires which were distributed to random banking customers of Sebeta branch multiple regression analysis was employed to test the hypotheses. Random sampling methods and descriptive statistics analysis used. The main findings of the study are: uncertainty avoidance has a positive and significant impact on perceived ease of use and perceived usefulness. Perceived risk has the stronger impact on customers' attitude, which in turn influences customers' intention to use electronic banking services areas for further research on the subject matter of service quality, dimension and customer satisfaction. The Commercial bank and its board should work on e-banking adoption of the customer, perceived behavioral control and trust dimension of e-banking. The commercial bank must give attention to brand building strategies as it is reminiscent of their e-banking customer satisfaction and overall bank performance. Bank must come up with strong brand building blocks if they are to harness the power of brand equity and remain competitive in application of e-banking. The study, it has been established that commercial bank of Ethiopia. The study recommends that the regulatory commercial bank must strive towards standardization of the e- banking environment to assure all service equal value irrespective of where they experience the service and its customer. Effort should be exerted to Standardize with bank standard policy guideline; enforcement of these policies must be operational zed. Standardization policies should set out minimum qualification requirement for staff, minimum conditions for deliver e-banking service creating minimum requirement for staff who can work in a bank set up, bank must have a well-stocked technology facility, laboratory to maintain and innovate e better e- banking service delivery system .This promote e-banking service and develop confidence to use e- banking.

**Keywords:** E-banking adoption TAM, commercial bank of Ethiopia Sebeke branch.

### **3. Agricultural Economics**

**Default Probability Modeling for Agricultural  
Loans of the Development Bank of Ethiopia  
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Credit risk is the most prominent risk facing banks. Its effective management is vital for banks success. Banks are expected to improve their credit risk management system due to increasing financial loss resulting from loan default. Regulators also emphasized the importance of quantification and credit risk modeling. Currently, credit risk management has become an important topic for financial institutions, since the business of financial service is highly associated with uncertainty. However, credit risk model for agricultural loan is still in its infancy stage. The general objective of this study was to model agricultural loan default probability after examining significant factors determining default. The objective was accomplished by conceptualizing a theory of loan default for agricultural borrowers and deriving a model predictive of loan default. About 322 firm-year observations spanning the time period 2007 to 2013, consisting of balance sheet and gain and loss account of a particular firm for a particular year were used in the study. A binary logit model was used to analyze the relationships between historical data available at loan origination time and loan performance. The result indicated a strong and direct relationship between key financial variables and probability of default. Leverage, liquidity, profitability and debt coverage ratio at loan origination were found to be good indicators of the probability of default. However, loan size, loan duration and farm type were not statistically significant in explaining agricultural loan default probability. The derived default probability model is applicable to agricultural loans which could be used as a benchmark for agricultural lending banks when setting internal rating models. Banks can provide special service required to help avoid default among those borrowers considered more likely to default by developing a more sophisticated default model.

**Key Words:** Default Probability, Agricultural Loans, Development Bank of Ethiopia



**Determinants of Adoption of Improved Wheat Technology: in the Case of Gozamen District, East Gojjam in Amhara Regional State, Ethiopia**  
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The aims of this study: identify factors influencing adoption of wheat technologies at household level; large numbers of technologies have been generated over the last many years. However, the adoption of these technologies by small holder farmers was limited. The adoption of new technology, under varying contextual setting, is influenced by many socio-economic, institutional and demographic factors of the farm households. So it is vital to be aware and there is a need to understand the contextual factors affecting the adoption of new technologies in order to generate and disseminate appropriate technologies to farmer. For this research multi-stage sampling procedure was employed to select the sample respondents. First, Amhara Regional state was purposively selected. At the second stage, Gozamen district was purposively selected based on wheat production potential. At the third stage three Kebele were randomly selected among wheat growers using random sampling method. Finally, 120 sample respondents were selected from the sampling frame based on probability proportional to size (PPS) random sampling method. A semi-structured questionnaire based interview, participatory rural appraisal (PRA), farm inspection, record analysis, journals and different articles were carried out to collect cross sectional data. Of the total samples were taken 49% were technology adopters and 51% were non-adopters. SPSS statistical computer software program were used to analyze the collected data. The primary data generated on the determinants of improved wheat technology adoption were subjected to an econometric (regression) analysis besides this descriptive statistics were used as analytical tool. The result of the model revealed that the explanatory variables education, farm size, total active household labor in man equivalent, crop income, input availability, contact extension agent, off farm, were statistically significant and positively influence adoption of improved wheat technology, whereas age and market distance were found to have a significant and negative influence on the adoption decision of improved wheat technology. The result from this survey suggests that implementation of well-established extension package, formation of compatible rural credit institutions, improvement of infrastructure and collective action of farmers, researchers, development agent, and entire stakeholders are helpful.

**Key Words:** Wheat Technology, Adoption, Logit Model, Gozamen District, Amahara Regional State, Ethiopia

**Determinants of Farmer's Willingness to Participate in Soil  
Conservation Practices the Case of Sabata Hawas Woreda, Oromia  
Regional State, Ethiopia**

**Lechissa Tolera Merdassa, St. Mary's University,  
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Soil erosion is one of the most serious environmental problems in the highlands of Ethiopia. The prevalence of traditional agricultural land use and the absence of appropriate natural resource management often result in the degradation of land in Sabata Hawas Woreda. Hence, this study assessed farm households WTP for soil conservation practices through a Contingent Valuation Method study. Based on data collected from 129 respondents, descriptive statistics indicated that 90% of the respondents have perceived the problem of soil erosion and are willing to pay for conservation practices. The econometric bivariate probit model was run to estimate both mean WTP and to identify the determinant factors for farmers' WTP for soil conservation. The mean WTP for the double bounded bivariate probit estimate with covariates ranged from 3.3 days/week to 1.95 days/week for the initial bid and for the follow up bid amount respectively. A total of fifteen explanatory variables were included in the model of which nine were significant at less than 5% probability levels. Sex of households, Marital status, Social position of the household head, family size, perception of the soil erosion hazard, Labor shortage, Total income, Access to credit service and household owner of Tropical livestock unit were highly important in influencing WTP in soil conservation practices. Therefore, taking these factors into account in planning soil conservation measures may help policy makers to come up with projects that can win acceptance by land users. This study also attempted to assess farmers' willingness to pay money and spend time on soil conservation practices by applying the Contingent Valuation Method. The result showed farmers' willingness to pay money for soil conservation practices was very low as compared to their willingness to spend time due to the face shortage of cash. Hence, if soil conservation projects are to make farmers participate, they should target labor contribution than financial contribution.

**Key words:** Willingness to pay, Contingent Valuation Method, Double Bounded Dichotomous Choice, Bivariate Probit Model, Soil Conservation Practices

**Technical Efficiency of Commercial Dairy Farms:  
The Case of Sululta District, Oromia Regional State of Ethiopia  
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The study was conducted in Sululta district of Oromia Special Zone Surrounding Finfinne with specific objectives of estimating the technical efficiency of commercial dairy farms in the district and identifying factors associated with technical inefficiency. A total of 46 sample commercial dairy farms from six kebeles of the district were interviewed to collect the data. The study used both primary and secondary data. The study examined the technical efficiency of 46 commercial dairy farms in Sululta district by using a stochastic frontier production function approach. The study utilized cross-sectional data collected during 2015/16 production season. The result indicated that the dairy farm's mean technical efficiency of was 69%, suggesting sizeable technical inefficiency in milk production. The study further indicated that there was a significant inefficiency in milk production in the study area. The relative performance of each farm to the average milk production in the study area ranged from a minimum of 0.40% to the maximum of 0.90%, implying technical efficiency in milk production in the study area could be increased through better use of existing resources, given the current level of technology. The empirical result also showed that the variable with the highest effect on production is the number of lactating cows in the farm followed by herd costs, wealth (capital), and farm size and feed costs. Contrary to this, overhead cost affected TE negatively. It was found that a unit increase in overhead cost would result in a 0.164 unit reduction in milk production. With regard to the inefficiency model, the study revealed the negative coefficient of breeding method, feeding method, milking method; housing system and experience implying that these variables affect the level of efficiency positively. Of these variables, milking method and housing system found to be insignificant. On the contrary, the positive sign of milking frequency shows that these variables will affect the efficiency level negatively and significantly.

**Key words:** Stochastic Production Frontier, Technical Efficiency, Milk Production.

**Analysis of Economic Efficiency of Cumin (*cuminum Cyminum*) in  
North Achefer District, Amhara National Regional State, Ethiopia  
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This study aimed at determining the level of technical, allocate and economic efficiencies of cumin producer farmers in north Achefer district. It also identified the factors affecting the efficiency of producers in the study area. Data were generated by adopting a cross-sectional survey design during the 2016/17 production year from 122 randomly selected cumin producing farm households. Data were analyzed using the Stochastic Frontier Production Function (SFPF) to estimate the level of technical, allocate and economic efficiencies of the producers. Further, the Tobit model was used to identify the factors affecting the efficiencies cumin producers. The results indicated that the level of technical, allocate and economic efficiency of cumin producers were 89%, 43% and 38%, respectively. The mean of technical and allocate efficiencies imply that there is a possibility of increasing productivity by 11% without using extra inputs and by 57% without increasing the cost of production, respectively. The Tobit model results revealed that age, slope of plots, and perception of farmers on agricultural policy had a significant positive effect, and sex of household head had negative significant effect on technical efficiency. Education, frequency of extension visit, perception on agricultural policy and livestock holding had positive significant effect on allocate efficiency of cumin producers, while age of household head, credit utilized and perception on agricultural policy were found to have positive significant effect on economic efficiency of the producers. The results showed that there is an opportunity to increase the efficiency of cumin producers in the study area. Therefore, the policies and strategies in development and research may act on these variables to increase the efficiency level of cumin producing farmers.

**Key Words:** Cumin, Efficiency, Cobb-Douglas, Stochastic Frontier and Tobit, North Achefer District

# 4. Rural Development

## **Effects of Gibe III Hydropower Construction on the Social Livelihood Asset Base of Loma Woreda Dawro Zone, Inhabitants**

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Hydropower energy is both modern and clean technology. It contributes in promoting rural development and at the same time ensures the economic development of the country. The study was conducted in SNNP region, Dawro zone, Loma woreda two kebeles. The focus of the study was to examine Gibe III hydropower construction's effect on the social livelihood of the inhabitants. Data was collected on HH heads and a total of 97 households and officials were interviewed. The study has concluded that the Gibe III hydroelectric power construction, as vital to the country's development, contributed to the decline in the social bond that serves as a resource for the community. However, long term benefits of the project and effective management of the community's transfer to modernization ensure gradual embrace of the change and sustainable development of the community.

**Key Words:** Gibe III, Hydropower Construction, Social Livelihood, Asset Base, Loma Woreda, Inhabitants

## **5. General Management**

**Assessment of Perceived Performance and Challenges of NGOs in Ethiopia**  
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The main objective of this study is to assess perceived performance and challenges of NGOs in Ethiopia. The NGOs sector in Ethiopia has been challenged with various operational environments of external and internal problems and challenges for a long time in Ethiopia. In this research an effort made to evaluate the perceived performance and challenges of NGOs in Poverty Alleviation, Economic Development, Legal Environment, Organizational Capacity, Advocacy, Service Provision, Infrastructures and as a major source of foreign currency. An attempt made to describe performance of NGOs' in relation to effectiveness, efficiency, relevance, viability and collaboration. The study was conducted by analyzing different publications and various sources, by questioning experts and staffs who have ample experience in the area and employees working in the sector. Qualitative research design is used for the research. Descriptive tools were employed to attain the objective of the study. The research conducted by using a total of 350 questionnaires distributed to the representative sample of 35 NGOs among which are international, 2 donor representatives, and the rest 28 are National. Accordingly, the entire distributed questionnaire was collected and the researcher managed to get 100% response rate, which increased the quality as well as the generalizability of the study. Respondents were selected through purposive sampling. Questionnaires, informal discussion with key informant and document review techniques were employed. The findings of the study have revealed that the perceived performance of NGOs is substantial in terms of improving the lives and livelihoods of poor and marginalized communities, particularly the grassroots level communities, in the development of democratic political culture of the country, in service delivery activities. The study result recognized that also the perceived performance of NGOs is significant to the country's development by mobilizing and channeling huge amount of funds and technical resources into all social and economic sectors of the country, including health, environment and natural resource development, livestock development, water and sanitation, food security, emergency response, education, and etc. The research tried to indicate the major challenges commonly faced by NGOs as internal such as capacity limitation, dependency on external funding, weak private sector, personal interest, democratic culture and value, local resource mobilization, NGO and government partnership, low visibility, and limited resource base and external challenges such as global economic crisis, donors' change of thematic focused and priorities, stiff competition for fund, weak intermediaries, lack of information, IX 10 government attitude, bureaucracy, pro-government NGOs, participation, and rules and regulations are the major one among several. Finally, conclusion drawn from the assessment that NGOs achievements and success in various fields and the positive impact done by them is a tremendous task that has helped to meet the changing needs of the social system.

**Keywords:** NGOs, Poverty Alleviation, Economic Development, Legal Environment, Organizational Capacity, Advocacy, Service Provision, Infrastructures, foreign currency, Challenges, Ethiopia

**Effect of Communication on Employees' Performance:  
The Case of Ethiopian Broadcasting Authority  
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The main purpose of the study was to examine the effect of communication on employees' performance in Ethiopian Broadcasting Authority. More specifically, the study has attempted to examine the relationship between upward, downward, horizontal, and diagonal communication and employees' performance. Questionnaires are analyzed using statistical techniques such as descriptive and inferential analyses. Managers and other staffs of Ethiopian Broadcasting Authority were the target population of the study. Since the population size is small (102), the study used census method. The study found that all the independent variables are directly related to employees' performance. The analysis also found that communication (upward and downward) has positive relationship with performance of employees in Ethiopian Broadcasting Authority. The regression analysis also confirmed that communication (upward, downward, horizontal and diagonal) has significant impact on employees' performance. Based on these results Ethiopian Broadcasting Authority is recommended to enhance cooperation and collaboration among the staff members of in different hierarchy to facilitate effective and smooth communication at all levels and in all directions to increase its employee's performance.

**Key Words:** Communication, Horizontal communication, Vertical communication, Diagonal Communication, Barriers to communication, Ethiopia



**Assessment of ATM Practice at Abay Bank s.c**  
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The objective of this study is to assess ATM practice at Abay bank S.C. The study employ's descriptive survey method and both primary and secondary data source were used for the study. Primary data were collected using structured likert scales questionnaire and interview with branch managers. Questionnaires were the main instrument used for the data collection and it was solicited from 280 respondents using non probability random sampling in the form of convenient sampling method. The secondary data sources included the branch complain file and manuals. The data gather were summarizing together in table and percentage with the response of the survey and SPSS version 20 were used to compute and analyze the data. The study revealed that customers are satisfied with the service rendered by Abay bank S.C Automatic Teller Machine (ATM) due to the satisfaction level of ATM customer is more than normal which is denoted mean value 3with respect to all aspects such as time consuming, behavior and attitudes of bank staff or compliant resolution of ATM service, service charges, queuing at ATM counter. However, findings indicate that frequent technical /network failure, the daily withdrawal limit, availability of ATM machines; insufficient cash on ATM, ATM machine debited customer account without dispensed cash are the key factors that affect customer satisfaction. In the survey, customers also indicates that the bank should work more to address the frequent technical failures in the form of "ATM is out of service" frequent ATM break downs or network failure and debited customer account without dispensed cash by replacing the existing ATM with a modern and a durable one and the bank should better increasing the number of machines by installing at new and convenient location and raising the daily withdrawal limit to enhance customer satisfaction.

**Key Words:** ATM, ATM service, customer satisfaction, problems

**Assessment of Service quality in Ethiopian Revenue and Customs  
Authority: The Case of Addis Abeba Kality Customs Branch Office  
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This study aims to describe service quality the case study in Ethiopia Revenue and Customs Authority (ERCA) Addis Ababa Kality customs office. The general objective of this study is to examine service quality of Addis Abeba Kality customs office and recommend solutions for the challenges that deteriorate service quality. In this research, the SERVQUAL instrument has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Questionnaires are distributed to 357 customers. The questionnaire aimed to determine the level of service quality that perceived by customers. The sample of this study was chosen using convenience sampling technique. Questionnaires for customers, interviews for higher officials and observation were used to collect necessary data. Data analysis was made by using SPSS version 20 software and other simple statistical tools like percentage, and tables. The study finding indicates that all dimensions of A.A.K customs office service quality are need improvement. The researcher used descriptive research design and also Data collected from respondents are analyzed by using quantitative and qualitative data analysis the study concludes that there is no adequate skilled manpower as a result of this, delay in service delivery process is occurring which makes the customers to lose a lot of business opportunity. Besides, this will make it difficult for A.A.K customs office to efficiently collect duty and tax from its customers. The level or degree of transparency must be increased by giving clear and complete information about the status of every document that is lodged and assessed in customs to eliminate corruption, manipulation and intentional bias. A.A.K customs office also expected to eliminate paper-based processing, restructure the present units into a workflow process, structure centers into more efficient workflow environments, incorporate the efficiencies of workflow queues, and develop standardized processes in the organization.

**Key Words:** Service Quality, Customers, SERVQUAL

## **Assessment of Reward Management Practices: The Case of Awash International Bank s.c**

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This study was designed to assess the Reward Management system Practices in Awash International Bank S.C. Data were collected through questionnaire prepared based on various scholars work. The validity of the instrument was checked by the company's HR professionals. Besides internal consistency of the instrument was measured using Cronbatch Alpha. From the total 135 questionnaire distributed to the employees who work in the Headquarter, 116 usable questionnaires were returned which is about 85.93% response rate. Descriptive statistics and frequencies were utilized to analyze the data. Interpretation is made on the mean, frequency and percentage of the data. The study's result has implied that employees of the bank are not motivated by the banks reward system. The company's reward system mainly consists of financial rewards. Besides results have shown that respondents have felt unfair and injustice in the company's reward system. Employees like to be consulted what they need most when they perform better. The researcher has found out that the company's organizational culture resembles restrictive organizational culture. In addition, lack of prior experience in conducting systematized research and also lack of awareness among our society to fill out questionnaires with due care and return on time and absence of prior works on the subject matter in Ethiopian context would have some impact on the results of the study that will call up for other researchers to prove the reliability of this study. The conclusion of the study is that, the rewarding system which is used by Awash International Bank S.C doesn't motivate its employees to be competitive and work in the best interest of the company and also is not communicated well among them.

**Key Words:** Reward Management, Awash International Bank s.c

## **Assessment of Employees' Perception on Working Conditions in Ayka Addis Textile Company**

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The study was conducted to examine the perception of employees of Ayka Addis textile factory with regard to wage, technology acquisition, training, supervision and/or the level of application of working conditions. The methodology used in the study is descriptive, and the case study is meant to give insights and does not intend to make any generalization. Through questionnaire distributed to 367 participants of the lower level employee and interview with the labor association president of Ayka Addis Textile Factory, primary data were gathered. The data collected through questionnaires were processed using SPSS, tabulated, and changed into percentages and both the qualitative and the quantitative data had been interpreted through descriptive statistics. It was found out that in Ayka, there was a high exposure of workers to better skill and new technology and the relationship that exists between the employees and their supervisors was positive. Though the wage was not to the standard, the majority of the working conditions were applied as per the National Labor Law Proclamation. Moreover, it was also found out that it was offering free meal and transport service which could mean a lot if it was interpreted in terms of cash. But the company lagged behind expectations in the provision of its employees with training and safety ensuring equipment. The findings of the study show that companies to become successful, need to pay their employees what they deserve, provide them with training that could improve their skill, knowledge and ability and above all protect employees' health and safety at work.

**Key Words:** Working Conditions, Training, Supervisory Relationship,

**Assessing the Impact of Service Quality Delivery on Customer  
Satisfaction: The Case of Awash Insurance Company s.c**  
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The aim of this study was to assess the impact service quality delivery on customer satisfaction the case of: awash insurance company s.c The SERVQUAL model comprising five dimensions: tangibility, reliability, responsiveness, assurance and empathy, was used to determine customers' expectation and perception of service quality of the company. The research was carried out by utilizing primarily data collected through structured questionnaire developed based on SERVQUAL instrument. Stratified random sampling technique was used to select 156 respondents from five branches of AIC. The findings reveal that the customers' expectations were not met at AIC. Among all dimensions the higher average negative gap scored at reliability, empathy and tangibility followed by assurance and responsiveness. The researcher suggested that AIC need to improve all the dimensions of service quality.

**Key Words:** SERVQUAL, Tangibility, Reliability, Responsiveness, Assurance, Empathy.

**The Impact of Branding on Customer Loyalty in Banking Sector:  
The case of Awash Bank s.c  
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The purpose of this research thesis is to explore the impact of branding on customer loyalty in banking sector in the case of Awash Bank SC. The study considered five construct dimensions of branding such as, customer satisfaction, perceived quality, brand equity, Trust and Commitment, to measure the customer loyalty of Awash Bank SC. The researcher used both qualitative and quantitative research design, where much emphasis is given for the latter. Among the various quantitative methods, the researcher used explanatory study, 40 (Forty) representative Area Banks were selected out of the total population based on judgmental (purposive) sampling technique and customer of the Bank are selected based on convenient random sampling technique. 400 customers were selected based on statistical formula developed by Danie (1999). The data collection instruments were adopted using Cronbach's Alpha constructs (2005), which consists of 32(Thirty two) items. Validity and Reliability test was conducted to check the consistency and dependability of the instruments and accordingly, all the components of branding considered under the present study was proven to be reliable, scoring an Alpha value greater than 0.70. The Pearson correlation test conducted between customer loyalty and branding components showed that, there is a significant positive association between them and the researcher also proved that the entire alternative hypothesis was well accepted. The regressions result confirmed that, the linear combination of all the components of branding considered under the present study was significantly contributed to the variance in the dependent variable customer loyalty. The ANOVA test result also confirmed that, the prediction powers of the branding components are found to be statistically significant. From the Beta coefficient result, the researcher obtained that, customer satisfaction is found to be the most important variable in predicting the dependent variable customer loyalty, followed by trust, brand equity, perceived quality, and commitment. Finally, the researcher concluded that Branding have a significant positive impact on customer loyalty in the case of Awash Bank.

**Key words:** Customer satisfaction, Trust, Perceived quality, Brand value, Commitment Customer Loyalty.

**Assessment of Non-Performing Loans:  
The Case of the Commercial Bank of Ethiopia  
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This study intends to assessment of nonperforming loans. The mixed research approach was adopted for the study. Survey was conducted with professionals engaged in Commercial Bank of Ethiopia holding different positions using a self-administered questionnaire. The study found that poor risk assessment and unsound lending practices, lack of focused loan monitoring and follow-up, compromised integrity, and fund diversion as the major factors that contribute to loan default. The study suggest that Bank should put that proactive follow-up and monitoring system to monitor loan performance and check continued viability of operations, clear policy framework and working procedures that effectively address the issues of KYC, Develop and put in place framework for the entire credit management process and set objectives, standards and parameters to guide credit personnel in the overall credit processing, Provide training and development to employees involved in credit operations to enhance the aptitudes and abilities of every member.

**Key Words:** Non-Performing Loans, Commercial Bank of Ethiopia

**Assessment on Inventory Management Practices:  
A Case Study of Selam Bus Line s.c  
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The primary purpose of this study was to assess the Inventory management practice in Selam bus line Share Company. The study is guided by three research objectives namely to examine inventory management in Selam bus line share company, see at what level of theoretical aspects concerning inventory management follow SBLSCO and investigate the possible problems encountered and recommend the possible solutions. To achieve the objectives of the study all necessary data have been collected from primary and secondary sources. From 239 Employees 30 respondents were involved in the study by using judgmental sampling that have direct contact with the inventories working at the head office and questionnaire is used as a main instrument of data collection and all questionnaire were responded. The study revealed that there is some spare part purchased unnecessarily and there is no uniform classification and codification was done in well-organized way, and employee in maintenance division has lack of awareness and stock reconciliation is taken at the year end and use cannibalization while inventory is out of stock. But the company has effective internal control over inventory by having independent inspection committee and organized committee for qualities and physical count. Moreover, SBLSCO has introduced computerized work to its inventory control works and update timely with the soft ware's, so that financial reports are produced timely according to the company policy, auditing works are done at the end of each year, based on this, the year 2016 was audited and there is a finding that various spare parts of old Scania and YOTONG buses were brought forward from previous year without any movement and the auditors suggest on Management report that the management of the company should assess the status of each spare part items and adequate provision be made in the accounts. The researcher also recommends that to remove the capital tie up on inventory the company should sold even below cost or have to discard if the inventory do not have market value and also better for the company reconciliation of inventory stock, bin and financial stock cards should take at least quarterly.

**Key words:** Inventory, Inventory management and Inventory management practices



## **6. Human Resource Management**

## **The Practices of Employee Performance Appraisal of Ministry of Culture and Tourism**

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The purpose of this study was to assess the practices of the performance appraisal system in the Ministry of Culture and Tourism. The research objectives were to see the compliance in implementing the system, assess employees' awareness about the importance and criteria being used, the effectiveness level of performance appraisal system, and the factors affecting successful implementation. Primary and secondary data were used. The findings of the research indicated that there is high compliance with regard to implementing the system in the Ministry of Culture and Tourism. The measures used to judge the effectiveness indicated that higher ratings are given to behavioral factors such as employees' participation, responsibility, etc. than professional competence and quality of work, which indicated the existence of weakness in implementation of the system to differentiate weak and strong performance and the system is not clearly linked to profitability. The effectiveness of the system to improve performance of the employees and the organization is found to be low. The use of appraisal results to make rewards produced leniency from the side of appraisers. On the basis of the findings, the researcher recommends that the administrative and departmental part of the appraisal format be separated clearly, refocus criteria to include task undertaken by employees to link the system with the objective and goals of the organization, introduce multiple rating system, design scheme which reduce the use of appraisal result for salary adjustments, develop means to employees participation and performance appraisal, provide rater trainings, develop follow-up mechanisms by human resources departments and develop documentation systems to handle the process and not only the final results. The experience gained in the assessment could be used to make similar surveys in other human resources activities add value not only to itself but could be used in other companies of the same nature.

**Key words:** Employee, Performance Appraisal, Effectiveness, Appraiser, Rater, Training.

**The Assessments of Strategic Planning and Implementation's  
Practices and its Alignments with Human Resource Management in  
Berhanena Selam Printing Enterprise  
Melesse Bekele Yadesa, St. Mary's University,  
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The area of the research is on the general assessment on the strategic plan implementation practices and its alignment with HRM in BSPE. The methodology of the research is a descriptive design methodology using purposive sampling as a sampling technique. The data collection tools are qualitative and quantitative methods of gathering data through questionnaires, interviews; describe results by tables and charts after analysis using SPSS software. The finding of the research is that; the strategic plan prepared by the involvement of the top, middle and line managers. Strategic plan is also communicated to all employees, customers and stakeholders. There is also alignment between the strategic plan and the HRM. On the contrary, there are also barriers for non-alignment. The HR managers are also played a great role in the preparation of strategic plan and its implementation as well. The HR managers also coordinated with the other functional line managers to implement the strategic plan. In conclusion the HR strategy is derived from the overall strategic plan of the enterprise.

**Key words:** Alignment, Non-alignment, HRM, Strategic Plan and HR Strategy.

## **Assessment of the Practice of Performance Management System of Commercial Bank of Ethiopia**

**Samuel Bekri, St. Mary's University, Email:rakmo.smu@gmail.com**

The main purpose of this study is to assess the practice of employees Performance Management system of commercial bank of Ethiopia. The study tried to address the basic questions of how the alignment is made between organizational goal and employee's goal, how the planning, monitoring, developing, rating and rewarding process was handled. To answer these questions descriptive survey research design has been deployed by using both quantitative and qualitative research approach. From the total number populations 1205 the researcher take 200 sample and simple random sampling techniques was used to employees fill in the self-developed questionnaire. Descriptive statistics method was used for analyzing data obtained from questionnaire. The main findings of the study revealed that organizational goals were not aligned with organizational and individual goals, participation of employee's in the planning stage of performance management is not across all employees, lack of capacity of raters to take PMS, lack of regular feedback, In addition the process and objectives of performance management in CBE are not described clearly for its employees, Employee performance is not measured based on the agreed points with their supervisor, employees not get training based on their performance gap, CBE not uses individual performance based pay decision. To those and other problems investigated in the study, the researcher forwarded recommendations to alleviate them in the CBE's future practices of PMS.

**Key Words:** PMS, Alignment, Planning, Monitoring, Developing, Rating, Rewarding

**The Assessment of Flexible Working Arrangement Practices towards  
Organizational Performance: in the Case of Commercial Bank of  
Ethiopia - East Addis District**

**Tewodros Gedif, St. Mary's University, Email:rakmo.smu@gmail.com**

There has been a very intense need for employees who are talented in order to enhance the competitive advantage of the organizations. Customer satisfaction and customer service being the prime work in the banking sector has evoked changes which consequently have brought changes in work setups. Specially, employees in the banking sector particularly in Commercial Bank of Ethiopia are more involved in their jobs, working longer hours more than 48 hours hence making it difficult for employees to keep a balance between job, family and other personal issues. This has resulted in work a life conflict which has been found to be associated with mental health issues like stress and depression. The study objective was to determine the flexible work arrangement practices on organizational performance in Commercial Bank of Ethiopia East Addis District. For this study, a total of one hundred thirty questionnaires were distributed to the employees by using simple random method in currently working in CBE East Addis district of G3 and G4 city branches with a total number of 7 purposively selected branches to assess Flexible working arrangements and its importance on organizational performance. One hundred twenty distributed questionnaires were filled up and returned with response rate of 92.3%. To supplement data collected through questionnaire interview were administered by the researcher with key informants concerning the subject under study. On data analysis, descriptive analysis was used to assess relationship between flexible work arrangements and organizational performance. The finding on flexible work arrangement confirmed that they have good awareness and understanding. This implies that they were clear with flexible work hour, job sharing; flexible career path and part time work concepts from Flexible working arrangements point of view. Based on the information obtained through questionnaire and interviews about the importance of flexible working on performance, it is encouraging that most respondents i.e. individuals and their managers felt positive. The importance of Flexible working arrangement on performance includes increasing quantity of work, increasing quality of work, increasing team work and retention of employees. The indirect importance of flexible on performance includes increasing job satisfaction, organizational commitment and reduces stress.

**Key Words:** Flexible Work, Customer Satisfaction, Retention, Stress, Arrangements, Organizational Performance

**Effectiveness of Mobile Industry Promotion  
Strategies on their Profit: a Case study on Tecnomobile  
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Aggressive entrance of new mobile phone brands make difficulties for different mobile manufacturing companies in retaining customers brand loyal which in turn has a great impact on profit. This research work examines the Effectiveness of Mobile industry Promotion Strategies on their Profit. "A case study on Tecno Mobile' using promotional mix elements: Advertising, Public Relation, Sales Promotion, Direct marketing, Personal Selling, Trade Fair and Exhibition, and Sponsorship. The funding of is paper identifies Sales promotion and advertising are the first and the second mix the respondents encounter most and become customer of the phone. Surprisingly employee recommendation is the list factors the respondents give as the reason for being customer of the phone. In ordered to do so a descriptive analysis were done using the collected questionnaires and interview; where the researcher distributes a total of 384 questionnaires and 341 were returned back out of them 329 found out valid for analysis. To the descriptive analysis the researcher employs Statistical Package for Social Science (SPSS) version 20. The researcher believe the outcomes of this research, it enables the organization to resolve implementation of effective promotional strategies. At the same time it's helpful to other related sectors of business. Many respondents agree promotion service enables them to know about its service. Not only has this but become the user of Tecno Mobile through the promotion activity of the company. At last the researcher suggests the company should focus on three points one for a significant strategy development on word of mouth advertising, to highly focus on sales promotion and advertising and at last in strengthening and make a reform on internal marketing strategy.

**Key Word:** Promotion Mix, Mobile industry, Promotion Strategy

# **7. Marketing**

**Factors Affecting Online Repurchase Intention:  
Case Study of Ethiopian Airlines**

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The general objective of this study is to examine the major factors that determine Online Repurchase decision of Ethiopian Airlines customers. The research type is a casual research type. A total of 385 questionnaires were distributed from this 377 were collected and used for the analysis purpose. Random or non-probability sampling was used for sampling procedure. Both primary and secondary data are the source of data collection. The research instrument is structured questioner. The findings of the mean value revealed that the Perceived trust shows the highest score (mean=3.88). The correlation analysis revealed that coefficients that show the five determinants measuring Online Repurchase decision are all positively related with Online Repurchase intention within the range of 0.361-0.502, all are significant at  $p<0.01$  level. 53.4% change of the dependent variable (Online Repurchase intention) on the Ethiopian-Airlines is explained by the dependent variables which are included in the regression model. As found after analysis perceived trust, Perceived usefulness, Perceived enjoyment and Perceived ease of use are important factors influencing the Ethiopian Airlines consumers repurchase decision. The practicality and faith which they have obtained from online purchase has influence their repurchase decision. Therefore Ethiopian airline in order to advance online repurchase decision of customers should try to promote website with better speed, easy to use, and entertaining.

**Key Words:** Online Repurchase, Ethiopian Airlines



## **The Impact of Service Quality towards Customer Satisfaction: the Case of Commercial Bank of Ethiopia**

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Banks are in the process of moving into a more competitive financial atmosphere, with a wide variety of financial products /services. A key way to building a strong competitive position can be achieved through emphasizing on the importance of services, particularly in maintaining service quality. This success can be attributed in large measure to the superior quality of services that commercial banks have been able to provide. The main focus of this study was to assess the customer satisfaction level as related to service quality of Commercial Bank of Ethiopia. This research was conducted in the Commercial Bank of Ethiopia service focusing on Addis Ababa due to the research limitation which was related to its time, resources and others. Thus, the questioner was developed based on based on the service quality dimension. A total number of 206 questioners were distributed and data was collected from 189 respondents.

**Key Words:** Service Quality, Customer Satisfaction, Commercial Bank of Ethiopia

**An Assessment on the Practice of New Product  
Development: the Case of Kality Food s.c Biscuit**

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This study is a new product-oriented thesis which is focused in developing a new product development process in the case of Kality Food S.C Biscuit. The objective of the thesis is to find and develop a framework which would clarify the entire product development and launch process and increase the success rate on the new product development of Kality food S.C biscuit. The reviews of the literature, journals and data analysis are the foundation of the new product development model. Even if most products oriented researches conduct only by using a qualitative analysis, in the form of in-depth interviews but this thesis in addition to the qualitative data student researcher gather feedback from consumers of the company was also obtained quantitatively in the form of survey questionnaire so as to increase reliability of the finding. This thesis proposes elaborated guidelines which Kality food S.C could follow in its product development process. The new product development process was developed based on the Stage-Gate process, which is a reliable and successful method used in different successful product development cases. The Stage-Gate process was adopted according to the industry and company's strategy. Student researcher hopes that the final results and the suggested model of NPD could help the company to have a clear understanding of each stage in the product launching process and implement each of these stages in accordance with the type of the project or product development Strategy.

**Key Words:** New Product, Development, Kality Food s.c Biscuit

**Customers' Attitude towards Advertising: the Case of Awash Bank s.c  
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Researches on customers' attitude show that there is an ambiguity regarding the existence of positive or negative attitude towards advertisement. The study explores the relationship between the general attitude towards advertising and the attitude towards advertising in Specific media: television, radio, and print. The researcher selected participants of the study from city branches of Awash Bank. A total of 395 respondents were participated from a 33,877 population in the survey. The questionnaires were distributed directly to the participating respondents and analyzed using both descriptive and inferential analysis (Correlation and Regression). The present research investigates relationship between the personal belief dimensions which are factors including 'product information', 'Falsity', 'hedonic/pleasure' and specific attitude towards advertisings. It also tried to examine the relationship between the macro belief dimensions which are factors include 'Good for economy', 'Social image', materialism and general attitude towards advertising. The researcher has also assessed customer general perception about Awash Bank advertising. Findings of this study show that personal belief dimensions "product information, hedonic/ pleasure and falsity" is positively related to specific TV, radio and print advertisement of Awash bank, correspondingly the three macro belief dimensions "good for economy, materialism and social image" positively relationship with the general attitude of advertising of Awash bank. TV and radio advertisement is the main informative advertising means, so the study contributes Awash Bank to improve its advertising quality which leads to improvement a positive customer attitude about the advertising as well as the services.

**Key words:** Advertising, Attitude towards Advertising, Awash Bank S.C, Customers Attitude

**Assessment on the Challenges and Prospect of E-banking Adoption in  
Ethiopia: The Case of Awash International Bank S.C  
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The objective of the study was assessment on the challenge and prospect of E-banking adoption in Awash International Bank. From this general objective, five specific issues were explored. A combination exploratory and descriptive research design was employed to conduct this study. Both primary and secondary data were collected for the purpose of this study. 150 respondents as representative of the population were selected by non-probability sampling, which is convenient sampling technique. The data collected by questionnaire was analyzed by using descriptive analysis such as tables and percentages. The results of the study indicated that e-banking adoption was a business strategy taken by the bank in response to customer needs and the changing marketing trends in the banking industry. The benefits, challenges and critical success factors of e-banking are also identified and discussed. From the study tremendous benefits such as revenue generation, improvement in productivity and efficiency in service delivery and cost savings were derived from e-banking. The lack of a solid technology infrastructure, lack of government support and risk associated with-banking were identified as a major challenge of e-banking adoption in the country. The study however revealed that there is a promising future for e-banking in Ethiopia. Some recommendations to enhance the adoption of e banking in the country are made based on this study.

**Key Words:** E-banking, Technology Organization Environment Frame Work (TOE), Internet Banking, Point of sell, E -payment

**Factors Affecting Value Chain Analysis of Meat Export Abattoirs:  
The Case of Luna and Elfora**  
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The study was conducted in Ethiopia to identify the determinant factors that influence the Value chain of meat Export Abattoirs In Case of Elfora and Luna. The study indicated that, the two export Abattoirs were highly educated, the suppliers and producers not highly educated and most of them were male. The first export abattoirs that started exporting meat to the international market were during 1997 that was Elfora. Both Elfora and Luna exports abattoirs produced and exports fresh chilled shoaat carcass, frozen shoaat carcass and fresh chilled beef fore quarter. Due to high cost of production and low quality of the products can make competition at global level become difficult especially at MENA market. The two export abattoirs adopted a strategy for price fluctuations by increasing volume when the price decrease and decrease in volume when price increase. The study showed that most of the export abattoirs used their own source of money. The two export abattoirs improve their export performance since establishment. The main reasons for improving export performance were improved government policy and administrative support, increased volume and diversified export items, market diversification and enhanced promotion and improved quality. Most of the producers were male and their educational background was at primary school level. There was a significant and negative relationship between diseases of animals and animal producer's performance because producers have no enough money to buy the vaccinations, poor support from the government and low expertise. There was also a significant and positive influence between distance and animal producer's performance because the producers cannot move from place to place to sell their animals instead the suppliers and middleman can collect the animals from the farmer's home. But the benefit where they can generate by selling their animals was not satisfactory, only the middle man or the agents can be beneficiary. In the last three years both Elfora and Luna export Abattoirs faced shortage of the animals. The main reason for the shortage of the animals was poor quality animals, prevalence of diseases and the illegal brokers. The main factors affecting animal's suppliers performance was input availability and it has significantly and positively affects, the main reason for this was the existence of live animals throughout the year, but the only enough quantity of animals not guarantee the performance of animals suppliers instead quality of animals also necessary. Transportation and trade logistics also significantly and negatively affect the performance of animal suppliers; the main reason for this was the geographical location of Ethiopia which was difficult to transport the animals to slaughter houses.

**Key words:** Value-chain Analysis, Meat Export, Animal Producers, Animal Suppliers.

**The Effects of Prize-linked Saving Promotion on  
Promoting the Culture of Saving: The Case of Commercial Bank of  
Ethiopia**

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The aim of this study is to investigate the effect of prize linked saving promotion in encouraging saving culture. The study used both primary and secondary data to answer research questions. The primary data was collected from 120 respondents using convenient sampling technique. The paper used both descriptive and econometrics analysis. From the analysis, the study found that people with lower education and individuals working their own business save more. Majority of respondents indicated that, prizes, efficiency, and accessibility are the major determinants for their choices of CBE. On the other hand, knowledge of households about prize linked saving and saving capacity of households are indicated as the major challenging factors for the PLS program. In addition, coupon prize promotion of CBE and Consumption pattern affect saving increment decision positively. Income and being married positively affect saving culture and increase in the number of dependent household members and having higher education negatively affect the decision where to save. Finally, the paper recommends prize linked saving promotion to be encouraged and scale up to other banks. It also recommends, to encourage small depositors reducing the minimum deposit level threshold , differentiate time of the PLS (making it bimonthly and yearly), incorporate lower amount of monetary and lower value commodity prizes, improve service quality, and encourage informal social savings.

**Key Words:** Prize linked saving, Accessibility, Efficiency, Coupon Prize, Saving

**The Assessment of Route to Market in Advancing Company's  
Distribution Strategy The case of Coca Cola Beverage Africa (CCBA)  
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Effective distribution has become a big challenge to Fast Moving Consumer Goods especially carbonated soft drinks manufacturers. CCBA (Coca Cola bottler) shifted from direct selling to indirect selling model operating through the appointed distributors; termed as route-to-market model. The objective of this study was to assess the significance of route to market strategy in advancing distribution strategy as implemented by CCBA Ethiopia Addis Ababa Plant specifically investigating the stock availability/stock norm maintained by distributor, examining how effective is just in time stock supply, determining the extent to which customer service has been improved and examining the extent to which market feedback has been improved. A sample of 50 respondents consisting of CCBA Sales team and distributors was selected; using both qualitative and quantitative research approach in data collection. Questionnaires, interview, observation and documentary review were the tools used in collecting data before analyzing them by SPSS. Findings showed that route-to-market was somehow effective; market feedback was immediate, customer service was improved, and stock was available but not across the range. There were discrepancies noted on having enough warehouses, price was escalated by distributors' salesmen, territories were not fully served and utilized as a result sales volume was not satisfactory leading into lost market share, decreased profits, and low products visibility in the market. It is recommended that the company should recheck its RTM strategy's checklist from distributors appointment to adhering to the Key Performance Indicators set for mutual goals achievement.

**Key Words:** Route-to-Market, Distributor, Stock, Effectiveness

**The Effect of Sales Promotion on Consumer Buying Behavior:  
The Case of Commercial Bank of Ethiopia  
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Sales promotion is among the important communications medium that has powerful effect on consumers' behavior. The objectives of this study were to analyze the effect of sales promotion on consumers' buying behavior in the case of CBE. The sample populations of the study were grade four branches from the four districts in Addis Ababa. Quantitative research approach and non-probability convenience sampling had been adopted in selecting a sample size of 384. Data were collected using structured questionnaire and analyzed using SPSS 20 and descriptive and inferential research design was used. The results of the study revealed that sales promotion tools have a relationship with consumer buying behavior of CBE customers. Therefore, It is essential for CBE to pay more attention in increasing their sales promotional activities practice specifically should pay more attention to the activities and means of coupon, since the study results showed a weakness in this activities, in influencing the consumers purchasing decision toward these CBE products. Finally the researcher is recommended to CBE is that the strategic impact of sales promotion is best observed when they are designed or built in strategic plan of promotional activities, coordinated with other promotional tools and integrated with the business strategy.

**Key Words:** Sales promotion, Coupon, Premium, Point of sales display, and Consumer Buying behavior



**Factors Affecting Customers Beer Brand Preference in  
Addis Ababa: in the Case of Selected Places**

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Identifying factors affecting customer's beer brand preference have been seen to have significance both for marketers and researchers. The general objective of this study was to examine factors influencing customer's beer brand preference in Addis Ababa in selected places. This study employed convenience sampling method and questioner were distributed for 400 respondents were selected from selected beer drinking places in Addis Ababa. This study was used descriptive research design. The main variables used in the study were quality, price, emotion, family and friends influence and advertisement to identify the factors affecting customers' beer brand preference. According to the study the value of Cronbach's alpha is 0.877 which is greater than the standard value, 0.7. Thus it can be concluded that the measures used in this study are valid and highly reliable. There is positive and strong correlation between brand preference and all variables, i.e. all are significant meaning that the Pearson correlation are positive and shows the existence of correlation between customer's beer brand preference with quality, price, emotion, family and friend and advertisement. The coefficients of variables emotion, quality, and advertisements affect significantly and positively to customers' beer brand preference and the other two variables price and family and friends influence have no significant value for the customer's beer brand preference. Therefore, improving the emotion, quality and advertisement have a significant effect on customers' beer brand preference.

**Key words:** Quality, Price, Emotion, Family and Friends and Advertisement, and Brand Preference

**Assessment of Service Quality and Customer  
Satisfaction: the Case of Oromia International Bank s.c  
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This research aims to measure service quality and customer satisfaction at Oromia International Bank S.C. Service quality is considered very important because it leads to higher customer satisfaction, profitability, reduced cost, customer loyalty and retention. To this end the study aimed to assess the service quality and customer satisfaction of Oromia International Bank (OIB). In addition to the open ended questions, a self-administered questionnaire was developed based on a SERVQUAL model that identified the influence of five dimensions (i.e. tangibility, responsibility, reliability, assurance and empathy). Since the objective of the study is to assess the quality service and customer satisfaction of Oromia International Bank (OIB) SC, to conduct the study the researcher used a descriptive type of research design which helps to describe the characteristics service quality dimensions and samples of 144 customers are selected from twelve branches of the bank that are found in Addis Ababa by using simple random sampling. For the purpose of analyzing the data SPSS version 20 is used. And the results revealed that the overall service quality perceived by customers was not satisfactory; except Empathy Dimension meaning expectations exceeded perceptions and except Empathy Dimension, all the dimensions showed higher expectations than perceptions of services. The study also finds that reliability dimension is a very important dimension to the customer of the bank thus the bank need to focus on it. This study suggests that SERVQUAL is a most widely used instrument for measuring service quality; hence the management of Oromia International S.C should consider this instrument as a tool to assess and help improve their service quality and customer satisfaction.

**Key Words:** Customer Satisfaction, Service Quality, SERVQUAL

**Assessing the Effects of Service Quality Dimensions on Customers Satisfaction: the Case of Ethiopian Revenues and Customs Authority, Lideta Sub-city Small Tax Payers Branch  
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Quality service has become an important factor for the achievement of customer satisfaction and fulfilling the complex needs and expectation of customers. Because of this the objective of the study was to assess the effects of service quality on customers' satisfaction in Ethiopian Revenues and Customs Authority, Lideta sub-city small taxpayer's branch office (LSSTPBO). To achieve the objective, appropriate research questions postulated to guide the research with 4021 population comprised of 1572 Category A and 2449 Category B with determined total Sample size of 364 by using Survey method and questionnaire designed with 5 point Likert Scale. The collected data was analyzed with help of SPSS (20.0) tool. The result indicated that overall satisfaction, which is the upshot of service delivery, provided a positive result higher than the midpoint (3.23 out of maximum 5). Moreover; Assurance, Tangibility and Reliability have the main predictors of customers' satisfaction. Responsiveness was found to be insignificant to influence customers' satisfaction, whereas Empathy was found to influence the customers' satisfaction negatively and significantly. It was also found that in the branch office; insufficient staffs, problem of providing fast and timely service, delay in answering questions and answer to problems, and lack of awareness were among the problems discovered. It was thus recommended that the branch office should concentrate on implementing training programs, recruit sufficient and skilled employees. Finally, prior focus and resource allocation should be given to all of service quality dimensions which have greater impact on customers' satisfaction in the branch office.

**Key Words:** Customer satisfaction, service quality, SERVQUAL Model, Lideta branch

**The Effect of Internal Marketing on Employees productivity:  
In Case of Commercial Bank of Ethiopia South Addis District  
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The importance of internal marketing in the achievement of strategic business objectives in the service industries is high. This study had major objectives to see the effect of internal marketing on employees' productivity by taking commercial banks of Ethiopia south Addis district as case study. The independent variables are internal marketing element stated by Mohammed and Rafiq which is motivation and satisfaction, customer orientation and satisfaction, internal coordination and integration and market like approach and the dependent variable are employees' productivity. Data was collected structured questionnaires which was self-administered. The response rate was 93%. Data was analyzed by using a correlation and multiple regressions presented in tables. The study found out that all of the surveyed commercial banks of Ethiopia south Addis district indicated that each independent variable has a significant relation on the employees' productivity. From the result applying internal marketing in the bank has a positive effect in employees' performance. It is recommended that CBE south Addis district should Applying internal marketing strategies as one strategy in order to have satisfied employees, customer oriented, good coordination with in the bank finally the strategies can have a positive result on productive employees. In return if employees are productive the bank can deliver a quality service and easily achieve organizational objective.

**Key Words:** Internal Marketing, Employees productivity, Commercial Bank of Ethiopia

**Assessment of the Customers' Bank Selection Criteria in the Case of  
Selected Private Commercial Banks' in Addis Ababa  
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In today's increasingly competitive environment, many companies especially the banking sector focus on delivering high quality service and creating an environment that fosters customer driven services in a customer oriented organization. Customer satisfaction is a fundamental marketing construct especially for service providing companies and they have adopted it as a high priority operational goal. The main purpose of this study was to examine the basic motivational factors of customer's bank selection criteria of private commercial banks in Addis Ababa and how customers rank the factors based on their importance level to patronize banks and banking services. It also intended to present an analysis of demographic nature of the customer and technological advancement of the bank in the relative importance of choice criteria in respect of selecting a bank and to elicit the opinion of bank customers on any extra services needed to be offered by banks. The Data required for this study were collected from primary source through structured questionnaires and secondary data through any published as well as unpublished sources. The sampling method used to select the five private banks' as well as customers was simple random sampling and systematic random sampling respectively. The total population was all the 16 private commercial banks in Ethiopia and all the banks' customers', and the sample size of the study was 187 customers. The collected data were analyzed by using SPSS version 20 and descriptive analysis was used to describe the customers' choice variables and to identify the major factors that affect customers' bank selection decision. In addition, an independent T test and one way ANOVA was used to see the difference between the bank selection criteria and demographic nature of the customers' age and also multiple regression analysis were used to examine the effect of customers' bank selection variables on the level customer satisfaction. The finding revealed that the main factors determining customers' bank selection are: convenience, service provision and technological advancement of the banks and there is a significant difference between the demographic characteristics of respondents and their bank selection process. In addition, the study also revealed that there is positive and significant relationship between convenience, service provision and technology with the level of satisfaction of customers and insignificant relationship between financial considerations of customers with customer satisfaction.

**Key Words:** Bank Selection Criteria, Customers, Banks, Banking Service

**The Impact of Business Process Outsourcing on Customer Satisfaction  
in the Case of Bunna International Bank SC  
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The aim of this study was to evaluate the Impact of business process outsourcing in customer satisfaction. Specific objective of the study were: to assess the effect of outsourced service on customer satisfaction, to establish the effects of relationships with service provider on customer satisfaction, to determine how image of service providers affect customer satisfaction and to establish the challenges experienced in ensuring customer satisfaction in outsourced services. The study was carried out at Bunna International Bank SC. The target population for the study was 468 employees in city branches drawn from BIB from which a sample of 140 employees was selected. The study relied on primary data collected by use of questionnaires. Quantitative techniques were used to analyze the data based on the research objectives. Descriptive statistics used included mean, mode, frequency and percentages. Spearman correlation was used to show the relationships between BPO and customer satisfaction. The study revealed that relationship with service providers played a large role in customer satisfaction. The image of service providers had an effect on the level of customer satisfaction at 2nd rank. And, the outsourced services ranked lowest impact on customer satisfaction. The study recommends that BIB should therefore reevaluate their suppliers especially those directly dealing with customers' on the quality of service offered and the relationship with customers with a view to selecting providers who enhance better customer satisfaction in their service delivery.

**Key Words:** Business Process Outsourcing, Customer Satisfaction

**The Assessment of Packaging Attributes on Consumer  
Buying Decision: in Case of Cereal Food Products in Ethiopia  
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The objective of this study is to determine the attributes of packaging that play an important role on consumers buying decision. The purpose of this research is to find out the main important factors related with the packaging attributes and practicality that help consumers in their buying decision process. Companies in order to create the right packaging for their products, they must understand the consumer buying process and understanding the role and the impact of packaging as a variable that can influence the purchase decision. Therefore, by understanding, what factors influence the buying decision and what packaging attributes are most important that will help companies making the right decisions about packaging of their products. The research identified main variable of the study consumer buying decision and some independent variables like packaging color, printed information, packaging material, font, printed information and innovation. The primary research data was collected through a structured questionnaire and SPSS software was used for analysis purposes. Therefore, the study tries to find out the most important factors that have an impact and influences consumer's purchase decision.

**Key Words:** Packaging Attributes, Consumer Buying Decision

**The Effect of Relationship Marketing on Customer Loyalty in  
Banking Industry in the Case of Dashen Bank**  
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The survival of any organization depends on its customers. Customers are the source of profits to be earned by a profit making organization. Due to the more and more aggressive competition in today's business, many companies are required to build long-term profitable relationship with customers and to achieve customer loyalty. Thus, is research designed to explore the effect of relationship marketing on customer loyalty within the Dashen Bank using the five constructs dimensions of relation marketing such as Trust, switching cost, perceived service quality, perceived value and satisfaction. A cross sectional design mainly quantitative approach was used to the research question. In order to undertake this research, sample size of 111 out of 33 Branches in Addis Ababa which represents 30% of the total Dashin banks, is drawn with a total sample size of 400 Primary types of data was collected with the help of pretested questionnaires. The collected data was analyzed using SPSS. Binary logistic regression analysis is carried out to see the association between each independent variable with outcome variable and then variables that showed significant associations is included in a single model and multiple linier regressions is performed to identify the most significant predictors.95% CI and P-value (0.05) was used to assess the degree of statistically significance. The findings showed that relationship marketing dimensions have effect on customer loyalty. All the independent variables are significantly association with customer loyalty particularly in Dashen bank and in general in banking industry. And also they are expected to invest more on attracting new customers and retaining the existed ones with regard to relationship marketing to increase customer loyalty.

**Key Words:** Relationship Marketing, Customer Loyalty, Trust, Switching Cost, Perceived Service Quality, Perceived Value, Satisfaction



**The Effect of After Sales Service Quality on Customer Satisfaction in  
Ethio-Telecom Enterprise: The Case of Broadband Subscribers  
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The purpose of this paper is to assess the effect of after sale services quality on customer satisfaction. The literature review revealed that although quality is an intangible and indistinct construct which may vary from one person to another or even from one situation to another it can be assessed by probing whether perceived service delivery meets, exceeds or fails to meet customer expectations. The SERVQUAL instrument postulated by (Parasuraman, 1988) was used to measure the after sales service quality. The questionnaires were filled by the customers who subscribed broadband internet, who receives an after sales service from Ethio telecom and visited Enterprise shops in Addis Ababa branches. A total of 395 respondents were participated from a 32358 population in the survey. The questionnaires were distributed directly to the participating respondents and analyzed using both descriptive and inferential analysis (Correlation and Regression). The findings from the study revealed that services quality dimensions and after sales service quality have a direct positive relationship and variables such as Tangibles, Responsiveness, Reliability, Assurance and Empathy have a direct positive relationship on service quality and besides, Service quality was found to have a positive and significance effect on customer Satisfaction. Finally the finding of this research revealed that after sales service quality has a direct relationship with customer satisfaction and Ethio-telecom enterprise customers who subscribe broad band internet are dissatisfied with the current after sales service management.

**Key Words:** After Sales Service, Service Quality and Customer Satisfaction

**Assessment of Tour Operators Promotional Practices in Terms of Increasing Tourist Flow, in Selected Tour Operators in Addis Ababa**  
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This study research focused on assessment of tour operators promotional practices in terms of increasing tourist flow in selected tour operators in A.A. The importance of Tourism cannot be underscored. Its success to achieve customer satisfaction among tour operators determines higher profit and success in tourism development. This study therefore was guided by these objectives. These were; to evaluate marketing strategies those 25 tour operators use for marketing and promotion of tourism products in A.A. and to examine achievement of marketing strategies tour operators use in marketing and promotion of Ethiopian tourism products and the present status of level of tourist flow interims of promotional practices. It also examines the methods of communication they use for promoting destinations. This research is quantitative by nature. The collection of data was facilitated through the employment of questionnaires and documentary review and analyzed using SPSS before converted to Microsoft excel. The study findings include Marketing strategies, efficient marketing strategies, Effectiveness of marketing strategies, Achievement of marketing strategies. From the study findings and conclusions, recommendations were drawn. These were that each tour operator should implement efficient marketing strategies, product development (innovation) should be considered, service improvement, marketing course programs should be conducted, improvements of websites contents, government should support public private partnership to improve tourism marketing. For further research, this study suggests that there is need to conduct a research on improvement of Ethiopia tourism marketing.

**Key Words:** Tour Operators, Addis Ababa, Promotional Strategies, Tourist Flows, Marketing Communications

**The Impact of Relationship Marketing on Customer Loyalty in  
Banking Industry, in the Case of Bunna International Bank S.C  
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The main objective of this study is to find the customer loyalty, of Bunna International Bank s.c. The study sought to identify the most important attributes in the bank settings, which may be used to review characteristics of the banks as experienced by customers. A review of literature was conducted to find out the relationship marketing and customer loyalty. The literature review confirms this relationship. A survey was conducted to collect data. The sample size of 386 bank's customer of the bank was drawn from five different branches of the bank. The result shows that all the customer loyalty variables attribute are positively related to relationship marketing and customer loyalty. Customer satisfaction is positively related to customer loyalty in the bank. Trust, communication, competence, communication, conflict handling and commitment dimension demonstrates the highest positive correlation with customer loyalty. The study concludes that the bank needs to focus on this relationship marketing dimensions to make their customer satisfied and loyal to the bank. This study suggests that relationship marketing variables (model) is suitable instrument for measuring the banks customer loyalty. Therefore, every level bank managers can use this instrument to assess the banks loyal customers.

**Key Words:** Customer Loyalty, Relationship Marketing, Relationship Dimensions

**An Assessment of the Relationship between Distribution Practice and Sales  
Volume: The Case of Meta Brewery**

**Hailemariam Endeshaw, St. Mary's University, Email:rakmo.smu@gmail.com**

The study sought to assess the relationship between distribution practice and sales volume in the case of Meta brewery. The study was guided by the following specific objectives: To show in what way and the extent in which, distribution channel affect the sales volume of the company, and to point out the significant factors influencing the distribution channel system of Meta Brewery. A distribution channel consists of the set of people and firms involved in the transfer of title to a product as the product moves from producer to ultimate consumer or business user. Diverse distribution channels exist today, A company wants a distribution channel that not only meets customers' needs but also provides an edge on competition, and for the purpose of this study, an organized approach is required which comprises of four Sequence decisions: (i) specifying the role of distribution (ii) selecting the type of channel (iii) determining intensity of distribution (iv) Choosing specific channel members - that is selecting specific firms to distribute the product. The study focused on the staff of marketing department, commercial department including, sales representatives, operation department and equivalent staffs of Meta Brewery from selected Addis Ababa and around major markets. The study adopted a descriptive survey design. Purposive judgmental proportion technique was carried out to arrive at a representative sample for the study and 74 willing employees were found to participate in the study and taken as a target for the sample size. The researcher used primary source of data which was obtained through a semi-structured questionnaire. The Statistical Package for Social Sciences (SPSS) was used as an aid in the analysis. The findings indicate that Product type competition has become intense, so has channel penetration. Majority of the company's activities were focused on product availability and on time delivery system. The demand was driven by using push strategy and there is unbalance between the pull & push activities. This is attributable to the fact that the company had facing marketing problems including changing client attitudes and societal needs, increasing competition and the need to find alternative or substitute products which limits the company to focus on the push activities. Effective marketing is essential for helping them meet these challenges and maintain vitality, viability and relevance in today's turbulent environment. The result further indicated that the company had a procedure of tracking and analyzing the words of its consumers. The research has opened up the venue for future studies to investigating the effect of distributional methods on sales of companies in the context of emerging economies like Ethiopia.

**Key Words:** Channel Levels, Product Availability, Shipment, Depletion, Type of Channels

**Factors Influencing Sesame Export Performance in Ethiopia**  
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Main objective of this thesis was investigating factors influencing sesame export performance in Ethiopia. Most of the reviewed studies indicate that export is one of the accelerating factors for economic growth although it shows low performance in Ethiopia. Ethiopia exports mainly primary agricultural products which mostly produced in traditional way. One of the most exporting items in Ethiopia is sesame product. The reviewed studies focused on domestic market but not as such assessed the sesame export related problems. The researcher observed the gap of the studies to identify the major determining factors related to the sesame export performance in Ethiopia. Consequently; specific objective of this thesis was intended to investigate determining variables related to export market activities and policy issues and nature of relationship to the sesame export performance in Ethiopia. This research is both descriptive and inferential research type which approached qualitatively to collect qualitative data from respondent using structured questionnaires and some open ended interview questions. The researcher of this thesis selected ten variables and used Likert scale type data measurement techniques and multiple regression models. All necessary tests such as reliability, multiple regression assumptions test, and null hypothesis test and over all significance of the model test were taken place to identify the significance of predictors and over all significance of the mode. As a result, out of ten explanatory variables seven variables such as promotion, technology, policy incentives, and cost of export, marketing strategies, price and quality of the exported product were the most determining factors to affect the sesame export performance. There are also few variables such as marketing information, infrastructure and bureaucracy for the process of export, identified as less determining factors to the dependent variable. In addition, the standardized coefficient of the estimated  $\beta$ s was best estimator of the true  $\beta$ s of the population parameters and the model was specified properly. Finally, the study was concluded that promotion, technology, cost, marketing strategies, policy incentives to the sector, price and quality were the main factors determining the sesame exporting performance. Based on the study result, researcher put his recommendation that exporters must be strategic to use promotion, minimize cost, and use technology for quality improvement and to search better market and price for the product. Also the government on its side has to be committed to support the sector investing to upgrade the policy incentives like credits and other incentives to the sector. Moreover, the government must strengthen trade relationship with potential importers. In addition, the researchers are suggested that further researches must focus on the problems associated to market channels and intermediating institutions to improve the benefits from the market.

**Key words:** Sesame export performance, Marketing Strategies, Policy incentives, Promotion, Non-processed Product and technology.

**Assessment of Service Quality and Customer Satisfaction in the Banking Sector -a Case Study of Birhan International Bank**  
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Service quality and customer satisfaction are very important concepts that companies must understand if they want to remain competitive and grow. In today's competitive environment delivering high quality service is the key for a sustainable competitive advantage. The purpose of this study is to assess the service quality and customer satisfaction of Birhan International Bank by using a descriptive research type that used quantitative research method. The target population of the study was customers of BIB in Addis Ababa region where 50 samples were selected for the study. A survey has been used to collect primary data and 44 questionnaires were used in final analysis .Study results show that service quality is at the root of customer satisfaction. The attributes perceived satisfactory performed are scattered between the five service quality dimensions. The most affirmatively perceived service quality dimensions are assurance and responsiveness followed by reliability. However, empathy and tangibility are less perceived compared to the other dimensions. Responsiveness shows the highest positive correlation with overall customer satisfaction and tangibility demonstrates the second highest positive correlation with overall with customer satisfaction. The result of this study provides evidence that the SERVQUAL dimensions are a useful tool to predict overall customer satisfaction for BIB. Further analyses on the assessment of service quality and overall customer satisfaction BIB is a topic to be researched. Continuous application of the assessment will allow a comparison between the results and further diagnostics of the service quality.

**Key Words:** Service Quality, Customers' Expectation and Perception, Customer Satisfaction, SERVQUAL Model

## **Organizational Culture and its Impact on Customer Satisfaction at National Insurance Company of Ethiopia**

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In today's competitive market in insurance companies, customer satisfaction is the determinant factor to stay in business. Among the many factors that impact customer satisfaction, organizational culture and service quality dimensions (tangibility, reliability, empathy, responsiveness and assurance) are a few of them. The main objective of this study was to assess the impact of organizational culture on customer satisfaction at National Insurance Company of Ethiopia S.C (NICE) Addis Ababa head office. To obtain the best results, descriptive and explanatory research approach were used. Questionnaires, interview and observation data collection procedures were employed and Simple random sampling was employed. A total of 84 (50%) customers who visited the claim department and 16(100%) of employees in the claim department and 3(75%) of managers were participated in this study. The collected data was analyzed using Statistical Package for Social Science (SPSS) software and was presented by using descriptive statistics and through quantitative and qualitative method. Based on the results of the study, customer satisfaction has positive correlations with the organizational culture dimensions (outcome orientation, team orientation and stability) and service quality dimensions (assurance, reliability, empathy, responsiveness and tangibility). Moreover, multiple regression analysis was used to determine the impact of all independent variables on dependent variable, customer satisfaction. Consequently, customer satisfaction is found to be primarily predicted by higher level of outcome orientation, assurance, team orientation, stability, reliability, empathy and responsiveness. In general, 83.4% of the model summary observed variability in customer satisfaction found to be explained by the independent variables included in the study. In conclusion, customer satisfaction of the service delivery practices of the study insurance is found to be dependent on the existing organizational culture and service quality.

**Key Words:** Organizational Culture, Customer Satisfaction, Service Quality

**The Impact of Culture on Product Adoption of Zebidar Beer in Ethiopia**  
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The purpose of this study is to examine the effect of culture on product adoption of Zebidar beer. Understanding the effect of cultural variations on social interactions, and consequently on the adoption of new products in a specific country will help management in the forecasting of demand by decreasing the perceived uncertainty of foreign cultural environments. The population of this study was customers of Zebidar beer who are found in various geographical locations of Addis Ababa specifically from Lideta sub city. To obtain representative samples, in selecting the research probability and non-probability (judgmental sampling) sampling technique was applied, simple random method was used from the probability sampling technique to select the bars and restaurants from these areas and also to pick the individual beer consumers from each sampled bars and restaurants, therefore the study takes 138 respondents as target respondents from these consumers. A quantitative method which was cross sectional study with deductive approach was chosen in this research. The SPSS version 20 for windows was used to process the primary data which was collected through questionnaire; a theoretical framework was used as a guideline to test the relationships between cultural dimensions and new product adoption. Next, the research presents the research framework, methods, measures and findings and conclusion. By analyzing the relationship of every construct in the theoretical framework cultural dimensions to provide the outcome measures for the hypotheses, thus, the study reviews the literature on the experience of cultural dimension i.e., masculine, collectivistic, short term orientation, uncertainty avoidance, and power distance. The findings show that from correlation and regression analysis indicated that two cultural dimensions (masculine and collectivistic) have significant influence on Zebidar beer product adoption. On the other hand, uncertainty avoidance, power distance and short-term orientation appeared to have not significant relationship with Zebidar beer product adoption. Therefore, Zebidar brewery Share Company should be culture bound to the targeted indigenous people and their interest.

**Key Words:** Masculine, Collectivistic, Short term orientation, Uncertainty Avoidance, Power Distance and New Product Adoption



**Assessment of Service Quality and Customer Satisfaction: the Case of  
Three Selected Private Elementary Schools in Addis Ababa  
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Service quality and user satisfaction are often treated together as functions of user's perceptions and expectations. To encompass various aspects of service quality SERVQUAL model has been adopted in this study. The objective of this study was to measure the service quality of three Primary Schools at Yeka Sub City from the parent's perspectives and discuss the overall schools performance towards meeting user's expectations. Both primary and secondary data were collected; the instrument for primary data collection was modified SERVQUAL questionnaire. The respondent of the questionnaire were student parents who are the main customers of the teaching service of primary schools. The selections of the respondents were carried out by using simple random sampling research technique. A set of questionnaire were prepared and given to 118 student parents. Then these collected data were sorted and registered in SPSS version 20 statistical software to analyzing the data. After analyzing the data the study provides results. The study has two variables dependent and independent. In dependent variable there is the customer satisfaction while in independent variable there are service quality dimensions. The Pearson correlation was applied on data, and results exposed that there is a strong positive and a significant relationship between the variables. The findings of the study revealed that respondents were unsatisfied with the service quality provision by the schools; parents' expectations were more than their perceptions. The school service provisions do not meet the expectation of its users as gaps were observed negatively almost in all service dimensions. The research showed that the highest gap was occurred in Responsiveness followed by Assurance. The most important dimension identified from parents' perspective was Assurance, followed by Responsiveness, and Reliability. The study recommends school services in all aspects be improved and user's expectations have be realized to ensure their customer satisfaction.

**Key Words:** Service Quality, Customer Satisfaction, SERVQUAL, Private Elementary Schools

**Measuring Perceived Performance of Promotional Mix Elements:  
The Case of Awash International Bank  
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Implementation of promotional mix strategies in order to attract and retain customer and to make sure profitable survival is inevitable. This paper examines the influence of the promotional mix elements (advertising, public relations, sales promotion, direct marketing and personal selling) and perceived performance of the elements and seeks to observe the effectiveness of the promotion elements in the case of Awash International Bank. A descriptive research design employing a simple random sampling technique selected ten branches whose managers and professional staff were contacted using questionnaires. Fifty responses were gathered out of fifty five. The data collected were analyzed using the SPSS 17.0 software. A correlation analysis was drawn to study the nature of the relationship between the bank's promotional mix elements and perceived performance. Moreover, correlation analysis between promotion mix elements and their effectiveness in strengthening sales, in-formativeness and enhancing awareness was fetched from the analysis. The correlation between the frequently utilized promotion mix was witnessed to exhibit a positive relationship with the in-formativeness of the mix. In addition, the effectiveness of personal selling was correlated with augmentation of sales where there was proved no relationship to exist. Thus, the bank's promotion strategy has a positive correlation between the mix elements and in-formativeness, strengthening sales and enhancing awareness but personal selling has no impact on strengthening sales.

**Key Words:** Marketing Communication, Promotion, Promotion Mix elements and Role of Promotion

**The Impact of Service Quality on Customer Satisfaction:  
The Case of Ethio Telecom Call Center**

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The main objective of this study was to assess the overall level of service quality and customer satisfaction in ethio telecom call center and to investigate the impact of service quality dimensions on customer satisfaction. A conceptual model of service quality dimensions was developed and hypothesized. The major tools used for data collection is, questioners for ethio telecom major customers in Addis Ababa who have access to use both 980 and 994 access numbers.400 respondents taken as a sample from 3,157 major customers The hypotheses were tested with the data collected through structured questionnaires from ethio telecom major customers in Addis Ababa. The collected data was analyzed using both descriptive and inferential statistical analyses techniques. The findings of the study show that service quality of ethio telecom call center is below average and customers are not satisfied with the service. Based on the finding all service quality dimensions have significant impact on service quality and customer satisfaction. The study provides the empirical application of Parasuraman (1985) and Anton (1997) service quality model so that this study contributes ethio telecom to improve its call center service quality which leads to customer satisfaction. The study concluded that over all service quality of call center is not good and customers are not satisfied with the services of ethio telecom call center. The researcher recommended that ethio telecom should work hard on all these service quality dimensions to improve its service quality and customer satisfaction of call center.

**Key Words:** Service Quality, Customer Satisfaction, Service Quality Dimensions

## **Benefits and Risks of E-banking: The case of Commercial bank of Ethiopia**

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This study is conducted with the purpose of examining the risks and benefits of electronic banking in Ethiopia in the case of Commercial Bank of Ethiopia. The study was conducted based on data collected from customers of Commercial Bank of Ethiopia through questionnaires and interviews. The response of interviews and the survey show that there are certain issues that become risks for the development of electronic banking in Ethiopia. In this regard, the result of the study indicated that the major risks for the development of electronic banking in Commercial Bank of Ethiopia are lack of information, security risk, lack of trust, lack of legal and regulatory framework, lack of infrastructure, shortage of skilled professionals and lack of awareness. The study also identified perceived ease of use and perceived usefulness as benefits for the development of E-banking in Ethiopia. Data were collected primary and secondary. The study was conducted by collecting data from sample of 391 respondents selected from the target population using questionnaire. The SPSS version 20 for windows (Statistical Package for Social Science) was used to run all the analyses for the study. The data received were analyzed quantitatively by using frequency distribution. The study suggests a series of measures which could be taken by the Commercial Bank of Ethiopia and to address various risks identified in the study. These measures include: enhancing the awareness level of individuals on E-banking, implementing powerful security programs, establishing a clear set of legal framework on the use of technology in banking industry, supporting banking industry by investing on telecommunication infrastructure and hiring well trained and experienced IT professionals to handle the E-banking business competently with adequate knowledge.

**Key Words:** Security & Privacy, Perceived Usefulness, Perceived Ease of Use, Trust, Awareness, Government Policies, Infrastructure and Technology

## **The Application of Social Marketing Promotional Strategies in Creating Awareness on the Practice of Optimal Complementary Feeding of a Child on Selected Organizations**

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The purpose of this research is to assess how social marketing promotional strategies were used by case organizations complementary feeding programs. Case organizations in this study used a multitude of strategies to create awareness of optimal complementary feeding promotion programs. This study examined whether social marketing promotional strategies are being used to create awareness about the importance of optimal complementary feeding. The study samples 55 respondents from three case organizations. Respondents selected based on purposive sampling. Descriptive research using frequency and percentage for data analysis has been applied. The finding revealed that social marketing promotional strategies are being used to bring a behavioral change on the feeding practices of a child. Major challenges of applying social promotional strategies has also been discussed and the extent how social marketing can affect a behavior regarding optimal complementary feeding has been analyzed. Behavioral change programs and supportive environments should be promoted through social marketing strategies. In order to establish awareness regarding the optimal complementary feeding promotion programs and the underlying issues that create a need for such programs, additional research in this area is advisable. It should be noted that social marketing promotional strategies are not the only factor for behavioral change thus; further research on the analysis of other factors that are directly related to behavioral change is needed.

**Key Words:** Social Marketing, Complementary Feeding, Sub-Optimal Complementary Feeding, Optimal Complementary Feeding, Stunting, Malnutrition, Behavioral Change

**Assessment of Distribution Management Practices of Beer Products:  
The Cases of Meta Abo Brewery SC  
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The study pursued to assess the distribution management practice of beer product in the case of Meta brewery. The study was guided by the following specific objectives: To show in what way and the extent in which, distribution channel affect the sales volume of the company, and to point out the significant factors influencing the distribution channel system of Meta Brewery? Moreover, this study will also try to provide basis for anticipated decision-making process by an analyzing and evaluating what are the mandatory guidelines and standards which must be in place at any distributor to deliver sales growth and to have good physical availability? What are the governance of the business and its relationship with manufacturers? And what kind of structure and capability do a distributors need [staff, assets, processes and straining curriculum] in conjunction with manufacturers? A company wants a distribution channel that not only meets customers' needs but also provides an edge on competition, and for the purpose of this study, an organized approach is required which comprises of four Sequence decisions: specifying the role of distribution, selecting the type of channel, determining intensity of distribution and choosing specific channel members- that is selecting specific firms to distribute the product. A distribution channel consists of the set of people and firms involved in the transfer of title to a product as the product moves from producer to ultimate consumer or business user. Diverse distribution channels exist today, The study focused on Meta Abo sales, distribution and customer service team staff and its exclusive distributors, form Addis Ababa and up county markets. The study adopted a descriptive survey design. Purposive judgmental proportion technique was carried out to arrive at a representative sample for the study and 112 willing respondents were found to participate in the study and taken as a target for the sample size. The researcher used primary source of data which was obtained through a semi-structured questionnaire. The findings indicate that the effective distribution management practice is very important for the companies and distributors due to the effect and the impact on sales volume of the company. The distribution management practice of Meta Abo is done by independent function called distribution management team with the help of 7 propels which they manage different regional markets classified based on their geography and strategic importance. It's evident that the company applied mixed use of different distribution strategy. From total Meta Abo exclusive distributors most of them are categorized as Gold and Silver standard distributors whereas the rest are bronze and

below minimum standard respectively. Though Meta Abo Brewery need to improve or take action to upgrade their standard to gold and silver to increase its sales performance and distribution coverage. Furthermore; in terms of Gold and Silver distributors number up county has better score than Addis Ababa market. But still upcountry also has significant number of bronze and below minimum standard distributors. Meta Abo brewery distributors didn't have well organized organizational structure as per the company standard, they are less capitalized and equipped with IT, stock management and transaction system. The result further indicated that the company had a procedure of tracking and analyzing the words of its consumers. The research has opened up the venue for future studies to investigating the effect of distributional methods on sales of companies in the context of emerging economies like Ethiopia.

**Key Words:** Distribution Management, Practices of Beer Products, Meta Abo Brewery

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**The Practical Application of Customer Relationship Management in  
Dangote Cement Plc., Ethiopia  
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The purpose of this thesis is to provide a better understanding of the usage of CRM in Dangote Cement PLC, Ethiopia. To reach this understanding the thesis starts with some questions. Based on these questions data is collected using both primary and secondary data sources like interview, questionnaire, annual reports, publications and brushers. Data was gathered from a survey among 14 employees and 67 distributors through both open ended and close ended questionnaire and through structured interview from three mega distributors of the company. During the analysis interrelated procedures are performed in order to sum up and rearrange the data. Amalgamation of the qualitative and quantitative approaches is adopted. Triangulation in data collection is pursued. Moreover Care is taken to promote the validity and reliability of the data and the results are presented using tabulation and bar-chart. To analyze the data descriptive statistics such as percentage and frequency are applied.

**Key Words:** Customer Relationship Management, Customer satisfaction and loyalty, Customer Life Time Value, Manufacturing Industry

**Assessment of the Relationship between Service Quality Dimensions and  
Customer Satisfaction: The Case of Commercial Bank of Ethiopia**  
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The study focused on the assessment of the relationship between service quality dimensions and customer satisfaction: the case of some selected branches of commercial bank of Ethiopia in Addis Ababa. The primary objective of this study is to assess overall relationship between service quality dimensions and customer satisfaction. Hence, the five SERVQUAL dimensions developed by Parasuraman et al. (1988) were used to assess the customer satisfaction. In this study researcher used explanatory research design and in the path of researching both primary data and secondary source was employed. Population of the study were Commercial Bank of Ethiopia service users in Addis Ababa besides, to achieve the research objectives a well-designed five point Likert scale questionnaires were used to gather data from four hundred sample respondents those are selected from four branches of the bank. A sample of 400 respondents were selected using a convenient sampling method among which 386 were collected and analyzed based on those selected back data's. Data's collected from respondents are analyzed by using Statistical Package for Social Sciences (SPSS), then reliability test, multicollinearity test, descriptive analysis, correlation analysis, and regression analysis were applied. The findings showed that all dimensions of service quality such as tangibility, reliability, responsiveness, assurance, and empathy are positively and significantly correlated to customer satisfaction. Also, the findings showed that all dimensions except tangibility of service quality moderately correlated with customer satisfaction while, tangibility shows quite small correlated with customer satisfaction. The result of the study also indicated that empathy is the most important dimension which can influence the overall satisfaction of the customers. In contrary, tangibility is the least important dimension among the rest. Offering trainings for its employees about how to treat customers and give them individualized attention will provide to keep and improve the current status of empathy in Commercial Bank of Ethiopia. And also, the bank should upgraded tangible elements in order to satisfy the customers.

**Key Words:** Customer Satisfaction, Service Quality, Tangibility, Reliability, Responsiveness, Assurance, and Empathy



**Customer Relationship Management and its Relationship to Marketing  
Performance of the Selected Banks in Addis Ababa**  
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In this study attempt has been made to investigate customer relationship management and its relationship to marketing performance of the selected banks in Addis Ababa. The relationship of customer relationship management dimensions that relate to the necessity of focusing on key customers, organizational efficiency, customer knowledge management and technology based customer relationship management were assessed using primary data through distributing close ended questionnaire in the form of likert five scale and dichotomies questionnaires to 100 customer officers and 22 managers working in the selected banks in Addis Ababa, Ethiopia. The spearman correlation and descriptive statistics were used to analyze the research question derived from the Literature on Customer relationship management and marketing performance. The findings indicate that there are positive relationship between customer relationship management and marketing performance. The findings also suggest some measures which can be taken into consideration in order to enhance customer relationship management and marketing performance of the banks in Addis Ababa. The study contributes to Customer relationship management and marketing performance literature by indicating a mediating role of customer relationship management for marketing performance of the banks in Addis Ababa. Moreover, it also contributes to close the gap of empirical research in the field, which exists particularly due to the diverse attitude of customers in developing countries, like Ethiopia, to bring changes in building customer relationship in the selected banks.

**Key Words:** Customer Relationship Management, Marketing Performance, Relationship, Marketing, Customer Orientation

**Determinants of Mobile Phone Brand Preference with Respect to International vs. Local Mobile Phones: the Case of Students at St. Mary's University School of Graduate Studies**  
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The objective of the study is to examine determinants of brand preference on mobile phones of St. Mary's University school of graduate's students by comparing international brand with local brand handsets. Preference is identified from international and local mobile brand and the selected variables of purchase preference; Brand Awareness, Brand loyalty, Perceived Quality, Brand Association, Brand Personality and Brand-image were judged through questioner. A total of 328 questionnaires were distributed; of them, 296 were collected and used to the analysis purpose. The study used descriptive statistics and inferential statistics tools have been used to find the mean score, to test hypostasis and to investigate research problem, objective and questions. The study relieved that large number of respondent own international mobile phone. They also have good awareness about their phones while locally assembled brand phones owners are less compared to international brand phone users. Also they are not loyal to the brand they use and might have the possibilities to switch their brand to international brands. Local mobile assembling companies need to concentrate on brand loyalty and brand image to create loyal customers which can be done through delivering high quality products and should take necessary steps to make the advertisement attractive. From the correlation analysis it was found that all the six variables correlated with the overall brand preference. From the regression analysis done, it has been found that all the six variables are positively and significantly contributed towards over all brand preference.

**Key Words:** Brand, Brand preference, Brand Equity, Brand Identity

**The Relationship between Service Quality and Customer Satisfaction:  
The case of 3 and 4 Star Hotels in Addis Ababa, Ethiopia  
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This study attempts to identify the quality attributes of the hotel services. To measure service quality and customer satisfaction star hotels in Addis Ababa, there are some models. However, in this study SERVQUA is chosen for analysis, and it reports. To have the statistical data for the study, one survey with 23 questions was implemented. As a result, 284 respondents answered the questionnaire. The last part of this study is to report the findings and analyze the results of survey.

**Key Words:** Relationship, Service Quality, Customer Satisfaction, 3 and 4 Star Hotels, Addis Ababa

## **The Impact of Promotion Mix on Consumer Buying Behavior: the Case of Moha Soft Drinks**

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The successful organizations in business are those that are able to achieve success in the study of consumer behavior and determine the factors that affect the development of marketing strategies, which enable them to reach the target consumers through the process of promotion. In today's era, competitive environment is everywhere to stay in competitive market; communication is one of the ways to reach customers. Therefore, promotion has become more and more important since the last decade of 20th century. Therefore, this study is aimed to explain the impact of promotion dimensions (advertisement, personal selling, sales promotion, direct marketing and public relation) on consumer buying behavior, by focusing on MOHA soft drinks consumers. A conceptual framework was used as a guideline to test the relationships between promotion dimensions and consumer buying behavior. A quantitative approach is chosen in this research. In order to collect primary data, a questionnaire is designed and was given to the customers of the MOHA soft drinks. The SPSS version 20.00 for windows is used to process the data which is collected through questionnaire. The findings show that advertisement, personal selling and sales promotion dimensions have significant and positive impact on consumer buying behavior. However, the two independent variables such as direct marketing and public relations are positively but not significantly related to consumer buying behavior in MOHA soft drinks consumers. Therefore, It is essential for MOHA soft drinks Share Company to pay more attention in increasing their promotional activities practice, and reinforce their accomplishments in promotional mix elements advertising, personal selling, and sales promotion that effecting consumers purchasing decision making. And also MOHA soft drinks Share Company should pay more attention to the activities and means of public relations and direct marketing, since the study results showed a weakness in these two activities, in influencing the consumers purchasing decision toward these company products.

**Key Words:** Promotion Mix, Advertisement, Personal Selling, Sales Promotion, Direct Marketing, Public Relations and Consumer Buying Behavior

## **Impact of Service Quality on Customer Satisfaction in Ethiopian Commercial Banks**

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This paper is conducted to find out the impact of service quality and customer satisfaction in the Ethiopian commercial banks. The paper uses SERVQUAL instrument questionnaire and SERQUAL model by Parasuraman et al (1988) is used to identify its impact. The variables include in this paper are Service Quality as independent variable and Customer Satisfaction as dependent variable. Quantitative means of data collection method is employed to collect the data through questionnaire. Systematic sampling technique is used to select the sample size and a sample of 399 bank customers are taken to undertake the study. The data collected from the questionnaire were analyzed using statistical tools such as mean, correlation, and regression analysis VIA SPSS Version 20. The results of this study indicate that, all the service quality dimensions (tangibility, reliability, responsiveness, empathy and assurance) have positive and significant relationship with customer satisfaction. Also the finding of this study indicates that customers were most satisfied with the reliability dimensions of service quality followed by responsiveness. Accordingly from the regression result it is observed that all service quality dimensions have positive and significant impact on customer satisfaction. Furthermore, 56.1% of the variations in customer satisfaction are explained by service quality dimensions in the selected Ethiopian commercial banks. Also, limitations of the research are provided and the direction for future research is suggested for further study in the area of banking service quality and customer satisfaction. Implications of paper are provided to both academic researchers and managerial practitioners.

**Key Word:** Service Quality, Customer Satisfaction

**Marketing Implication of the Housing Program with CBE:  
Challenges & Opportunities to the Bank**

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This work is set out to identify challenges and opportunities the condominium housing program brought to CBE. And to investigate the marketing implication they have on the performance of the bank. Thus, questionnaires were disseminated randomly to condominium account holders in Addis Ababa. Proportional sampling method was used .Questionnaires were also responded by CBE managers. Convenience sampling applied here. After analyzing the collected data the study came up with the following findings:-CBE has got a large number of customer influxes. Significant number of accounts being closed on daily basis CBE doesn't respond to this massive account closure .Customers have misconceptions about the role of CBE in the housing program. Bad word of mouth is another challenge. From these findings it is concluded that CBE faces more challenges than entertaining opportunities. To tackle the problems CBE should exert extended efforts in the areas of customer awareness, new promotional efforts towards condominium account holders, performance measurement that includes condominium accounts that try other CBE products and rewards to encourage trial of other CBE products by condominium account holders.

**Key Words:** Housing Finance, CBE, Challenges, Condominium, and Opportunities

**The Effect of Sales Promotion Strategies on  
Sales Performance: The Case of Awash International Bank s.c  
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The purpose of this study is to discuss the Sales Promotion strategy and sales performance on the awash international bank S.C. The sales promotion strategy and sales performance in banking has seen a major concern due to severe competition and higher customer expectations. The population of this study was customers of the awash international bank and employees of the bank who are banking with various branches of the bank found in various geographical locations of Addis Ababa specifically from the four, North, south, west and east districts of the bank, which have got 165 branches. To obtain representative samples, in selecting the research respondents, convenient method was applied, this sampling method helps for a population from which sample has been constitute a homogeneous group, therefore the study takes 90 respondents as target respondents from these customers .A quantitative method which was cross-sectional study with deductive approach was chosen in this research. The SPSS version 20 for windows was used to process the primary data which was collected through questionnaire; a theoretical framework was used as a guideline to test the relationships between sales promotion strategy and sales performance. Next, the research presents the research framework, methods, measures and findings and conclusion. By analyzing the relationship of every construct in the theoretical framework loyalty to provide the outcome measures for the hypotheses, thus, the study was reviewed the marketing literature on the experience of sales promotion strategy i.e., sales performance, and sales promotion strategy. Finally, the results were discussed in terms of its contribution to the upgrading of banking services and recommendations for future research. The findings show that sales promotion strategy has significant impact on the sales performance of the bank. All the independent variables are positively and directly related to dependent variables particularly in Awash International Bank. The relationship between Sales promotion Strategy and sales performance are significant on the correlation analysis. Therefore, Awash International Bank should make the whole system on work with customers, and also they are expected to invest more on attracting new customers and retaining the existed ones with regard to sales promotion and sales performance to increase customer-number.

**Key Words:** Sales Promotion Strategy, Strategy, Promotion, Sales and Sales Performance

**Assessment of Marketing Strategy Practice Case of Raya Brewery s.c**  
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Marketing strategy is commonly defined as a strategy employed by a firm to attain its marketing objectives, which in turn is related to the achievement of the firm's business objectives. In other words, marketing strategy refers to the marketing goals and action plans that address matters of product/service price, distribution, communication, and the process of new product development. This study focused on assessing the marketing strategy practices of the Raya Brewery Share Company. The study used descriptive method of research design. Both primary and secondary data collection instruments are used to collect data. To collect the data for this study, the target population of the study is the corporate marketing and sales department of the Raya Brewery Share Company. The study was taken 49 people who are working under corporate sales and marketing department, out of 49 people questionnaires were distributed for 48, and one was interviewed. The Raya Brewery's marketing strategy is practiced moderately by its employees and managers. The company provides quality products with affordable prices by promoting its products using different promotional mechanisms (i.e. media advertisement, sales promotion and public relations). It was finally recommended that the company needs to align its marketing strategies with its vision and mission; the vision and missions of the company must be well addressed to its employees, the marketing and planning team and other stakeholders. The company needs to enhance its communication between corporate sales and marketing departments and other departments for the smooth implementation of its strategy.

**Key Words:** Marketing mix, Target marketing, Raya Brewery, Marketing Strategy



**Assessment of Employees Perception on Marketing Strategy Practices:  
The Case of Nyala Insurance Share Company  
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The major objective of any business establishment is to remain in business profitably through production and sales of products or services. Without optimal profit, a business firm cannot survive. One of the core activities in a business company to stay in business is having a well-developed marketing strategy. The ultimate success or failure of a company depends on its marketing strategy. So, the strategy should be developed, implemented and evaluated effectively to achieve the company's objectives. The general objective of the study is to assess the marketing strategy practices of Nyala Insurance Company. In order to carry out the study, both primary and secondary data collection instruments were used to collect data. Closed ended and open ended questions along with interviews were used for the purpose of data collection. The selections of the respondents were carried out by using purposive sampling research method, Marketing and Planning, Research and Development departments, because no other departments were concerned about marketing strategies, though some elements of the marketing strategy has been conducted out of these departments. The researcher took all the respondents of the stated department's staffs as a total population of the study. Data collected was analyzed using IBM statistics SPSS 21 software .Descriptive statistics was used and analyzed using methods of mean, frequency distribution and percentage. The study findings indicate that Nyala Insurance Share Company segments its market based on mainly geographic element, follows targeting strategy of differentiation, and there is good level of perception among consumers, pricing strategy of Nyala Insurance Share Company is discriminatory pricing that the company's service outlet expansion is not enough or satisfactory relative to the potential market existence. Promotional practices are strong on direct marketing and weak on publicity. NISCO's staff are capable of implementing the marketing strategy of the company, but not highly capable, there is standard for the lay out but service process strategy is very poor.

**Key Words:** Nyala Insurance Company, Marketing Mix, Marketing strategy, Segmentation, Targeting, Positioning, Insurance Policy, Insurance Premium

**Determinants of Consumer's Beer Brand Preference in Ethiopia:  
The Case Study on Addis Ababa City Beer Consumers  
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In every product category, consumers have more choices, more information and higher expectations than ever before. To move consumer from trial to preference, brands need to deliver on their value proposition, as well as dislodge someone else from the consumer's existing preference set. The title of the study is Determinants of consumer beer brand preference in Ethiopia: a case study on Addis Ababa City beer consumers. Therefore; the general objective of the study was to look at the determinants of consumer beer brand preference in Ethiopia in case of Addis Ababa City beer consumers. Specifically to examine the effects of consumers' demographic characteristics, advertising influence, reference groups influence and consumers' situational variation on beer brand preference. The finding from the multinomial logistic regression revealed what factors determine the probability attached to respondents beer brand preference. Accordingly; age, perceived beer quality, perceived social benefit, situational influence and peer influence had positive sign and significantly affect the probability of preferring St. George beer. Whereas; family size had negative sign and significantly affect the probability of preferring St. George. Moreover; advertisement, situational and peer influence had positive sign and significantly affect the probability of preferring Habesha beer. Whereas family size had negative sign and significantly affect the probability of preferring Habesha beer. Furthermore; advertisement and situational influence had positive sign and significantly affect the probability of preferring Walia beer. Whereas sex and marital status had negative sign and significantly affect the probability of preferring Walia beer. Still there is untapped market potential that producers should take such as a market segmentation strategy and design their products in a manner that make the products appeal to different categories of individuals that can influence of personal factors on customer satisfaction. A potentially successful strategy can be that which provides products that correspond to and appreciate customers' social status and age. It is also advised that any advertisement for beer brands should convey information about the advantages which the brand being advertised would offer over other brands. Moreover; situational influence was found to be significantly relevant to brand preference of beer, producers should in their advertisement emphasis social groups through segmenting the market into distinctive social classes.

**Key Words:** Beer Brand Preference, Ethiopia, Beer Consumers, Addis Ababa

**Relationship Marketing in the Hotel Industry: The Nexus between Concepts and Practices the case of Ghion Hotel, Addis Ababa Branch, Ethiopia**  
**Tsion Kassahun, St. Mary's University, Email:rakmo.smu@gmail.com**

This study examines the nexus between concepts and practices of relationship marketing in hotel industry with special emphasis of Ghion Hotel (Addis Ababa Branch) in Ethiopia. In recent times, relationship marketing has been viewed to be critical to the success of business organizations. Nevertheless, the concept has been gaining currency within the academic circle. On other wards the implementation and practices of relationship marketing in real world context has not been matured due to the lack of knowledge and principles of subject matter. These circumstances are, therefore, compelled many practitioners to face with problem of not only to gain customers but also to keep them. For this reasons, the point of deviating the practices of relationship marketing from what the theories says is central concern. In the same vein, the majority of the previous studies had been focused on defining constructs and presenting conceptual model of relationship marketing. Even the geographical scope of most studies conducted on relationship marketing implementation has been limited to Western and Eastern business environments contexts. And studies which done up on relationship marketing implementation in the context of many African countries particularly in Ethiopia, remains unverified. Thus, the aim of this study is providing an overview of relationship marketing practices in the hotel industry that are applicable to a range of Ethiopian business environments. This research project describes the gaps between concepts and practices that influence the achievement of relationship marketing practices. The findings from the research conducted in this study are based on the data collected from survey which examined the hotels guests' position on the importance level of variables constructed and their perception of relationship marketing practices being witnessed in a case company. In addition, interview was conducted with the marketing department manager and other related staff members of Ghion Hotel to examine the awareness of relationship marketing concepts and systems employed for the actualization of relationship marketing practice on the ground. Random sampling technique was used in the study and equation for large sample size was employed. In order to analyze the data collected frequency analysis, percentage analysis and descriptive gap analysis were used with the help of SPSS. The results and recommendations of the research will provide a valuable insight in to relationship marketing in the Hotel industry. It also hopefully forms the root for later improvements in relationship marketing practices for service provider under study. Furthermore, other service providers can infer issues on how relationship marketing developed and practiced.

**Key Words:** Ghion, Service Provider, Relationship Marketing, Transactional Marketing

**Promotion Management Practice of MOHA Soft Drinks s.c**  
**Yared Ayele, St. Mary's University, Email:rakmo.smu@gmail.com**

The study was conducted to evaluate the promotional practice MOHA soft drinks S.C A descriptive case study was employed to achieve the goal of this research. Two management officials and 144 customers who are total of 146 participants were involved in the study. In the selection of the sample population purposive and random sampling were used. In order to get data from the target populations both questionnaire and interview were used. The questionnaire was administered to the customers, and the interviews were conducted with the management officials of the company. The data collected through questionnaire were analyzed using percentage value and the qualitative data were analyzed using textual explanation. The findings generally indicate promotional efforts of the company are not achieve the intended objective. The result of the study also shows that there are problems in designing the messages and measuring results. As a result, the study presented some recommendations so as to alleviate the problems.

**Key Words:** Consumer Behavior, Promotional Mix, Direct Marketing, Publicity, Sales Promotion

**Assessing the Effectiveness of Distribution Channel:  
The Case of East African bottling Share Company  
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The study assessed Effectiveness of channels of distribution, taking the case of East Africa Bottling S.c (Coca-Cola), Specifically the study assessed how inventory level and motivational factors are serving the appropriate forms of intermediaries selected and used, what are channel conflict problems faced by East Africa Bottling S.c intermediaries, and how effective is the techniques available in the company in evaluating the distribution strategy. This qualitative research had distributors, retailers and employees as unit of analysis. It had a sample of 73 respondents, whereby primary and secondary data were collected through the use of interviews, questionnaires, and documentary review. Data were analyzed through Statistical Package of Social Science (SPSS) and descriptive design and presented by table, narration and paragraph. Findings revealed that distribution channel adopted by Coca-Cola is effective and ensures availability of products in the market and it was also found out that majority of the respondents agreed that distribution channel system adopted by Coca-Cola Company able to supply customers' requirements. It was concluded that distribution channel plays important role with respect to the soft drink industry because if products are not available on time consumer will switch on to other brands and the company will lose its market share and hence an effective distribution channel is an important aspect of soft drink industry. Based on the findings, it was recommended that the benefits that accrued from redistributing coca cola products should be adequately analyzed for the profitability and sustainability of distributors or other means of compensating intermediaries should be developed, the company should manage and handle conflicts among distributors in proper manner, problems faced by distributors should be alleviated in order to achieve maximum sales volume from intermediaries and finally East Africa Bottling S.c (Coca-Cola Company) should ensure aggressive Marketing, regular visit to distributors.

**Key Words:** Distribution Channel, Distribution System, Intermediaries, Distributor and Retailer

**Quality of Service Delivery and Customer Satisfaction:  
A Case Study on Ethio Telecom Mobile Telephone  
Users in Addis Ababa City  
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This study was designed to assess and analyze customer satisfaction with service delivery of mobile telecommunication service within Addis Ababa city. This study rotates on customers satisfied or dissatisfied with service delivery of ethio-telecom with regarding on mobile telecommunication service. The main reason to do this research is the presence of many complaints from customers about the service delivery of mobile telecommunication network provider ethio telecom. In this study both qualitative and quantitative data analysis method deployed. To collect data from respondents self-administered pre-taste questionnaire was used and a descriptive research design has undertaken. For achieving the research objective simple random sampling method is selected. This was to ensure that every member of the population had equal chance of being part of the sample. For this study a sample size of 270 respondents was selected from the capital city Addis Ababa. For data analysis purpose Statistical Package for Social Science (SPSS) version 20 was used. Generally, the result of this study indicates that customers are not satisfied with service quality delivered by ethio-telecom in Addis Ababa.

**Key Words:** Customer, Service, Customer Satisfaction, Service Quality mode

**Assessing the Customer Complain Handling Strategy of Commercial  
Bank of Ethiopia**  
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The study sought to assess the effectiveness of customer complaint handling procedures at the Commercial Bank of Ethiopia. the general objective of the study was to examine major areas of customer complain in the past 3 years and try to see the bank's mechanism and effectiveness of the bank's customer complain handling strategy. This study was conducted using a descriptive research design. A respondent sample of 100 respondents from selected branches of the bank was sampled to respond to the data collection instrument. The study employed accidental sampling technique. Data was collected through questionnaires. Findings showed that most complainants have made complaints just once or twice predominantly about automatic teller machine (ATM) failures and delay in service delivery at the bank due to poor internet connection. The study showed that the reactions of most customer complainants were mostly an expression of disappointment, negative perceptions about the bank, telling other people about their complainants and having an overall mindset of negativity against the bank. Finally the finding shows that majority of customers were dissatisfied with the bank's complaints handling practice. Based on the findings, the study recommended that management of Commercial Bank of Ethiopia to integrate a complaint mechanism/ button into the ATM machines to enhance complaint taking and a two stage complain management system is to deal with customer complaints.

**Key Words:** Customer Complaint, Compliant Handling, Service Quality, Customer Satisfaction

**Determinants of Service Quality and their Impact on Customer Satisfaction: the Case of Commercial Bank of Ethiopia (selected branches in Addis Ababa)**

**Zewditu kebede, St. Mary's University, Email:rakmo.smu@gmail.com**

The general objective of this study is to identify the determinants of service quality and their impact on customer satisfaction. The outcome of study will enhance the Bank's competitive position in the banking industry and ensure its survival. Convenient sampling technique was employed in the study with Statistical Package for Social Scientist (SPSS) used in the analysis. In this research, the SERVQUAL instrument developed by Parasuraman (1985) has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Questionnaires are distributed to 400 customers of the twenty three selected branches in Addis Ababa area. The questionnaire aimed to determine the level of customers' expectation and perception towards the service quality of the bank. The results revealed that the assurance, responsiveness and empathy dimensions raised the highest level of expectation, whereas the, assurance, empathy and responsiveness dimensions fulfilled the highest level of perception. The findings showed that the dimensions of service quality such as tangibility, reliability, responsiveness, assurance, and empathy are positively correlated to customer satisfaction. Data collected from respondents are analyzed by using descriptive, correlation, and regression analysis. It can be concluded from the analysis that customers were satisfied with service delivery of CBE.

**Key Words:** Service Quality, Customers Expectation and Perception, Customer Satisfaction



## **8. MBA Program**

**Factors Determining the Financial Performance of Micro and  
Small Enterprise in Asella Town Administration  
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This research aims to identify factors determining the financial performance of MSEs with a special attention to manufacturing, service, construction and trade sectors in Asella Town. Questionnaires are analyzed using statistical techniques such as descriptive and inferential analyses. The information gleaned through the questionnaire from a sample of 134 operators and face-to-face interviews were conducted with 12 operators of MSEs and 2 respondents from officers; i.e. process owner and another from expert working at the center of office of Asella Town Job Creation and Food Security. Furthermore the approach that was followed in this particular study was quantitative and qualitative. The technique applied was a standardized closed-ended questions and face-to-face interview. In addition, the data those were collected and analyzed using a statistical package for social sciences where tables were utilized for presentation of the results. The findings revealed that MSEs lacked financial support, technological, customer relationship and marketing skills in order for them to be competitive and well performed. The findings further revealed that the government was not doing enough in terms of the financial performance of SMEs in Asella town as most of the respondents were complaining about the stringency of the government support and regulations pertaining to MSEs. Hence the government bodies and other stake holders have to work in collaboration in order to solve problems of finance, working place, marketing and government support.

**Key Words:** Micro and Small Enterprise (MSEs), Performance, Entrepreneurship, Asella Town, Ethiopia

**Challenges of Delivering Quality Service: the Case of Dashen Bank S.C**  
**Addis Ababa Selected Branches**  
**Abel Fikremariam Girma, St. Mary's University,**  
**Email:rakmo.smu@gmail.com**

The main intent of this study is to explore challenges of delivering quality service in case of Dashen Bank S.C, in Addis Ababa selected branches. Methodologically, both primary and secondary sources of data were incorporated in this study. Primary data were collected from employees and customers whereas the secondary data were collected from different books, journal, internet and annual reports. Moreover from the total population, 505 sample respondents were drawn for this research study. Convenience sampling techniques is used for choosing the respondents of the study. Questionnaires were distributed to one hundred seven employees and three hundred ninety eight customers of selected branches. The information obtained from the respondents was analyzed using descriptive statistics. The researcher found out that the key challenge for delivering quality service is lack of training on the bank's new products and service delivery, improper office arrangement to deliver service, shortage of the necessary working equipment and materials, problem on the allocation of physical facilities, lack of technologically up to date physical facilities, poor performance management system, lack of employees compliant handling system and lack of recognition for best performer employees. To improve the service delivery of the bank, the researcher recommended that giving appropriate training to employees on the new product, giving emphasis to the tangibles office materials, proper allocation of physical facilities, invest on new or update the existing system, it is better to use robust compliance handling system for both the employees and customers of the bank, standardizing the procedures for all branch and other will bring customer satisfaction and loyalty for the bank.

**Key Words:** Quality Service, Challenges, Service Delivery and Customer Satisfaction

**Relationship between Reward System and Clerical Employees’  
Performance: the Case of Dashen Bank S.C**  
**Abel Seifu, St. Mary’s University, Email:rakmo.smu@gmail.com**

The idea of paying or rewarding an individual for his/her labor is not new. It is as old as with the development of modern human being. Any company, whether it is engaged in manufacturing or provision of service, needs human resource in order to achieve its objectives. Among other things, people usually consider attractiveness of the reward package that an organization offers at the time of employment. The objective of this study was to investigate relationship between reward system and clerical employee’s performance in Dashen bank S.C, A questionnaire survey was administered to randomly selected, samples of respondents who are working in Addis Ababa. The data were analyzed using descriptive statistics, and regression analysis. The findings of the study showed that the company has incorporated both financial and non-financial rewards in its system. However, majority of them agree that the financial reward type is greater than the non-financial reward types. Also respondents agree the company’s reward package system is not capable to retain best performers. On the other hand, the reward system differentiates between high performers and low performers. Contrary to this, majority of the respondents neither agree nor disagree on the existence of clear procedure how to implement the reward policy. Majority of the respondents have reported inequality and inconsistency in the application of the total reward system to all employees. The hypotheses which are used multiple linear regressions (beta coefficients) analysis revealed that, reward immediacy is the first most significant variable employee’s performance decision followed by proper recognition of high performers, provision of attractive housing and medical loan policy will help to retain high performers, bonus given to high performer will initiate for better performance, proper implementation of career development will increase employees performance so as to step up to the next position, salary increment made for high performers will motivate others to perform more, rewarding appropriate mix of both financial and non-financial when I perform better, fair and equitable reward system. On the other hand creation of conducive work environment will encourage high performers to increase their performance and supportive organizational culture has no significant effect on employees’ performance.

**Key Words:** Total Reward, Employees’ Performance, Clerical Employees, Reward Composition, Procedural and Distributive Justice, Need Assessment

**Determinants of Internal Audit Effectiveness on Commercial Bank of Ethiopia: The Perception of Internal Auditors**  
**Abenezer Seifu, St. Mary's University, Email:rakmo.smu@gmail.com**

Effective internal audit system helps an organization to accomplish its objectives by serving as an important link between the business and financial reporting process. The objective of the study is to investigate the determinant factors of internal audit effectiveness in Commercial Bank of Ethiopia using six independent variables, which are management support to internal audit, management perceptions to internal audit, organizational independence of internal auditors, adequate number of internal audit staff, competence of internal audit staff and availability of internal audit charter. Total population of 92 respondents was targeted and 84 of them were returned with complete data. In the study explanatory type of research design is used. Information is collected by questionnaires and the data is analyzed using views. To determine the relationship among the variables and to test the research hypothesis, regression analysis method was used. The data was processed on the basis of Likert's scale using the rating 1 to 5. Diagnostic test on Normality, homoscedasticity, autocorrelation and multicollinearity is done. The value of R square accounted for 86% (adjusted R<sup>2</sup> = 0.866). The rest 14% represents other independent variables not included in this study. The significance of the model by the value of F-statistics (P =0.000) and F = 90.790, According to the result, management support, adequacy of internal audit staff and competency of internal audit staff significantly and positively affect the internal audit effectiveness in commercial bank of Ethiopia. On the other hand management perception, organizational independence and availability of internal audit charter found that insignificant, having positive effect of management perception and negative effect of organizational independence and availability of internal audit charter in the internal audit effectiveness of Commercial Bank of Ethiopia. It is recommended that, in order to have effective internal audit system in the bank, the management should support the internal audit team, should recruit and hire adequate internal audit staff and the Bank should give sufficient and continuous training for the internal audit stuffs.

**Key Words:** Internal Audit Effectiveness and Determinants of Internal Audit Effectiveness

**Factors Affecting Life Insurance Demand:  
The case study on (Ethiopian Insurance Corporation) EIC  
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The fundamental purpose of insurance, whether of people or of property, is protection against possible economic loss, economic loss being simply defined as the unintentional and permanent loss of something which has monetary value. Moreover, insurance is significant part of modern economy and it is huge source of employment. The main objective of this study is to investigate factors affecting life insurance purchase, what factors significantly affect customers towards the purchase of life insurance policies and to assess the factors affecting the development of life insurance in Ethiopia. The study is made based on a primary data collected through self-administered questionnaire from buyers who have purchased life insurance from EIC and aged 18 years or older. To analyze the data a combination of descriptive form of data analysis and multiple regression analysis was used. Multiple Regression analysis was performed to investigate the effect of each explanatory variable on life insurance demand. Accordingly except family size and gender factor, income level, age factor, education level and health status were found to be significant determinants of life insurance demand. Among the six determinant factors, income level takes the highest fraction in influencing the demand for life insurance policy followed by age factor, family size, gender, education level and health status in that order

**Key Words:** Life Insurance, Demand, Ethiopian Insurance Corporation

**Assessment of Deposit Mobilization Practice: the Case of Bank of  
Abyssinia S.C**  
**Abera Kassa Mekonnen, St. Mary's University,**  
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This study intends to assess the deposit mobilization practice of Bank of Abyssinia. Descriptive method particularly survey design approach was adopted for the study. Those having four years and above experience city and outline branches and head office employee and customers were selected for data collection. The research has used 100 and 60 questionnaire for employees and customers of BOA and structured interview discussion for the management of Bank of Abyssinia Share Company the sampling size of the study is 424 clerical staffs of BOA and Sampling method of the primary data is stratified random sampling, and reviewed five year annual report of Bank of Abyssinia S.c. The study identifies that BOA is registering a continuous deposit growth for the last few years. From three major types of deposit saving deposit accounts more than half of BOA's total deposit. The findings of the study show that BOA is operating in a dynamic and highly competitive environment, doesn't offer different products to its customers, the bank tries to reactivate inactive accounts, aggressively promoting its service, sales officers are effective by increasing account number, government law and regulation is the challenge to mobilize deposit. Finally bank of Abyssinia were recommended to extend evening hours and services on weekends to provide excellent customer service, evaluate the existing products and develop new product types which customized to the needs of different target groups, to make efforts and awareness creation campaigns to have well informed society, increase its branch number, to arrange and apply incentive program for new depositors.

**Key Words:** Deposit Mobilization, Branch Expansion, Service Quality, Private Banks

**Determinants of Micro and Small Enterprises Performance in  
Batu Town Administration**

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The main objective of this study was to investigate determinants of micro and small enterprises performance in Batu town administration. In order to achieve the objectives of the study, primary data were collected using close-ended questionnaires from 119 MSEs through stratified systematic random sampling. Data were analyzed quantitatively using both descriptive and inferential techniques. Face- to- face interview was conducted with 10 MSEs operators, TVET college dean, vice head of Batu Town Urban Job Creation and Food Security Office and one senior expert from the same office. Responses from interviewees were analyzed using descriptive narrations. Results revealed that MSEs in Batu town administration lack adequate finance and working premises to carry out their businesses effectively. Marketing problems, politico-legal challenges like petty corruption, management problems, inadequate infrastructure, inability to select and use new technology and problems related to entrepreneurship were the major challenges of MSEs performance. Hence, the concerned government bodies and other stake holders have to work hand in hand in the areas of accessing finance, training, searching market opportunities, enhancing infrastructure and solving challenges of working premises.

**Key Words:** Performance, Micro and Small Enterprises, Technical, Vocational, Education and Training, Determinants, Batu Town Administration



**Challenges and Prospects of Electronic Banking:  
The Case of Dashen Bank  
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The purpose of this study is to evaluate the implementation and expansion of E-banking technology in Dashen bank. Dashen bank employees in Addis Ababa are the target population. Purposive sampling technique was used to select the sample from the target population. Accordingly the total sample size for the study is 172 employees from selected six branches found in east district. Descriptive research design was employed to conduct this study by using questionnaire. The result of the study indicated that, existence of high competition in the banking industry and rapid change of customer needs and preferences were the main push factors for implementation and expansion of E-Banking technology in Dashen bank, in which mean score are founded 4.67 and 4.52, respectively. The study identified service and operational benefits from implementation and expansion of E-banking technology and as operational benefits it reduces paper work; enhance foreign currency generation and increase reliability and reducing errors and as service benefit E-banking is convenient, in terms of 7 days and 24 hours service i.e. accessibility (Mean = 4.72), Enhance accessibility of the bank's service (in terms of place) (Mean = 4.55) and Improve customer service (Mean = 4.30). The major challenges Dashen bank faces in the implementation and expansion of E-banking technology are, cost of ICT equipment and network, software and re-organization and lack of technical and managerial skills, absence of financial networks that links different banks, lack of law mandating the bank to adopt E-banking technology, loss of audit trail and lack of confidence with the security aspects. The study also indicated existing opportunities for E-banking implementation and expansion such as increment of educated potential customer, improvement in the banking habit of the society, late adopter opportunities and the existence of high demand for E-banking service. Finally the study recommended banks to facilitate proper and continuous training for their employees, increasing security for E-banking products, create deep awareness about E-banking technology to the community while the government should support banking sector by facilitating sufficient ICT infrastructure development and issue clear and workable legal frameworks to ease the implementation and expansion of E-banking technology.

**Key Words:** Challenges and Prospects of Electronic Banking; the Case of Dashen Bank

**Assessment of Reward Practices of Nib International bank S.C**  
**Addis Tefera, St. Mary's University, Email:rakmo.smu@gmail.com**

The purpose of this study was to assess the existing reward systems of Nib International Bank S.C. in Addis Ababa city, Ethiopia. The study used both primary and secondary sources of data. A quantitative research approach of the data collection was used. The study used descriptive research design and surveyed 161 employees from Nib International Bank S.C. Addis Ababa city at head quarter and branches, using self-administered questionnaire. Stratified sampling method was used and employees were selected from each stratum with a random sampling technique. The data was analyzed with descriptive statistics and presented as frequency (percentage) distribution tables. The study found that Nib International Bank S.C. has incorporated financial (salary, bonus, mortgage and automobile loan, medical coverage and etc.) and non-financial (promotion, recognitions, training and etc.) rewards to its employees. However, employees were not satisfied with the current reward packages and salary level was viewed low, didn't differentiate high performer, and didn't give additional rewards to high performer and the existing reward system was not capable of retaining skilled and experienced workers. The study further indicated the non-financial rewards were not satisfactory to employees.

**Key Words:** Financial and Non-Financial Reward

**Performance Appraisal Practices and Challenges:  
The Case of Support for Sustainable Development, Ethiopia  
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Challenges associated with performance management initially include defining and understanding the term itself. Performance management encompasses the entire process of improving and sustaining human performance throughout an organization. Collectively, the performance of individuals determines that of teams, departments and ultimately the entire enterprise. The purpose of the study was to examine the Performance appraisal practice and challenges of support for sustainable development Ethiopia Performance Appraisal System. A case study approach was used and 50 employees (management and non-management) of support for sustainable development were sampled from which 94% responded. Data were analyzed using tables and charts. The study found that the major purpose of support for sustainable development performance appraisal system as identified by the employees is just for formality. The perceived reasons for the effective implementation of the system few employees' state existence of one to one discussion, self-appraisal, strict follow up, etc. which are not strong factors? Even if employees were not briefed by the concerned department on the performance appraisal system of the organization, they are already aware of its existence and objective. Finally, major problems related with communication gaps, effective use of appraisal results, continuous feedback were also raised. Generally the outcome of the research confirmed that the performance appraisal system of support for sustainable development as not effective. Since it needs improvement, possible recommendations are outlined at the end of this report.

**Key Words:** Performance Appraisal, Practices, Sustainable development, Ethiopia

**Performance Appraisal Practices and Challenges: the Case of Support  
for Sustainable Development, Ethiopia  
Addisalem Kebede, St. Mary's University,  
Email: rakmo.smu@gmail.com**

Challenges associated with performance management initially include defining and understanding the term itself. Performance management encompasses the entire process of improving and sustaining human performance throughout an organization. Collectively, the performance of individuals determines that of teams, departments and ultimately the entire enterprise. The purpose of the study was to examine the Performance appraisal practice and challenges of support for sustainable development Ethiopia Performance Appraisal System. A case study approach was used and 50 employees (management and non-management) of support for sustainable development were sampled from which 94% responded. Data were analyzed using tables and charts. The study found that the major purpose of support for sustainable development performance appraisal system as identified by the employees is just for formality. As to the perceived reasons for the effective implementation of the system few employees state existence of one to one discussion, self-appraisal, strict follow up, etc. which are not strong factors. Even if employees were not briefed by the concerned department on the performance appraisal system of the organization, they are already aware of its existence and objective. Finally, major problems related with communication gaps, effective use of appraisal results, continuous feedback were also raised. Generally the outcome of the research confirmed that the performance appraisal system of support for sustainable development as not effective. Since it needs improvement, possible recommendations are outlined at the end of this report.

**Key Words:** Performance Appraisal, Practices, Support for Sustainable Development, Ethiopia

## **Determinants of capital Structure of Private Commercial Banks in Ethiopia**

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Given the central role of market and credit risk in their core business, the success of Banks depend on their ability to identify, assess, monitor and manage these risks in a Sound and sophisticated way. In order to assess and manage risks, banks must have Effective ways of determining the appropriate amount of capital that is necessary to absorb unexpected losses arising from their market, credit and operational risk exposures. The objective of this study was to find out the determinants of capital structure of private Commercial banks in Ethiopia. The study used inferential research design. The population of this study was all the 18 commercial banks in Ethiopia. Secondary data was drawn from the financial statements of commercial banks. The data was analyzed using descriptive analysis and multiple regression analysis. The study found that overall leverage of banks is negatively related to operating assets. In conclusion, the empirical evidence from this study suggests that Size, tax and liquidity are important variables that influence banks' capital structure.

**Key Words:** Capital Structure, Private Commercial Banks, Ethiopia

**Factors Affecting the Growth of Small and  
Medium Enterprises in Bahir Dar City Administration**  
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This study attempted to identify factors that are affecting the growth of small and medium business enterprises with a special emphasizes on wood work, metal work, retailer, raw material supply, livestock raring, decoration, internet cafe and sub-contracting in Bahir Dar city administration by using a quantitative approach in a survey of managers, owners and managers, and other responsible members of the enterprise by taking closed ended questioners'. The study examined seven external and internal factors that influence the growth of SMEs. These factors are: access to finance, working places, government policy, marketing, infrastructure, internal management and entrepreneurship. Questionnaire was designed based on the factors affecting enterprises growth using proportional stratified sampling basis from the total population of 257 enterprises, by using Watson formula 160 samples were taken from Bahir Dar city administration SMEs; for data analysis, the researcher used descriptive statistics, such as percentage, mean, standard deviation, and inferential statistics such as Pearson correlation coefficients and multiple regressions using statistical package for social science (SPSS) version 20. The result of the study indicates that, access to finance; working places, government policy, market factor, entrepreneurship and infrastructure are important determinants and have positive significant relationship with the growth of SMEs, whereas internal management had insignificant impact on growth.

**Key Words:** Business Growth, SMEs, External & Internal Factors

**Assessment of Training and Development Practice of Awash  
International Bank Share Company  
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The study was designed to assess training and development practice of Awash International Bank Share Company (AIBSC). The methods used to undertake the study were both primary and secondary data collection instruments. The researcher uses purposive sample methods for selecting the two branches and head office. The target populations were selected from head office and two branches. The head office was chosen because it's a place where training and development is organized and established. In the case of the two branches there exist high business transaction, the number of customers and the current number of employees in that branch is more than the other branch's. The sample technique employed to collect primary information were simple random and stratified random sampling from the target population. The researches were used mixed approach (quantitative and qualitative). The data were gathered through a combination of both semi-structured interviews and questionnaire. The researcher took 440 employees as a target from total of 6000. Among those target population 63 respondents were taken by stratified and simple random sampling techniques. The study was employed descriptive design in which data from employees and management were collected using questionnaires and interviews. The data were analyzed and presented by using descriptive statistics method such as frequency, percentage, and tables. The finding reveals that AIBSC were not committed to allocate sufficient budget for training and development programs. The researcher realizes that the weakness of the bank is need assessment, selection criteria and evaluation of training practice. According to the researcher recommendation that the bank should be committed to provide organized training and development program based on allocating sufficient budget and the governing human resource planning and development manual of the bank should be revised and guided by professional consultant.

**Key Words:** Training, Development, AIBSC

**Internal Control over Cash: the Case of Bank of Abyssinia**  
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Internal control over cash is of major importance in any business enterprise since cash is a vital factor in the operation of business and many business transactions involve cash. In addition, controlling of cash is important since it is the most liquid of all assets that is vulnerable to theft or misappropriation. The major objective of this research is to assess internal control system over cash operations in the Bank of Abyssinia and reviewing its current status. The study has employed the descriptive research methods in order to describe internal control system in BOA. The study was made through the combination of theory and empirical work. To achieve the study objectives survey research method was employed involving the use of both standardized questionnaire and personal interviews. Analysis of the data collected shows that combination of cash operation functions and level of dependency in internal audit function over management. Internal control should take in to account controlling environment, controlling activity, risk assessment, communication and monitoring. The outcome of the study revealed that the bank should provide training and development program to the employee to create a good understanding of the banks policies to have a better result from now. In order to prevent cash theft and misuse, the bank should rotate cash handling duties periodically in regular. And also it should be experienced to change passwords in periodic basis it shouldn't have to be changed only when someone leaves the branch.

**Key Words:** Internal control, Internal Audit function, Internal Control over Cash



**Assessment of Training and Development Practice  
In Awash Insurance Company Share Company  
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To survive and grow, companies must be constantly kept up to date through effective training and development programs. In particular, this study designed to assess the training and development practice in Awash Insurance Company Share Company. The company strategy on training and development are very essential to show the benefits of using strategic view and perception of training, since by linking this strategy with human resource actively, particularly on training and development, it will contribute to the success and enrichment of the organizations. The methodology used to undertake the study was both primary and secondary data collection instrument. Stratified random sampling method was used to select samples from the target population. In order to assess the existing training and development practice of the insurance company, the study emphasized on the four process of training. These are training needs assessment, design, delivery method and evaluation practices. And all of them were checked separately on the analysis. After the required data are collected descriptive research design (i.e. frequency, percentage and mean) were used to analyze the data using SPSS version 20. The results of this study revealed that each of the training processes did not conduct properly in the company. Moreover, since the overall training and development practice of the insurance company were not effectively conducted as they should be it effects on the performance improvement of the employees' as well as the insurance company.

**Key Words:** Training, Development, Awash Insurance Company Share Company

**Effects of Performance Appraisal Quality on  
Employee Performance: the Case of Berhan International Bank S.C  
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The main purpose of this study is to investigate the effect of performance appraisal quality on employee performance in Berhan International Bank S.C. Explanatory research design was used and quantitative and qualitative data were collected from a sample of 125 employees using proportionate stratified sampling technique, and the data were analyzed using descriptive and inferential analysis. The study found out that BrIB follows formal appraisal process and uses graphic rating scales to measure employee performance while HR department takes the ultimate responsibility for appraisal and assistant managers take the lion share by filling appraisal forms for most of the employees. The study also found that 83% of the changes in the employee performance variables could be attributed to the combined effect of performance appraisal quality predictor variables. In general this research revealed that high quality performance appraisal was associated with higher level of employee performance. Possible reasons could be clarity of performance expectation, level of communication between employees and their supervisors, fairness of appraisal process and trust on supervisors.

**Key Words:** Performance Appraisal Quality, Performance of Employee

## **Effect of Reward Management on Employee's Motivation: the Case of Ethiopia Commodity Exchange**

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Reward and motivation are relying upon in many countries to induce changes in organizations. One of the ways to heighten the motivation is through effective reward system. This study seeks to determine the role of reward system in promoting employee motivation in Ethiopia Commodity Exchange. The study is guided by the following research objectives: to assess the components of an effective reward and motivation system for Ethiopia Commodity Exchange. Data were collected through questionnaire prepared based on various scholars work. The validity of the instrument was checked and internal consistency of the instrument was measured using Cronbach Alpha and the result was 79%. Considering the manageability of number of employees in the Exchange, the researcher used census method to incorporate all of the employees by excluding those who are not served the exchange above one year. A total of 131 questionnaires were distributed to the respondents. Of the total distributed questionnaires, 119 usable questionnaires were returned which is about 90.8% response rate. The collected data was analyzed and represented by use of tables to tabulate the information gathered appropriately. Statistical Package for Social Sciences (SPSS) was used to analyze the data. With respect to the dimensions of employee motivation assessed by the questionnaire, the result indicates that the mean values for the payment, benefit, promotion, working condition, recognition and leadership rated by respondents with their motivation level ranged from a low of 2.72 to a high of 3.84. The results also indicate that there is a statistically positive significant and direct existing relationship between reward and employees motivation. The study concluded that in order for the company to be successful, creation of motivated and energetic employees is mandatory and the analysis has shown significantly positive relationship between all dimensions of reward variables and employee motivation and it is also supported by the results of regression analysis. The study recommended that monetary compensation alone is insufficient to motivate employees. Other factors such as giving greater recognition, creating conducive work environment and establishment of better leadership system have the greatest impact on employee motivation. In addition to that, the reward should be given to employees when they meet large goals as well as smaller.

**Key Words:** Reward, Motivation, Payment, Benefit, Recognition, Promotion, Working Condition, Leadership

**Employees' Perception towards Compensation and Benefit Schemes:  
The Case of Dashen Bank S.C  
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The main purpose of this research is to assess the Perception of Employees'' towards the Compensation and Benefit Schemes in Dashen Bank S.C. The researcher used simple random sampling technique and 200 employees were selected from Head Office to participate in this study. Questionnaires were distributed to sample respondents and all questionnaires were returned. Interview questions also developed for Dashen Bank employee's compensation, benefit and relation manager. Data analysis was done using descriptive statistics like tables, frequency and percentage, in order to present the perception of the respondents. Findings showed that employees perceived the current compensation and benefit provided are inadequate, employees are participate in compensation and benefits decision, compensation and benefit Schemes do not depend on performance. Moreover, it is updated and communicated periodically to employees. It was recommended that the compensation and benefit Schemes should be revised periodically; taking into account the market conditions, the nature of the job and the employees'' desire and needs. Adequate compensation and benefits has to be provided and offered to employees'' based on their performance.

**Key Words:** Compensation and Benefits, Employees Perception

**Assessment of Pharmaceuticals Logistic System in Public Hospitals of  
Addis Ababa, Ethiopia**  
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Pharmaceuticals logistics management in the health system is crucial because there are instances where medicines and health commodities are not available at the service delivery points. The main purpose of this study was to assess the pharmaceuticals logistic system practices in public hospitals of Addis Ababa, Ethiopia particularly on non-program drugs, NPDs. A descriptive cross sectional survey was conducted from January to June 2017 at selected public hospitals. A simple random sampling method was used to include 6 facilities from which a total of 12 pharmacy heads and warehouse managers were investigated through quantitative methods using structured questionnaires interviews and document analysis was also done. Key informant interviews were also conducted for the qualitative method. The data were analyzed by SPSS version 20. The finding shows that, of the public hospitals 33.3% had documented policy or guideline for drug selection and 16.7% had forecasting and procurement policy or guideline. 33.3% of the facilities were updating their EDL at least annually. Consumption method was used by all 100% of the facilities. 50 % of the facilities were purchase NPDs perpetually out of their plan from PFSA. All of the facilities procure drugs from PFSA and 83.3 % of them also use private suppliers as a source when they couldn't get from the government procurement agency (PFSA). All of the facility warehouse managers reported the stock out of some NPDs for the past six months and during the time of visit. 40% of the tracer drugs were out of stock during a visit in most of the public hospitals. All of the health facilities used bin cards in store and IFRRs however the majority of surveyed public hospitals neither used nor updated stock cards for inventory control. There were no sufficient and standardized storage areas in all health facilities. To conclude, policy or guidelines for selection, quantification and forecasting, and procurement were not used by most of the facilities. Selection of drugs was done by DTC but it should be strengthened. Quantification was done by consumption method but morbidity method was not exercised mostly. Stocks out of NPDs were encountered for the past six months in all public hospitals. Procurement trends were not planned simply perpetual because of frequent stock outs at PFSA. The storage area was not sufficient. Finally the KIs of all public hospitals reported availability of NPDs at PFSA was so compromised and there should be radical transformation for better supply chain system.

**Key Words:** Pharmaceutical logistic, NPDs, public hospitals, LMIS, Storage Conditions

**The Impact of Relationship Marketing on Customer Loyalty the Case of  
Euro Cable plc Customers' Perspective  
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Email:rakmo.smu@gmail.com**

The purpose of this paper is to find out the impact of relationship marketing on customer loyalty within the Euro cable plc. By analyzing the relationship of every construct in the conceptual framework of the paper. This study employed more of quantitative approach with case study method to answer the research questions. The study use cross sectional study design; the research method to collect primary data, structured questionnaire was designed and collected from total censuses technique from customers of the company. Structured questionnaires were distributed to 107 customers, only 103 (96.3%) complete responses were returned from the customers. The SPSS version 20 was used to process the primary data which is collected through questionnaire. Analysis of data in this research was done by using statistical tools like regression and correlation models. The finding indicates except length of time the customers work with the company and customers' loyalty is positively correlated but others demographic factors are negatively correlated. Regarding to relationship marketing dimensions (the independent variables) such, trust, commitment, communication and responsiveness are positively correlated with customer loyalty; and customers' loyalty also explained relationship marketing dimensions particularly in Euro cable PLC. Therefore, it is pointed out that 49% of relationship marketing can explain the dependent variable that is customers' loyalty. Each independent variable is also regressed against customers 'loyalty and the result shows that all the independent variables can explain the dependent variable i.e. customer loyalty. The findings also support the view points that relationship marketing dimensions can enhance the quality of a buyer-seller relationship and in turn increase customer loyalty. Finally the researcher concludes that in the case of Euro cable the elements of relationship marketing have a significant impact on customer's loyalty.

**Key Words:** Relationship Marketing, Empathy, Trust, Responsiveness, Commitment, Customer' Satisfaction and Customer's Loyalty

**An assessment of the Performance of Nile Insurance Company S.C**  
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The study was undertaken to assess performance of Nile Insurance Company S.C. using versatile combination of financial and non-financial soundness indicators for an insurance company. Financial soundness assessment has been made using CAMEL frame work (Capital adequacy, Asset quality, Reinsurance and Actuarial issues, Management soundness, Earnings and Profitability and Liquidity); while market share, growth in number of branches, dealing with dropouts, market research, customer satisfaction and employee performance and satisfaction are used for non-financial soundness assessment. To this end the study employed documentary analysis which covered ten years period ending June 2016 (i.e. 2006 to 2016). The sample size was 115 customers and 45 employees, from 5 branches and claims department, for the survey and 3 senior managers for an interview. The findings of the study indicated that Nile Insurance Company used is capital to write more business, has good performance in receivable management but risk associated in equity investment is high, risks retained in-house found above statutory limit, loss ratio of the company is high and affecting operational profitability, and liquidity risk of the company is high. Market share of the company is improving but retention of existing business declining. The level of customer and employee satisfaction is slightly above average. Finally, the study recommended NIC to enforce risk management and underwriting practices, diversify its investments and enhance customer and employee retention and satisfaction.

**Key Words:** Performance, Financial Soundness Indicators, Non-financial Soundness Indicators, Insurance

**Assessment of ATM Service and Customers' Satisfaction: the Case of  
Selected Switched Member Commercial Banks in Addis Ababa City  
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It is a recent history in Ethiopian banking industry that competing banks share common facilities to give better service for customers via interbank Switch with the view to improve customer services and maximize their profit hence, the objective of the study was to assess the level of usage of ATM banking services and customers satisfaction in aftermath of EthSwitch. To achieve the research objective descriptive survey design was employed; both primary and secondary data were used. The primary data was collected from respondents using questioners consists of five point likert scale and some close ended. Convenience sampling technique was used to collect the data; designed questionnaires were distributed to 400 respondents having two and above years ATM usage experience. From total of 400 distributed questionnaires 385 were returned from the customer of the selected switched ember banks. The collected data are analyzed using descriptive analysis like tables, percentages, mean and standard deviation. After interoperability of all banks ATMs the research finding shows that majority of the customers' are dissatisfied with the ATM services due to various challenges associated with ATM such as; customers' accounts being debited without dispensing, Shortage of money in ATM's, ATM malfunction due to connectivity problems and power, delayed response time in case of errors transaction, availability of limited services, high service charge for ATM service, Machine complexity, and ATMs late to updated balances are major problems causing dissatisfaction. Even there are problems; surprisingly the customers do prefer to get the service through the shared ATMs, because it saves time and convenience. Finally, the study recommend banks to improve patronage of the ATM services and challenges encountered by customers when using the ATM should be addressed to minimize the dissatisfaction and give customers enough confidence in the use of the ATM and will encourage them to recommend it to nonusers.

**Key Words:** ATM, Customer satisfaction, E- Banking, EthSwitch, Information Technology



**Factors Affecting Deposit Mobilization in Commercial Bank of  
Ethiopia: the Case of Addis Ababa City Branches**  
**Ashenafi Goche, St. Mary's University, Email:rakmo.smu@gmail.com**

The study primarily aims at factors that affect deposit mobilization of Commercial Bank of Ethiopia. The study uses both primary and secondary data and uses both descriptive and regression analysis by using SPSS and EViews software's. The study empirically ascertains that, managing deposits is not possible without knowing and controlling the factors affecting it. For the qualitative analysis a total of 130 respondents answered the entire survey. The overall response rate for survey was approximately 86.09%. The survey find out that the key factors for deposit growth are employees' skill, awareness, capabilities and commitment, top management cooperation, government rule and regulation, service quality, customers awareness. The student researcher identified one dependent (CBE total deposit) and six independent variables (deposit interest rate, inflation rate, foreign remittance, nominal GDP, exchange rate and branch expansion). The researcher used a twenty three years data for each variable and this data is deeply discussed under chapter four. The student researcher had used the econometric model of multiple regressions. Based on regression analysis result nominal GDP, exchange rate, branch expansion and foreign remittance was found to have a positive relationship with bank deposit growth and the effect on bank deposit is significant. On the other hand deposit interest rate and Inflation are affects positively and can increase CBE's deposit but these factors are insignificant, since p value of those variables is greater than the significant level. Finally the hypothesis is tested by using wald test and the result shows rejection of the null hypothesis and this shows that the independent variables are positively affects the total deposit of commercial banks. Managing deposits is not possible without knowing and controlling the factors affecting it. Thus CBE should identify the sources of deposit by considering the determining factors of bank deposit. These results have important policy implications for both domestic policy makers and the bankers working in the country and specifically for developing of reliable deposit mobilization policy by the commercial bank of Ethiopia.

**Key Words:** Deposit Mobilization, Commercial Bank

**Assessing Effect of Job Satisfaction on Employee  
Performance: in the Case of Commercial Bank of Ethiopia  
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Employee attitudes are very significant to management and organizations since they determine the behavior of employees in an organization. It is believed that employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organizations to perform well but ensure quality gain and show loyalty as well. The major purpose of the study is to assess role of job satisfaction on employee performance in commercial bank of Ethiopia. The study mainly focuses on the identifying the determinants of job satisfaction among employees, the level of importance of the determinants of job satisfaction to employees, to identify challenges of job satisfaction in banking industry and finally to determine the influence of job satisfaction on the performance of employees of commercial bank of Ethiopia. In order to achieve the objectives of the study reviewed literature on the concepts of job satisfaction and performance. Data was collected through the administration of both close ended and open ended questionnaires. Questionnaires were administered to 315 employees of Commercial bank of Ethiopia working in Addis Ababa .Convenience sampling technique was used to distribute questioner for employees, and in order to select branches Purposive Sampling technique was used. Descriptive statistical analysis technique was employed to obtain useful summary of responses. It has emerged from the study that out of the eight determinants that were explored, the employees viewed compensation/pay, promotion and nature of the work as their major determinant of job satisfaction. The study revealed that Job satisfaction have major role on job performance. Safety at the work place and training and development has a positive effect on their current job performance whereas the bank pay/compensation scale, promotion opportunity and nature of work have a negative effect on employees' current performance. Finally Regarding to level of importance of the determinants of job satisfaction the result indicates compensation /pay and promotion are very important to respondents. The study recommends that the bank should consider and give attention to job satisfaction variables which have lower level score level promotional opportunities, pay, management recognition and the nature of the work.

**Key Words:** Satisfaction, Job Performance, Performance Management and Motivation

**Factors Affecting Employees' Performance at Zemen Bank S.C**  
**Assefa Workneh, St. Mary's University, Email:rakmo.smu@gmail.com**

The purpose of this research was to examine the factors affecting employees' job performance at Zemen Bank S.C. The data gathered from Head Office, Addis Ababa city branches and kiosks clearly reveals that in implementing training, motivation, leadership, organizational culture and working environment the bank faced a problem of formal follow up after training was conducted; inequitable salary and unfair promotion were observed and limitation in participating employee in decision making were also exhibited. The research has employed quantitative research approach specifically it makes use of cross sectional survey method. To make the sample more representative of the stratum it has it has employed sample size determination table and stratified method. Descriptive and inferential statistics of correlation and regression analysis were used to analyze the empirical data. Primary data were collected using five Point Likert-Scale questionnaires and of the 80 copies of questionnaire were distributed, 78 of them were properly filled and returned. SPSS was used to analyze empirical data collected through the close ended questionnaire. The independent variables are training, motivation, leadership, organizational culture and working environment whereas the dependent variable is employees' job performance. The mean, frequency and percentile of the dependent and independent variables were computed and interpreted. Pearson correlation Coefficient ( $r$ ) was used to determine the relationship between each independent variable with the dependent variable. The correlation result indicated that there was positive relationship between Motivation, Leadership and Organizational culture with employees' performance, rejecting all null hypotheses. This implies that any increase or decrease on the Motivation, Leadership and Organizational culture will bring corresponding change on employees' job performance. Whereas Training and Working Environment has no positive relationship with employees' job performance which confirms the null hypothesis. And it is found that the total independent variables has a 32% influence on the dependent variable while the remaining 68% is influenced by factors which are not covered in this study. Hence, the Zemen Bank should periodically review its practice on motivation, leadership and organizational culture, in order to improve employees' job performance.

**Key Words:** Training, Motivation, Leadership, Organizational culture, Working Environment, Employees' Job Performance

**Workers Attitude towards Female Leaders: The Case of Ethiopian  
Shipping and Logistics Service Enterprise (ESLSE)  
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The study mainly aimed at addressing the workers attitude towards female leaders in the context of Ethiopian Shipping and Logistics Service Enterprise (ESLSE). The study used mixed research approaches (qualitative and quantitative) and mixed research design descriptive. Descriptive statistics (percentage, frequency, and mean and explanation were used to analyze the data. To assess the attitude of Superiors and Subordinates towards female leaders, closed ended questionnaire and interview were used the data were analyzed with data collected from 3 Deputy CEOs, 4, Directors and all subordinates under the supervision of female leaders were about 189. The findings of this study show that the attitude level of superiors towards female leaders is not favorable. This unfavorable result is an implication that the superiors hold an attitude that considers female leaders as a less confident, irresponsive and unable to make decision for the managerial position than the males. Similarly subordinates attitude towards female leaders is not favorable. This unfavorable result is an implication that the subordinates hold an attitude that considers female leaders as a less qualified, and biased for the managerial position than the males. Failure to be committed to handle the managerial responsibility, be forceful in managerial position that demand it, being aggressive in a business situation of the enterprise, are the reasons superiors undermine women leaders and subordinates disrespect and disobeyed for their instruction in a day to day business of the enterprise, lost confidence by superiors to make a decision based on information came from female leaders, mistreat by superiors, deficiency of enough time to exercise their responsibilities at a managerial position as men, are the major problems that women face at a managerial position and hinder women leaders to exercise their responsibilities as men.

**Key Words:** Attitude, Favorable, Unfavorable, Subordinate, Superior

**Factors Affecting Employees' Turnover Intention: the Case of  
Dashen Bank West Addis Ababa District  
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The study was conducted to assess the factors affecting employee turnover intention in Dashen Bank West Addis Ababa district. The specific objectives of the study are identifying the major determinant factors for employees to leave the Bank, and determining what employee retention schemes are available by the bank and examining their effectiveness. The study was conducted on existing employees selected from three branches. A questionnaire was designed using structured questions to collect primary data from the selected respondents. Personal interview were held with HR management staff and selected employees of the Bank. The study uses inferential analysis like Pearson correlation and Descriptive research method for describing the intention of employees towards leaving the bank and to identify what factors are leading them to leave. The main finding of the study is that there is a high rate of employees' turnover intention in the bank and these intentions are a result of employees' dissatisfaction with the banks salary, benefit, and reward, packages, low supervisors competence, absence of job rotation, and lower level of empowerment. Besides this, even though the bank has retention strategies like health insurance, annual salary increment, bonus, and staff loan provision, majority of the respondents inferred that they are not benefited from these strategies because of different reasons. And finally, recommendations are given to the management of the Bank to revise its salary, benefit and reward packages, to develop a trend of giving recognition for employees' contribution, to give timely promotion for employees and give high level of empowerment for employees and more over to revise its retention schemes in the way that employees will be satisfied and benefited.

**Key Words:** Turnover Intention, salary and benefit, Reward and Recognition, Promotion, Empowerment, Training and Development, coworkers

**Factors Affecting Employees' Turnover Intention: the Case of  
Dashen Bank west Addis Ababa District  
Aynadis Hailu Mekonene, St. Mary's University,  
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**Key Words:** Turnover Intention, salary and benefit, Reward and Recognition, Promotion, Empowerment, Training and Development, coworkers

**Factors Affecting Usage of Mobile Banking Service in  
Commercial Bank of Ethiopia  
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The purpose of this study is to examine factors that affecting the usage of Mobile Banking Service in Commercial Bank of Ethiopia. A sample of 204 respondents was drawn from CBE customers in Addis Ababa. A questionnaire was distributed to these respondents. Data were collect by making use of convenience sampling techniques with descriptive statistics using SPSS V 20.0 to analyze the data. The study results indicate that customer and staff awareness, device feature, customer perception, customer preference, ease of use and utilization, telecom infrastructure, and Lack of suitable legal and regulatory framework were the major challenges of M-Banking found in this study. On the other hand, the study also reveals that the benefits of M-Banking are well known to the banks and represent a formidable force to drive implementation of the service. In general reducing branch burden, improving customer relationship, reduction of cost in general, reducing human error, time saving and other additional benefit identified in the study was considered as a very great potential for banks to improve their public image. It is recommended for awareness creation in order to change the perception that m-banking are difficult and risky. Furthermore, it is recommended for CBE to intensify its marketing communication activities and introduce more services.

**Key Words:** Mobile banking (M-banking, Commercial Bank of Ethiopia (CBE), E-Banking (Electronic Banking)

**Assessment of Deposit Mobilization Practice and Challenges of Private  
Commercial Banks in Ethiopia: the Case of Bank of Abyssinia  
Aynalem Getaneh Mekoya, St. Mary's University,  
Email:rakmo.smu@gmail.com**

The main objective of this study was to assess deposit mobilization practice and challenges of Private Commercial Banks in Ethiopia: The Case of Bank of Abyssinia. The study used non-probability purposive sampling technique to select the respondents. This study employed structured questionnaire to collect data from the field and secondary data from BoA annual reports and websites. The study adopted descriptive case study of research design by using both qualitative and quantitative techniques. The findings indicated that among others the performance of BoA on opening of new account was good. BoA is registering a continuous deposit growth for the last five years. In terms of deposit account holders, the BoA was able to raise its number of account holders and increased its number of branch from years to years for the past five years. Competition in the banking industry, meeting customers' demands, shortage of foreign currency, less awareness of the society on deposit and weak location of the branch were identified as challenges of BoA in its deposit mobilization effort. The study further revealed that increase customer handling culture, use of attractive new products and incentives, improving on local and international money transfers; aggressive branch expansion/branch opening and aggressive advertisement are crucial factors in improving the deposit mobilization of the bank. Finally, based on the findings the study recommended the following. Assess and relocate branches which have weak location, improving on local and international money transfers, work more on branch expansion, increase effort of creating awareness to the society through aggressive advertisement, providing different updated technologies, introducing attractive new products and services and improving customer handling culture.

**Key Words:** Customers, Deposit Mobilization, Ethiopia, Private Commercial Banks



**The Relationship between HRM Practices with Employee Commitment  
and Turnover Intention at Nyala Insurance S.C in Addis Ababa**  
**Azeb Abera Cherkos, St. Mary's University,**  
**Email:rakmo.smu@gmail.com**

The purpose of this study is to investigate the relationship between HRM practices with employee turnover intention and organizational commitment. HRM practices particularly addressed three dimensions: Training and Development, Reward and Compensation and Performance management. The data were collected from employees of Nyala Insurance Share Company (NISCO) in Ethiopia. 80 questionnaires were distributed into the respondent and 75 questionnaires were returned, and one open ended questionnaire was completed and returned by the HR manager of NISCO. Data was analyzed using "Statistical Package for Social Science" (SPSS). Correlation analysis was used to analyze the data. The findings show evidence of that there is significant and positive or negative correlation between three independent variables of human resource practices toward turnover intention and organizational commitment. The findings shows that that there were relationship between the independent variables HRM practices and were positive or negative relationships between HRM practices and organizational commitment/ turnover intention dependent variables. Finally, the researcher has developed a conceptual framework based on the literature reviews, and from there the researcher constructed the research's hypothesis. Foundation on the result, conclusion, recommendation and suggestions for future research are also highlighted.

**Key Words:** HRM Practices, Employee Commitment, Turnover Intention

**Determinants of employee turnover in Commercial bank of Ethiopia:  
The case of west Addis Ababa district  
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Human resource management particularly in its function of reducing staff turnover and Enhancing retention plays a significant role in the achievement of company objectives and realization of long-term strategies by retaining human skills and commitments that are crucial for success. This fact has also been supported by empirical research work and it is, now-a- days, a trend to retain employs by applying different incentive packages so that employees will stay based on their will. The research examined the determinants of employee turnover in CBE under West Addis Ababa District. The research design used in this study was both the quantitative approach and the qualitative approach, which allow the researcher to use structured questionnaires when collecting data and interview respectively. The researcher employed simple random sampling techniques in selecting current employees, while ex-employees were selected purposively. The Statistical Package for Social Science (SPSS) version 20 for Windows was used for statistical analysis of the main responses. The study showed the determinant factors of turnover and forwarded the possible recommendation that could be helpful for the bank to avoid or minimize the level of existing turn over so as to improve its performance.

**Key Words:** Employee Turnover, Commercial bank of Ethiopia, West Addis Ababa District

**Assessment of Performance Appraisal and Reward Practice: The Case of Ethiopian Revenue and Customs Authority (ERCA) Western Addis Ababa Branch**

**Beeminet Fantu, St. Mary's University, Email:rakmo.smu@gmail.com**

The purpose of this research was to assess the current performance appraisal system and reward practice of Ethiopian Revenue and Customs Authority, focusing mainly on western Addis Ababa branch. Both primary and secondary data were collected using questionnaires, interview and written materials. Simple random sampling technique was used to collect primary data from 185 respondents, and descriptive statistics were used to analyze the data gathered. Results revealed that ERCA has implemented a performance appraisal system but it is not enforced properly. Most of the employees are not satisfied with the current appraisal system and it is mostly biased. There is also no financial/non-financial reward system that supports the current performance appraisal system and this is highly de-motivating employees. Based on these findings, it was suggested that Ethiopian Revenue and Customs Authority should give high emphasis in enforcing the performance appraisal policy for higher employee job satisfaction and for achieving its company goals in the long run. It should also implement an effective reward system as a motivation.

**Key Words:** Performance, Performance Appraisal, Reward, Reward Practice

**The Psychological Effects of Perceived Scarcity on  
Consumers' Buying Behavior in Addis Ababa, Ethiopia  
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The aim of this study is to analyze the psychological effect of perceived scarcity on consumer buying behavior played by the perception that a particular good is scarce and that this scarcity is intentionally created by the marketer in Addis Ababa, Kolfe kerranio sub city. In doing so, the buying value perceptions of the Kolfe kerranio sub city consumers in Addis Ababa were examined. Descriptive type of research design, Quantitative and Qualitative approach were employed to achieve the research objectives. The research location selected due to the convenience and proximity of area to the researcher and 384 was the sample size. In addition, a demographic questionnaire, and psychological effects influencing buying behavior value were administered. Data from the quantitative survey were analyzed using percentages, t-test, and Pearson's correlation. From the analysis of the relationships between demographic measures and measures of buying behavior, sex was found to have significant correlation with almost all the dimensions of psychological effects values, and the total decision to buy, except avoid regret and well planned values. Education level has significant correlation with avoid the worst and avoid fear psychological effects values. Monthly income has significantly negative relationship with avoid fear value ( $r = -.128, p < 0.001$ ), and avoid regret value ( $r = -.182, p < 0.001$ ), while marital status has significantly positively correlated with well-planned value ( $r = .135, p < 0.01$ ) and negatively correlated with avoid the worst value ( $r = -.216, p < 0.01$ ). Family size has significant positive relationship with well-planned value ( $r = .133, p < 0.001$ ), and avoid regret value ( $r = .145, p < 0.01$ ). In all the correlated cases, the variables show negative relationship, which means that as one of the variables increases, the other tends to decrease, and vice versa. Based on the findings, implications are discussed and further research is suggested.

**Key Words:** Psychological Effects, Perceived Scarcity, Consumers' Buying Behavior

**The Assessment of Employees Turnover Intention at  
Ayka Addis Textile and Investment Group  
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The purpose of this study is to assess employee turnover intention at Ayka Addis Textile and Investment Group. In this research descriptive method has been employed. Accordingly, the study follows quantitative and qualitative research design methods. It's Descriptive Random and purposive sampling techniques were used to select respondents from the population. Questionnaire was distributed and 95% of the respondents have returned the papers. An open-ended interview was conducted so as to collect the data from managers and human resource experts. The finding indicated that employees seem to be dissatisfied with monetary rewards, promotional opportunity, working environment and training opportunity. The consequence of these intentions has been perceived to result employee turnover. From the five open ended questions distributed to the Managers and Human Resource Professionals, partiality with monetary rewards, lack of motivation, such as financial and non financial, poor conducive working environment are among the key findings in the assessment of employee turnover intention. The company is, thus, expected revise the policy of employees benefit package so as to retain experienced and skilled employees.

**Key Words:** Turnover, Monetary Rewards, Promotion, Training, Human Resource, Experts, Intention

**Assessing the Impact of Workforce Diversity on  
Employee Performance UNESCO Addis Ababa Liaison Office  
Bemnet Yisrak Kebede, St. Mary's University,  
Email:rakmo.smu@gmail.com**

Organizations see diversity as a competitive advantage that brings economic benefits when diversity is realigned to the strategic business goals of the organizations. This study sought to find out the impact of workforce diversity on employee work performance, in UNESCO Addis Ababa Liaison office. In the context of this study the term workforce diversity was defined as the similarities and differences among employees in terms of ethnic background, gender and age. The study labeled the target population which comprised of employees of the UNESCO Addis Ababa Liaison Office. The researcher adopted Censes technique which is non-probability sampling method. The researcher targeted all employees which are 52 in number. Data were collected through questionnaires and interviews. The data which were collected through questionnaires was analyzed by using SPSS. The result revealed that there is a strong and positive relationship between ethnicity and employee performance. And also, there is weak positive relationship between age and employee performance but not significant. Furthermore it was found that there is strong positive relationship between gender and employee performance. The study indicated that workforce diversity is well accepted in UNESCO Addis Ababa Liaison Office.

**Key Words:** Workforce Diversity and Employee Performance

**Assessment of foreign currency management:  
The Case of Lion International Bank S.C  
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The purpose of this study is to empirically assess foreign currency management in Lion International Bank S.C. The sample consisted of 153 employees elected from Head office and branches of the bank. Questionnaire with five-point Likert scale and unstructured interview is used to collect primary data. Regarding to the assessment of foreign currency management; remittance, export facility, foreign cash notes and other scenarios have been analyzed in the study. SPSS software 20.0 version is used to analyze the collected data by using descriptive statistics such as frequencies, percentages, means, and standard deviations. Results on the overall assessment of foreign currency generation and management by the bank are not satisfactory since the recent foreign currency shortage in the country particularly by the bank is making them out of foreign currency reserve. Hence, based on the findings and mainly from the conclusion there are different recommendations to be suggested. These recommendations are classified into three parts from the national bank of Ethiopia, the company side (Lion International Bank S.C.) and further investigation. Accordingly, National bank of Ethiopia must make amendment in its directive whenever it is necessary so that the banks particularly LIB S.C. can generate foreign resource and manage them properly. And also LIB S.C. must device attractive incentive systems to encourage remittance flows and purchase of foreign cash notes from the public and providing export loan facility to customers and finally further study is possible to have a wide range of study on the foreign currency generation and management on the performance of commercial banks.

**Key Words:** Export Facility, Foreign Cash Notes, Remittance

**Assessment of customer satisfaction on e-banking Practice:  
The case of united bank S.C. in Addis Ababa  
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E-Banking has become an important topic for financial institutes, especially since the business sector of financial services is related to conditions of uncertainty. Consequently, this research looks at the E-Banking practice of united bank s.c. The data were collected by questionnaire survey method and interview for those who are convenient for the researcher and the total population of those involved in E-banking practices and E-banking user were many, but those who are convenient for the study were taken and 387 questionnaires were distributed, but only 322 of them, 83% were returned. From the survey result establishing appropriate E-Banking environment is found to be very important for the well-being of the bank in order to maintain the existing customers and attract the new ones. In general, the mean value of the four E-Banking perspectives, it is found that there is a dissatisfactory E-banking practices with in united bank S.C For instance, security, availability, ease of use since it is technology related and processing activity of the bank in order to alleviate problems encountered by its customers should be further improved.

**Key Words:** POS, ATM, E-Banking, UB



**Assessment of Training Practices of United Bank S.C**  
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The main objective of this study was to assess the training practices of United Bank S.C. It addressed what practices UB has been pursuing to develop its human resource to keep them ready to work in changing environment and work standard was a subject of interest for study. Descriptive research method was adopted by using both primary and secondary data collection methods. The view of selected training expert including branch managers on the training process and challenges faced in implementing training plan was explored through interview and the perception of employees on the key training practices of the bank was explored through a questionnaire. Questionnaires were completed by 164 employees who were selected using simple random sampling technique from 16 branches of the bank in Addis Ababa. The data collected were carefully analyzed using descriptive statistics to represent the raw data in a meaningful manner. The main findings of the study show that despite there is training and planning section at corporate level, there is a lack of sophistication in the implementation of the training processes: needs assessment, design, implementation and evaluation. The study result also revealed that the bank weakness in training practices such as with respect to periodic and clear need assessment, selection criteria, training period's adequacy and training evaluation. However, training was as such good in relation to trainer's capabilities and supply of all necessary training materials. In sum, a key issue that needs to be addressed is the relatively low sophistication of training practices in united bank. This could be the result of the lack of integrated and systematic approach to training programs. It is therefore, concluded that there is an urgent need to develop systematic training practices approach.

**Key Words:** Training, Training Practices, Bank

## **Assessment of Job Satisfaction: The Case of Commercial Bank of Ethiopia**

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Job satisfaction has been a question mark and in debate by the researchers since long. It gained much importance due to its significance for the achievement of objectives of any organization. The purpose of this paper is to assess job satisfaction of employees in five purposely selected North Addis District branches of Commercial Bank of Ethiopia (Addis Ababa, Arada Giorgis, Aratkilo, Selassie and Mahatma Gandhi) in Addis Ababa. This paper, therefore, aims to identify employee's satisfaction among the factors such as pay, promotion, supervision, benefit, rewards, operating procedure, coworkers, work itself and communication. So as to achieve the objectives of this study, information was gathered through Spector standardize questionnaire. Qualitative research approach and Descriptive Study was employed from a sample of 206 respondents. These respondents were selected using yemane sampling technique. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, percentage and tables. According to the findings of this study the researcher conclude that employees were most satisfied with relationships that they have with their co-workers and communication in the organization and least satisfied with the pay and benefit that they earn; generally employees of the bank enjoy average level of overall job satisfaction. Finally, recommendations were made based on findings in order to enhance the job satisfaction of CBE employees in Addis Ababa, and for further research.

**Key Words:** Job Satisfaction, Employee, CBE

## **Assessment of Service Quality and Customer Satisfaction in Ethio Telecom**

**Betlehem Worku, St. Mary's University, Email:rakmo.smu@gmail.com**

The study is conducted on quality of service deliveries and customer satisfaction in the case of ethio telecom. The study was explored the level of customers satisfaction. The study tried to provide relevant factors that cause customers to respond about ethio telecom service qualities awl effects of the service quality dimensions on customer satisfaction. To attain this objective questionnaire was designed and distributed to 300 customers in six main ethio telecom branches located in Addis Ababa which are SAAZ, NAAZ, CAAZ, SWAAZ, EAAZ and WAAZ. From those 300 respondents 195 male and 105 female respondents were participated to reflect their perception of ethio telecom service delivery quality and their satisfaction level as well. This study used both qualitative and quantitative survey research design which used simple random technique. The study measured customer satisfaction level through using the SERVQUAL dimensions such as assurance, reliability, tangibility, empathy and responsiveness. The data was collected and analyzed by using PSS 20 and Microsoft excel. The finding of the analysis showed that ethio telecom provide standardize services which satisfied customers .furthermore 33.98% of the customers are satisfied with the tangibility of ethio telecom service delivery. Other 39.1% of the customers were also satisfied with the reliability of ethio telecom service quality. 44.2% of the customers were satisfied with the responsiveness of ethio telecom service quality. Furthermore another 40.3% of the customers are at the satisfaction level l on assurance of ethio telecom service quality. The research has concluded that however there have some measures and actions to be taken on the service deliveries; ethio telecom is delivering good qualities of services and satisfied its customers. At the last the study raise some recommendations like ethio telecom should give emphasis on reliability, provide standardize and modern equipment and deliveries as well as price of the products and at the last give attentions to value added services.

**Key Words;** Service Quality, Customer Satisfaction, SERVQUAL

**Assessment of Training and Development Practices:  
The Case of Nib International Bank Main Office  
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The main purpose of this study was to assess how it looks like the training and development practice of NIB. The study achieved the objective of the research through the help of questionnaires for employees and interviews with human resources managers of NIB international bank S.C. both primary and secondary source of data were used and the descriptive methods of research design and simple random sampling techniques were employed. After thoroughly present and analyzing the data obtained from respondents the researcher presented and interprets the response through percentage, frequency distribution and table. So in light of the above problems, the following conclusions and recommendations were forwarded. The bank has major weakness in most of the tasks in the phase of system approach model especially with respect to training need assessment; trainee selection criteria; performance appraisal training evaluation and coaching role of line managers. According the researcher recommendation that the capacity of training and development should be updated periodically through training and development, trainee policy and procedure should be applied consistently; training impact evaluation technique should be in place of for future improvement. Finally NIB should follow its training and development system in order to make its T & D efforts as fruitful as desired.

**Key Words:** Training Need Assessment, Training Objective, Training Design, Training Delivery, Training Evaluation

**An Assessment of Professional Employees Turnover and Employee Retention Practices: The Case of Ethiopian Revenues and Customs Authority, Eastern Addis Ababa Branch Office**  
**Becket Kebede, St. Mary's University, Email:rakmo.smu@gmail.com**

The study assessed professional employees' turnover and retention practices in Ethiopian Revenues and Customs Authority, Eastern Addis Ababa Branch Office. Employees are main sources for organizations in meeting objectives in both public and private sector organizations. Therefore, giving emphasis for employees becomes a big issue for any organization. Professional employees' turnover in public sector organizations like Ethiopian Revenues and Customs Authority, Eastern Addis Ababa Branch Office is more common. This study was therefore conducted to assess how serious the problem is. Both quantitative and qualitative methods were used to gather information through the utilization of a questionnaire and interviews. In order to collect primary data, a questionnaire is designed and administered to both current and ex-employees of the organization. In addition, interview was conducted with the management of the organization and the HR department personnel. The MS-Excel spread sheets were used to process the primary data collected through questionnaire. The respondents were drawn from the existing and ex-employees of the organization. One hundred ninety six (162) and twenty one (21) questionnaires were issued to the current employees and ex-employees out of which sixty two (62) and fifteen (15) were properly completed and returned, documents that were received from the HR department were helpful in determining the turnover trend. This research investigated the reasons why professional employees leave the organization and the reasons why they do not stay in the organization. Hence, the study revealed that the employees leave organization due to lack of potential opportunity for advancements or promotions poor employee employer relationship was not good, the organization has no formal employees' representative, the employees has no sense of belongingness to their organization, insignificant terminal benefits and pension schemes provided to employees, less flexibility in working condition to retain employees were among the points revolved by the employees. All these factors influence most ex-employees to leave and increased the intention of existing employees to leave the organization as well. It is, therefore, recommended that the organization should improve its compensation policy, develop clear retention scheme policy, encourage employee involvement to implement zero-discrimination and create conducive working environment to retain its experienced and qualified employees.

**Key Words:** Professional, Employees, Turnover, Retention, Ethiopian Revenues and Costumes Authority

**Assessment of Effect E-banking Service in Customer Satisfaction in  
Commercial Bank of Ethiopia Selected City Branches  
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The present study aimed at assessing the effect of e-banking services on customer satisfaction in Commercial Bank of Ethiopia selected city branches. The study used both quantitative and qualitative research approach and the study has employed descriptive research design to see satisfaction of e-banking users. Primary data were collected by using 5-point Likert-scale questionnaire distributed to customers and unstructured interview conducted with Customer Service Managers of Commercial Bank of Ethiopia. A total of 180 questionnaires were filled and returned by the customers who were conveniently selected. The analysis is made by making use of descriptive statistic and frequency. The empirical result shows that customers' level of awareness on the e-banking service is low, the existence of language problem, the unfriendliness of the system, lack of trust on the technology, lack of employees' knowledge and skill, and also security risk. The major problem faced by Commercial Bank of Ethiopia in relation to e-banking is the frequent network failure due to power interruption and lack of ICT knowledge from customers end and the lack of trust they have on this technology which doesn't involve cash movement. Thus, Commercial Bank of Ethiopia should attempt to strengthen this service by preparing different media channels to increase awareness and understanding of the service. They also need to increase the confidence of their customers as well as developed skills and knowledge of customers in using e-banking.

**Key Words:** Customer Satisfaction, E-banking

**Assessment of Service Quality and Its Implications on Customer Satisfaction: The Case of United Bank S.C)**  
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The purpose of this research thesis was to explore the impact of service quality in customer satisfaction in the case of united bank. The study considered five construct dimensions of service quality which are Tangibility, reliability, responsiveness, empathy and assurance. The researcher used both qualitative and quantitative research design, where much emphasis is given for the latter. Among the various quantitative methods, the researcher used explanatory study. Accordingly, 42 representatives Addis Ababa area branches were selected and 400 respondents were selected also in this branches based on simple random sampling. Accordingly some demographic variables were identified and defined as well those predefined questionnaires were also pinpointed as the SPSS output indicated. Moreover, in due process of identifying the relationship between those service quality dimensions and customer satisfaction through Pearson correlation test the result showed that there is a significant positive association between them and the researcher also proved that the entire alternative hypothesis was well accepted. The regressions result also confirmed that the linear combination of all the components of service quality considered under the present study was significantly contributed to the variance in the dependent variable customer satisfaction. This shows that how each service quality dimensions have impact on customer satisfaction. Furthermore the ANOVA test result also confirmed that, the prediction powers of the service quality components are found to be statistically significant. Generally, the customer gap which was evaluated based on the five service quality dimensions showed that each dimensions have significant impact on service quality and finally on customer satisfaction. Therefore, the bank needs to work continuously on improving its service excellence by considering its service gaps in the eyes of the five service quality dimensions.

**Key Words:** Service Quality, SERVQUAL, Customer satisfaction

## **The Relationship between Organizational Climate and Employee Job Satisfaction in Enat Bank S. C**

**Bezayit Tadele, St. Mary's University, Email:rakmo.smu@gmail.com**

The main purpose of this study was to explore the relationship between the relationships between organizational climate and job satisfaction in Enat Bank S.Co. The subjects of the study were all employees of the Bank which are located in Addis Ababa. This study was conducted with the use of a survey. An organizational climate questionnaire was developed to measure the organizational climate and job satisfaction of the organization. One hundred sixty (160) questionnaires were returned, for a response rate of 94 percent. The questionnaire consisted of two parts. The first part was all about respondent`s demographic factors and the second part was drawn from the Organizational Climate Questionnaire. Statistical methods used to analyze the data included Cronbach's alpha coefficient to determine reliability of the instrument. Pearson's product-moment correlation was used to determine the degree of relationship between organizational climate and job satisfaction. Analysis of variance was used to identify the perception of organizational climate and job satisfaction of different respondents group. Examination of the data revealed that the there was a strong positive correlation between organizational climate and job satisfaction. Tenure and job level (position) as organizational variable and educational level as biographical variable were used to see significant deference in perception of the respondents. The result indicates job level has statistically significant effect on job satisfaction, whereas tenure and educational level has no statistically significant effect on job satisfaction. The result also showed that management staffs are more satisfied than junior and senior employees.

**Key Words:** Organizational Climate, Job Satisfaction



**Assessment on the Practice and Challenges of Enterprise Resource Planning (ERP) Implementation: the Case of Africa Union Commission  
Biniam Tolla, St. Mary's University, Email:rakmo.smu@gmail.com**

The world has become more digitalized. Businesses are depending on technology to help them enhance their business processes. Organizations are looking for an information system that can handle massive workloads. This is where Enterprise Resource Planning (ERP) systems come into play. An ERP integrates different subsystems into one huge system that shares one database. This study was designed to assess the existing practice and challenges of System Application Product (SAP) ERP in African Union Commission (AUC) Addis Ababa, Ethiopia. Related literature was reviewed; theoretical frame work and models of other scholars were used to know facts related to ERP. The data were obtained through questionnaires that were distributed to 287 employees of the AUC at head office in which 253 were fully completed and returned. The questionnaire was distributed to the employees based on the stratified random method to get the perspective of the system users. Interviews were also conducted with two HR and finance Mangers and three SAP system experts. The collected data was analyzed using SPSS (Statistical Package for the Social Sciences) version 20. The findings of the study indicated that SAP ERP implementation supported the Organization by reducing the financial cycle time, decision making cycle time and procurement lead time. On the other hand there are challenges related to, lack of appropriate training for all system users, the deployed ERP system doesn't make the working process fully automated, the organization still using both manual and automated working system, Finally, the reporting formats as per the user friendly nature of the system has been identified as a major challenge in relation to the decision making activity and other stakeholders usage.

**Key Words:** Enterprise Resource Planning, Practice, Challenge

**Assessment on the Practice and Challenges of Enterprise Resource Planning (ERP) Implementation the Case of Africa Union Commission  
Biniam Tolla, St. Mary's University, Email:rakmo.smu@gmail.com**

The world has become more digitalized. Businesses are depending on technology to help them enhance their business processes. Organizations are looking for an information system that can handle massive workloads. This is where Enterprise Resource Planning (ERP) systems come into play. An ERP integrates different subsystems into one huge system that shares one database. This study was designed to assess the existing practice and challenges of System Application Product (SAP) ERP in African Union Commission (AUC) Addis Ababa, Ethiopia. Related literature was reviewed; theoretical framework and models of other scholars were used to know facts related to ERP. The data were obtained through questionnaires that were distributed to 287 employees of the AUC at head office in which 253 were fully completed and returned. The questionnaire was distributed to the employees based on the stratified random method to get the perspective of the system users. Interviews were also conducted with two HR and finance Managers and three SAP system experts. The collected data was analyzed using SPSS (Statistical Package for the Social Sciences) version 20. The findings of the study indicated that SAP ERP implementation supported the Organization by reducing the financial cycle time, decision making cycle time and procurement lead time. On the other hand there are challenges related to, lack of appropriate training for all system users, the deployed ERP system doesn't make the working process fully automated, the organization still using both manual and automated working system, Finally, the reporting formats as per the user friendly nature of the system has been identified as a major challenge in relation to the decision making activity and other stakeholders usage.

**Key Words:** Enterprise Resource Planning, Practice, Challenge

**Assessment of Marketing Strategy Practices  
In NYALA motors S.C from the Company Perspective  
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The aim of this study was to assess the marketing strategy practices of Nyala Motors S.C.: from the company perspective. It described how the marketing strategies were practiced in the company to achieve its goals aligned with target market, segmentation, positioning and the marketing mix to satisfy customer requirements. The current marketing strategies create problems on objective of the company. Data were analyzed using descriptive analysis. Both primary and secondary data collection instruments were used to collect data. The selections of the respondents were carried out by using census sampling technique. The major findings of this study are; the company's product strategy are not supportive to the objectives of the company, company's pricing strategy shows that the company set higher price, from promotional tools only personnel selling are the company's best promotional strategy practices., the company does not have designed strategy to win the intense competition and overtake the largest market share from its competitors, the company used selective distribution strategy and un-differentiated segmentation strategy, the marketing strategy is not well structured and formulated,. On the basis of the findings of the study it concluded that the company have poor product strategy in achieving company goal, from the other marketing mix price is the major factor that influence the overall marketing strategy of the company, Promotional tools and distribution intensity relatively support the current marketing strategy of the company, the overall marketing strategy no designed properly to achieve the objective of the company. The study recommended that products should be more differentiated, prices should be slightly adjusted downwards or import those cars highly differentiated than rivals, more distribution centers should be opened. In terms of the promotion strategy, the company should focus on advertising; sales promotion and public relations in luring customers and creating brand awareness. To achieve the defined goals, the company should consider formulating marketing strategy by diagnosing the internal and external market environment thoroughly. Generally the marketing mixes should need adjustment.

**Key Words:** Strategy, Marketing strategy, Target Marketing, Market Segmentation, Positioning, Marketing mix

## **Impact of Reward System on Employee Job Satisfaction**

**The Case of Hidase Telecom Share Company Addis Ababa, Ethiopia  
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The research study achieved its aims of defining and investigating the Impact of reward system on employee job satisfaction in Hidase Telecom Share Company Addis Ababa-Ethiopia. The purpose is to examine the Impact of reward systems on the dimensions of employees' job satisfaction. This study also attempted to investigate what types of reward system financial or non-financial contribute to the employee job satisfaction. Both qualitative and quantitative research methods were applied. In order to select the respondents from the total population of 267 stratified sampling method were applied and the sample size determination come with 80. Spector (1997) Employee Job satisfaction survey(JSS) which measure employees' job satisfaction dimensions and Cammann, Fichman, Jenkins Klesh (1979) and The Michigan Organizational Assessment Questionnaire were applied. Survey data collected from respondents analyzed using descriptive, correlation and regression analysis. The findings of the study indicated that there was a significant relationship between financial and non-financial rewards with employees' job satisfaction. The financial reward component payment positively and significantly influenced job satisfaction of employees' working in the case organization. The findings of the study revealed that nature of the job and working condition has strong effect on employees' job satisfaction as a result. Finally, it is the recommendations of the research study that reward systems have an impact on employees' job satisfaction and observed that there was a significant difference with payment and nature of the job. The overall result of reward systems shows financial rewards has a great impact on the job satisfaction of employees.

**Key Words:** Financial rewards, Non-financial rewards, Employees' job Satisfaction

**Assessment on Service Quality in Commercial Bank of Ethiopia:  
Emphasis on Customers' Accounts and Transaction Service  
Birhane Gebre, St. Mary's University, Email:rakmo.smu@gmail.com**

In this era of intense competition, one of the key challenges that organizations face is how to manage quality service which is a prerequisite for customer satisfaction. As a result of improved information communication technology, customers have become well informed, discerning and value sensitive. Understanding the need, wants and desires of customers and demonstrated ability to satisfy them efficiently is imperative for success in the market place. To this end, this research paper aimed to evaluate the service quality in Commercial Bank of Ethiopia emphasizing on Customers' Accounts and Transaction Service. The research has adopted a descriptive research design approach. Data were gathered from employees and customers of the bank through close and open ended personally administer questionnaires. Employees and customers of CBE were targeted in this study. Multi stage cluster and simple random sampling strategies were used for choosing the respondents of the study. 250 employees and 150 customers took part in the study. The information obtained from the respondents was analyzed using descriptive statistics. The research has significant implications for branches and for CBE in general, in terms of developing operational, marketing and human resource strategies, and can help CBE to incorporate service quality issues in to their strategies planning. The study may be useful for private commercial banks with a similar banking culture of CBE. The findings of this study were:- lack of training on the bank's new products and service delivery, improper office arrangement to deliver service, shortage of the necessary working equipment and materials, problem on the allocation of physical facilities, lack of technologically up-to-date physical facilities, lack of performance management system, lack of employees complaint handling system and lack of recognition for employees who do best job in serving customers.

**Key Word:** Quality Service (SERVQUAL), Commercial Bank of Ethiopia (CBE), Customer accounts and transaction service (CATS)

## **Assessment of Service Quality and Customer Satisfaction:**

### **The Case of Oromia International Bank S.C**

**Birhanu Bekele, St. Mary's University, Email:rakmo.smu@gmail.com**

This research aims to measure service quality and customer satisfaction at Oromia International Bank S.C. Service quality is considered very important because it leads to higher customer satisfaction, profitability, reduced cost, customer loyalty and retention. To this end the study aimed to assess the service quality and customer satisfaction of Oromia International Bank (OIB). In addition to the open ended questions, a self-administered questionnaire was developed based on a SERVQUAL model that identified the influence of five dimensions (i.e. tangibility, responsibility, reliability, assurance and empathy). Since the objective of the study is to assess the quality service and customer satisfaction of Oromia International Bank (OIB) SC, to conduct the study the researcher used a descriptive type of research design which helps to describe the characteristics service quality dimensions and samples of 144 customers are selected from twelve branches of the bank that are found in Addis Ababa by using simple random sampling. For the purpose of analyzing the data SPSS version 20 is used. And the results revealed that the overall service quality perceived by customers was not satisfactory; except Empathy Dimension meaning expectations exceeded perceptions and except Empathy Dimension, all the dimensions showed higher expectations than perceptions of services. The study also finds that reliability dimension is a very important dimension to the customer of the bank thus the bank need to focus on it. This study suggests that SERVQUAL is a most widely used instrument for measuring service quality; hence the management of Oromia International S.C should consider this instrument as a tool to assess and help improve their service quality and customer satisfaction.

**Key Words:** Customer Satisfaction, Service Quality, SERVQUAL

**Assessment of Title Deed /Ownership Certificate Service Quality and  
Customer Satisfaction:**

**The Case of Nifas Silk Lafto Sub-city Land Management**

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The general objective of this study is to examine the service quality and level of customer satisfaction about the Nifas silk Lafto sub city land management office current situation title deed certification service. It is also clear from this research that service quality dimensions have relationship with customer satisfaction. In this research, the SERVQUAL instrument developed by Parasuraman (1985.) has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Questionnaires were distributed to 100 customers and interview has been conducted with the management. The questionnaire was aimed at determining the level of customers' expectation and perception towards the service quality of the land management office. The results revealed that the tangibility and empathy dimensions raised the highest level of expectation, whereas the tangibility, reliability, and assurance dimensions fulfilled the highest level of perception. The study also investigates the dimension and their levels of importance that have significant effect on customer satisfaction in NSL sub city land management office. The findings showed that the dimensions of service quality such as tangible, reliability, responsiveness, assurance, and empathy are positively correlated to customer satisfaction. Data was collected through questionnaire and interview then the collected data was analyzed using qualitative analysis method, descriptive statistics and correlation analysis method.

**Key Words:** Service Quality, Customers' Expectation and Perception, Customer Satisfaction, Customer Gap, NSL Land Management Office, SERVQUAL, Service Quality Dimension

**Barriers to Adoption of Mobile Banking:  
The Case of Private and Government Bank Customers' in  
Addis Ababa, Ethiopia**

**Brikty G.Giorgis, St. Mary's University, Email:rakmo.smu@gmail.com**

The purpose of this research is to investigate the perceived barriers to adoption of mobile banking among consumers in Addis Ababa Ethiopia, and to assess whether the usage of M-Banking is constraint on the basis of different demographic characteristics such as age, income level, mobile phone usage “experience” and marital status. The study tries to build on two widely used models for technology adoption, the Technology Acceptance Model (TAM) and Innovation Diffusion Theory (IDT) and to identify factors influencing customer's usage of mobile banking. Although millions of dollars have been spent on building mobile banking systems, reports on mobile banking show that potential users may not be using the systems, despite their availability. Thus, research is needed to identify the factors determining users' acceptance of mobile banking. While there has been considerable research on the technology acceptance model (TAM) that predicts whether individuals will accept and voluntarily use information systems. A research model uses the TAM model and IDT model by integrating perceived risk, trust and awareness into the established models. This study was conducted based on the data gathered from customers of Awash international bank, Dashen bank, commercial bank of Ethiopia, Wegagen bank share company, bank of Abyssinia, Nib International Bank, Lion International Bank and, Adis international Bank in Addis Ababa, Ethiopia. Data were collected using convenient sampling via self-administered questionnaire in a in the city of Addis Ababa .A total of 384 survey questioners' 320 usable responses were collected from users and non-users of mobile banking and retained for analysis using SPSS version 23. The research results found, perceived trust in the M-bank service emerged as the most significant factor that impacts on the adoption of m-bank service following, perceived usefulness, awareness and perceived ease of use as major influencing factors for mobile banking adoption whereas Perceived self-efficacy were found to have insignificant effect on mobile banking usage for bank customers located in Addis Ababa, Ethiopia. The study recommended banks to consider investing in security and in arranging campaigns information sessions to demonstrate the features of mobile banking services, and its benefits over traditional channels.

**Key Words:** Mobile banking Usage, TAM, financial services, marketing strategy, Addis Ababa



**Assessing Factors Influencing Resource Mobilization:  
The Case of Abay Bank S.CO**

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The main objectives of commercial banks are collecting money/mobilizing resources) from the public and lend it back. These two mutual duties are interdependent, as the main income of commercial banks is generated from interest income. To survive in the industry the bank must mobilize more money than before. The bank's management should formulate good strategies for this duty based on findings that influence their deposit. This paper tries to investigate factors influencing the deposit mobilization of Abay Bank S.co. Data were collected from primary and secondary sources to examine determinants of deposit mobilization. Data were analyzed using SPSS software. Results reveal that branch expansion and general inflation are the most significant factors of deposit volume. Deposit interest rate was found to have moderate influence on deposit volume, but real GDP growth did not have statistically significant influence. The researcher recommends the bank should keep on opening branches in potential areas of the country and improve service excellence.

**Key Words:** Deposit Mobilization, Influential Factors of Deposit Mobilization

**Role of International Management Contract in Corporate Strategic  
Goal Realization: The case of Ethiopian Electric Utility/EEU  
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This survey research is an introductory study that has been planned to appraise the perceived strategic basis gained due to the ruling of a management contract in Ethiopian electric utility. With an objective to magnify the definite impact of management outsourcing on corporate performance, utility specific strategic dimensions are thoroughly considered to effect in decisional spectrum enabling to avail inductive recommendation as well as consultative reference for prospective undertakings and comparable future endeavors that other companies might foresee to participate in. Giving due concern on limited duration of the contractual time period inquiring instruments were devised in such a way that would make it possible to focus the assessment on how successful the outsourcing was to instill systematic organizational foundation and business baseline that ascertains utility's tendency to continually attain the aspired strategic intents in the long run. The target populations of the study were 302 employees residing at various organizational positions and 15 of them have been top level and executive managers. While the staffs were selected deploying a stratified sampling technique, department heads and members of senior management were methodically specified from eligible functional divisions in alignment with the research scope. Depending on the very nature of this paper a descriptive study design was maintained to define the collection measurement and analysis of data. The analysis outcome signified that the outsourcing of EEU's management had varying magnitude of significance across range of corporate divisions and strategic themes under investigation. Among the four strategic intents considered; process excellence, sustainable growth and IT enablement (ongoing ERP project/future oriented) aspects have showed significant improvement as a result of the management outsourcing. As opposed to this customer centricity, capacity building and IT enablement (operational/current information system enrichment) pillars are not achieved to the expected extent, revealing insignificant association with management contract.

**Key Words-** Management contract, Strategic realization, Electric utility

**Assessment on the Practices of Credit Risk Management and Its Effect  
on the Financial Performance of Banks in Ethiopia**  
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Credit risk management has become an important topic for financial institutes, especially since the business sector of financial services is related to conditions of uncertainty. The turmoil of the financial industry emphasizes the importance of effective risk management procedures. Consequently, this thesis studies "Credit Risk management and its impact on performance in Ethiopian Banks." This research objective was formulated in order to gain a better understanding of credit risk management and its impact on performance (return on asset). In this study Quantitative research design is employed. The data were collected by cross sectional survey method. The study uses secondary data gathered through content analysis of the selected banks' annual reports and accounts. Thereafter, these data is then analyzed using descriptive statistics to depict pattern and robust standard errors OLS regression to estimate significant influence between banks' risk management practices and their financial performance. The study also analyzes primary data by descriptive statistical tools and on hypothesis testing using regression model. This leads the researcher to conclude in the recommendation section that banks with good credit risk management policies have a lower loan default rate and relatively higher return on asset.

**Key Words:** Practices of Credit, Risk Management, Financial Performance, Banks in Ethiopia

**Service Quality and Customer Satisfaction:  
The Case of Cooperative Bank of Oromia**

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It is obvious that customers are important stakeholders in organizations and their satisfaction is a priority to management. Customer satisfaction has been a subject of great interest to organizations and researchers alike. In recent years, organizations are obliged to render more services in addition to their offers. The quality of service has become an aspect of customer satisfaction. It has been proven by some researchers that service quality is related to customer satisfaction. Others used service quality dimensions to evaluate service quality. Considering this, the study was intended to assess the level of service quality and customer satisfaction of CBO. For this purpose, the study was used descriptive approach focusing on both primary and secondary data. Besides, Questionnaires were distributed to 97 customers and 33 employees of the bank in order to collect primary data. The respondents were selected by using simple random sampling technique. The SERVQUAL instrument developed by Parasuraman (1985) has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. The questionnaire aimed to determine the level of customers' expectation and perception towards the service quality of the bank. Correlation analysis is carried out to examine the impact of the five service quality dimensions over customer satisfaction. The results revealed that the reliability and empathy dimensions raised the highest level of expectation, whereas the reliability, empathy, and responsiveness dimensions gained the highest level of perception. The findings showed that the dimensions of service quality such as tangible, reliability, responsiveness, assurance, and empathy are positively correlated to customer satisfaction.

**Key Words:** Customer Satisfaction, SERVQUAL, Expectation and Perception of Customers.

**Assessment of Prospects and Challenges of Employees' Performance  
management system: The case of Commercial bank of Ethiopia  
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The purpose of this study was to assess the challenges and prospects of employee performance management system being implemented in Commercial Bank of Ethiopia. A mixed research approach was followed in the study and descriptive method of study with cross sectional survey was used. A stratified random sampling and simple random sampling techniques were used jointly to select respondents to the survey the questionnaire and purposive sampling was used to select participants for the interviewees. The research objectives were to assess the prospects and challenges of employee performance management system, to identify benefits gained from and challenges faced in implementing the system, to assess employees' perception towards employee performance management system and to evaluate performance management processes in the bank. Primary and secondary data were used. The analysis was done by the help of SPSS and presented using descriptive statistics; frequency tables, percentages, bar and pie charts. The scope of the study was delimited to branches and head office within Addis Ababa area. The findings of the research indicated that employee performance management system has numerous benefits. Among them; it has created role clarity among employees, enables to differentiate good and poor performers, created a constructive competition among staffs. The system has also helped to motivate employees and encourage development through creating communications between the employees and their supervisor or managers. It improves both individual and the Bank's overall performance. However, it has been found out that there were challenges in some respects, such as: a tendency to be unfair on job rotation among employees; Lack of clear with regard to the mechanism used at the bank to address the issue of underperformance; the use of wrong techniques (e.g. a tendency of giving 1 and 5 only for non-financial targets). Furthermore, the result of evaluation did not attach with reward and recognition schemes. On the basis of the findings, the researcher recommended, prevailing fair job rotation, attaching performance evaluation results with reward and recognition programs so that the issue of underperformance will be solved. The bank has to also work with training of supervisors on assessment to make rating standard/uniform across assessors and branches/process

**Key Words:** Employee Performance Management System, Commercial Bank of Ethiopia, Challenges and Prospects

## **Determinants of Deposit Mobilization in Private Commercial Banks of Ethiopia**

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The study had looked at the potential of the country regarding deposit mobilization by taking seven private commercial banks as evidence. The study had used both primary and secondary data. Primary data analysis was used to the request of Bank employees in order to assess the perception towards the determinants of private commercial banks on deposit mobilization. The empirical results from regression analysis showed that bank branches, Deposit rate, inflation, and liquidity affects deposit of the bank positively whereas, exchange rate and gross domestic products affects the deposit of the private banks negatively. Different diagnostic tests were tested to know whether the model is valid or not, having the model is valid the regression analysis and hypothesis testing is performed using E-Views and SPSS software. Because of the hypothesis, testing it was found that all the four variables /ER, GDP, Liquidity and NOB/ could affect total deposit significantly while the remaining two/DIR and INF are affecting insignificantly. On the other hand, the feedback of respondents depicted that managerial efficiency, government policy, convenience of bank office, technology, bank size and awareness of savings by society affected deposit level of the banks. Thus, management bodies of private commercial banks should strive to strengthen the identified significant factors and government bodies should see the adverse effect of tight polices imposed on the existing private commercial banks as well as for the new entrant banks. Finally, the study had recommended private commercial banks should expand their branch's to the country side rather than concentrated on the capital and regional cities of the country and The government should have free and fair policies among the state and private owned banks to have liberalized economy to achieve welfare of the societies.

**Key Words:** Deposit Mobilization, Private Commercial Banks of Ethiopia

**Assessment of Access to Finance for Micro and Small Enterprise**  
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The main objective of this paper was to assess the financial access to small and micro enterprises in Addis Ababa, Yeka sub city. And Related challenges of SMEs which was an impediment for their success was also raised and discussed. These SMEs were expected for, holding huge unemployed people, a big contributor for GDP of a country, contributor of poverty reduction and etc.... in the country .The research was made in ADDIS ABABA, selected in Yeka sub city. In the sub city there are 3669 SMEs in 13(thirteen) weredas, with different sectors, (manufacturing, cobblestone, trade, service, construction and urban agronomy). Yamane (1967) method was used for determining the sample number 193(one hundred ninety three) and cluster sampling method was used for sampling. The results were analyzed through likert scale method (it is the most widely used approach to scaling responses in survey research the scale is used after its inventor psychologist Renson Likert. From this research the majority of enterprises said accessing the required money from MFI is a challenge. Most SMEs unable to fulfill the expected requirement by MFI, but other problems also held back them from the required growth rate to their success, like training problem in their respective field of work, the area given is not conducive for their work, proper market linkage is not established especially for trade and service etc. So as a solution when an area is prepared for service and trade .it should take into consideration the market assessment, easily accessibility to consumers and customers and the required thing for the business. If we look at the market linkage, construction, cobblestone are among the pleased enterprises in the study, The research could witness a good transformation in these sectors .They said we were a starter and now we do not need MFI support, because we muscle ourselves up financially. So as a recommendation this market linkage should be exercised well in manufacturing and urban agronomy to bring the desired change.

**Key Words:** Micro Enterprise, Small, MFI

**An Assessment of Employees' Perception of Performance Appraisal  
System at Audit Services Corporation  
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The main purpose of this study was to assess the employees' perception towards performance appraisal system of the Audit Services Corporation (ASC). The specific objectives of the study were: to examine the extent of awareness of appraisers regarding performance and appraisal objectives at ASC; to assess the employees' perception of the performance appraisal system at ASC; and to identify the performance appraisal methods currently applied at ASC. The methodology used was descriptive statistics for survey data and semi-structured interviews. Both primary and secondary data were collected using questionnaires, interview and written materials. Simple random samplings were used to collect primary information through survey questionnaire and also interviews were conducted with key management members who have direct involvement in the performance appraisal system. The finding of the study revealed that ASC is engaged in performance appraisal. However, the study found out that the Corporation practice shows shortcomings in the use of appraisal objectives and in the application of appropriate appraisal techniques. Moreover, employees' attitude towards the appraisal system was found to be at a medium level with respect to many attributes of performance appraisal. Hence, it is concluded that the Corporation should make its appraisal system: objective, fair, participatory, non-arbitrary, linked with employee performance and organizational goals, and also contribute to both the employees and the organization improvement. In addition, appraisers' should also have a sense of adequacy about appraising subordinates. Furthermore, the Corporation should alleviate its weakness by implementing modern and up to date appraising methods such as MBO and active participation of its employees in the process.

**Key Words:** Performance, Performance Appraisal, Performance Appraisal System



**Assessment of Employee Performance Appraisal Practice and Its Link  
with Organizational Culture and Employee Performance at  
Ethiopolymers plc**

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The general objective of the study was to assess employees' performance appraisal practice at Ethiopolymers P.L.C. The specific objectives were to find out the extent to which the organization exercises performance appraisal in terms of feedback mechanism between the supervisors and employees at all levels and how far performance gap is identified and its contribution in the employee career development. The study has also gone through the practice of reward and recognition to determine the perception of employees. A survey questionnaire was distributed to and gathered from 100 employees based on simple random sampling was used for employees and management whereas purposive sampling was selected to conduct semi-structured interview with HRM to support the analysis done by descriptive statistics. The instrument was designed in a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and since the culture of organization can determine the performance of employees, hypothesis test was applied to determine their correlation in which the result was positive with p-value of 0.637. The results suggest that level of feedback mechanism at top management where there is anxiety is deprived and reflected at lower levels. The company managers and functional managers have no formal discussion to review the daily performance through explicit knowledge, which is basic for self and organizational development. The appropriate plan and company objective is not reviewed and communicated to employees at lower levels; and there is no evidence based daily performance of employees. Consequently, there is impossibility of identifying the good performer from poor performer to offer the compensation benefit. The HRM practices such as career development, promotion, compensation, succession of planning and employee development are so weak to integrate with employee performance appraisal. This all aforementioned challenges could be resolved when committed and organized HRM is established to improve the overall poor practice of performance appraisal.

**Key Words:** Performance Appraisal, Organizational Culture, HRM Practice, Employee Performance

**Effect of Customer Relationship Management on Profit Performance:  
A Case Study of Development Bank of Ethiopia  
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Customer relationship management is an issue that every company, large or small, must tackle. Customers are the life-line of every business and the growth of every business depends on the relationship that the company has with its customers. This study examined the effect of customer relationship management (CRM) on profit performance of Development Bank of Ethiopia. The research was a blend of descriptive and causal research in design. A probabilistic sampling technique was employed to determine number of respondents. Hence, the data was collected from 250 employees of 10 districts offices and head office selected randomly by using a questionnaire. Both primary and secondary sources like annual report of the bank and magazine of the bank were also used. Statistical package for social sciences was used in running the outcomes of the study. After checking the normality of the data, inferences were later drawn from results of Pearson's Correlation analysis to assess the relationship between independent and dependent variables. Furthermore, multiple regression analysis was employed to assess the relative influence of each CRM dimensions on profit performance. The responses of employees showed that the practice of CRM in the bank is poor. According to the finding a strong, positive and significant relationship was observed between all CRM dimensions and profit performance. Among the four dimensions (key customer focus, CRM organization, customer knowledge management and CRM based technology), CRM based technology was identified and concluded as the dimension with the highest influence on profit performance. Therefore, since the perception of the employees regarding CRM practice and the profit performance of the bank is not good the bank should focus on CRM dimension practice to increase its profit.

**Key Words:** Customer Relationship Management (CRM), profit Performance

**The Effects of Service Quality Dimensions on  
Customer Satisfaction: the Case of Nib Insurance S.C  
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The study assessed the effects of service quality dimensions on customer satisfaction. The study was identifying the factors that influence customer satisfaction of NIC service quality focused on the five dimensions of service quality such as tangibility, reliability, responsiveness, assurance and empathy which were considered as the base for the analysis of this study. To achieve the overall objective of the study the researcher collected data from customers of the NIC, using a questionnaire. Accordingly, 228 respondents participated in the study based on designed sample size. Both descriptive and inferential statistics methods were used in the study. A multiple regression model was fitted to see the significance of factors affecting customer's satisfaction. The data were analyzed by using SPSS version20 package. The result of the study revealed that the overall level of customer's satisfaction in the study area is low as compared to those who were satisfied. The result of study showed that except tangibility the rest service quality dimensions were positively related to and found to significantly affecting customer satisfaction of NIC. From the study; reliability, responsiveness and empathy remains the most determinant and they strongly influence customer's satisfaction level of NIC. In overall, the results of the regression revealed that independent variables (reliability, responsiveness and empathy) are significant with customer satisfaction at the level  $p < .05$ . Furthermore, multiple regressions identify the relative contribution of each variable and determine the best predictor variables among a set of variables. Reliability has the highest contribution to customer loyalty among the independents variables ( $B = .394$ ). Based on the findings, the study recommend the following management bodies of the NIC further investigate the main reason of unsatisfied customers and they should take corrective measure accordingly. Furthermore, the research would enable the company to see their where being and gives a chance to explore the core value of their customers' needs and these further make the company to sustain and to be the leading insurance service provider in market.

**Key Words:** Tangibility, Reliability, Responsiveness, Assurance, Empathy and Customer, Satisfaction

**Assessment of Training Practices:  
The Case of National Lottery Administration  
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To raise the competence level of workers by providing relevant knowledge and skills, NLA provide training for its employees at various times. However, improper selecting staff, trying outdated training methods, not aware of the training policy to employees, lack of close supervision and follow up are some of the major problems that National lottery administration facing. The purpose of this study was to contribute a valuable and comprehensive training program for the lottery administration as well as it used to guide management of the administration in improve training procedure, need assessment, training design, implementation and evaluation of trainings. The data gathered both primary and secondary were analyzed using descriptive statistics. The result shows that national lottery administration training program has a quality problem and the training and development plan and policy of the organization are not known by all employees. The type of training used by the administration was on-the-job and off-the-job training. The training impact assessment and training need assessment are not being applied properly. Also trainee's behavior change was not evaluated. The administration should develop well appropriate training policy which is known by all employees and it includes internationally accepted training process models. The paper ends by offering useful suggestions to the management involved in the operations of the organization. Finally, we identify research gaps and offer directions for future research.

**Key Words:** Training, NLA; Ethiopia

**The Role of NGO Program and Its Impact on Socio-economic  
Development: The Case of Goal Ethiopia  
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NGO's support has been considered as one of the instruments in the recent socio-economic development agenda. It is a means to support the marginalized active poor of the society. Studying the role of NGO's program intervention is important to assess its viability on poverty reduction. The main objective of this study is to examine the role of NGO program in socio-economic development in the case of GOAL Ethiopia. In a country like Ethiopia, where natural and man-made hazards persist, NGOs play a crucial role in terms of reducing poverty and other human sufferings. As one of the non-governmental organizations, GOAL Ethiopia has played an important role in supporting and encouraging the development aspirations of local communities in the areas of health, water and sanitation, livelihood, credit and saving and other cross cutting issues. In order to assess the impact, primary data were collected through close-ended and open-ended questionnaire using purposive and simple random sampling method. Discussions with key informants and focus groups were administered to capture qualitative information. The impact of the program was analyzed based on some socio-economic indicators in different levels. The findings revealed that the program has made a positive impact on income diversification, asset creation and ownership and general wellbeing of the household's which is confirmed by the respondents during the interview and focus group discussions. Moreover, it has a positive impact on personal savings and women's empowerment. The project has contributed a great share in improving the living standard of the poor and reduces poverty at household level.

**Key Words:** Role of NGO Program, Impact on Socio-economic Development, Goal Ethiopia

**Assessment of Kaizen Implementation Practices and Challenges:  
The Case of Tikur Abbay Shoe Share Company  
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The purpose of the study was to assess Practices and Challenges of Kaizen Implementation at Tikur Abbay Shoe Share Company. In addition the objectives were to assess the gaps between the designed and applied kaizen, to point out the major challenges encountered during kaizen implementation and to suggest practical recommendations which can help to have effective implementation of kaizen. To address the objectives, descriptive research design was used, primary and secondary data and also a mixed research methods (i. e. an approach of both quantitative and qualitative data collection methods) were used to collect data from employees, management, supervisor and kaizen officer. The data gathered through questionnaire were analyzed using frequency and percentage value of the respondents. Data obtained through interview were qualitatively narrated kaizen implementation in TASSCo were brought some changes in minimizing work flows and in reducing time conception but there had been challenges which emanated from various sources, like gaps in knowledge of executives, trainers and employees; their negative attitude towards the kaizen implementation; their lack of knowledge and skills; gaps in available infrastructures and material resources; and gaps in the capacity and capabilities of the management body. The study disclosed that there were inadequate training on the concept and application of kaizen. This has an effect on the overall activities of kaizen sustainability and standardization. Finally, the study concluded that, respondents focused only on 5s implementation of kaizen in the company. These were obstacles to relate theory with practical application of kaizen at work place. Thus, to reduce the knowledge and skill gap of the implementers on pillars of kaizen, training on kaizen is suggested as an important force of smooth kaizen implementation.

**Key Words:** Challenges, Kaizen

## **Assessment of Marketing Strategy Practice:**

### **The Case of St. George Brewery Factory**

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One of the core activities in Business Company to stay in a business is having a well-developed marketing strategy. The crucial success or failure of a company depends on its marketing strategy. Having this in mind, this study has been conducted to assess the marketing strategy practices of St. George Brewery Factory. It assessed how the marketing strategies were practiced in the company to achieve its goals aligned with segmentation, target market, positioning and the marketing mix elements to satisfy customer requirements. The study is a descriptive type of research employed by using both qualitative and quantitative approaches. Both primary and secondary data collection instruments were used to collect data. The primary data was collected through open and closed ended questionnaire. Considering the size of the population is small the selections of the respondents was carried out by using census. The finding show that the company used all the 4ps of marketing mix element in the marketing strategies and provides quality products with affordable prices by promoting its products by using high and effective advertising mechanisms. The product availability and accessibility are at admirable with the practices of both direct and indirect distribution channel. On the other hand, the company has identified its target customers and the company's market segmentation practice is geographical location. Communication effectiveness between marketing department and other departments is very good. Even though the marketing strategies of the company are effectively practiced, there are some problems that the company faced while implementing it. these are; infrastructure problems, economic problem, intensive competition in the market, shortage of raw materials, seasonality of consumption, socio cultural problems and the time and cost of awareness creation for the customers. Finally, the researcher suggests that the Company better develop a long-range view and try to implement a more structured approach to attain information about potential customers, competitor's action and market intelligence within the industry.

**Key Words:** Marketing strategy, Market segmentation, Target marketing, Positioning and marketing mix

**Assessment of Performance Management System Implementation and  
Challenges: a Case of Commercial Bank of Ethiopia**  
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This paper is a case study assessing the employee performance management system: a case of Commercial Bank of Ethiopia (Addis Ababa). It aimed at attaining the specific objectives of assessing whether the strategic mission of CBE aligns with individuals' performance objectives, investigating whether the organization performance management system properly implemented or not, identifying the benefits gained from performance management system implementation in CBE, identifying potential challenges and recommend possible solutions in order to mitigate them, and finding out employees' perception toward employee performance management system of the Bank. To attain these objectives descriptive survey research design has been deployed by using mixed method approach. For this study simple random sampling technique was used by taking 440 employees to fill in the adapted questionnaire, which is the main data collection instrument. The analysis was done by the help of SPSS and presented using descriptive statistics; frequency tables, percentages, mean and standard deviation. However, data gathered from interview document analysis were analyzed contextually. The scope of the study was delimited to branches and head office within Addis Ababa area. In general the finding of the study revealed that: organizational goals were not fully aligned with departmental and individual goals; there is a tendency of giving unbalanced targets for similar positions; supervisor evaluates employees work not based on recorded evidence only; there is no fair job rotation among employees; there is no sufficient resource allocation to execute their job properly; performance management processes are not done free of bias and objectively; pay raises are not depending on how well employees perform their jobs; performance ratters are not competent enough to undertake their assignment. Employees feel they are not fairly treated in every process of performance management system even they do not have received adequate training in performance management and performance management system is not clearly defined in the organization. Having this in mind the researcher concluded that even though CBE has some good qualities in clearly defining the mission, vision and values and developing strategy map but a lot have to be made in making performance management system to be more useful for the organization. In order to fill the identified gap, recommendations were forwarded to align organizational goals with departmental and individual level, availing adequate and timely trainings to its people concerning the end-to end aspects of the employee performance management system; instituting system to support the data tracking & documentation; promoting and ensuring effective feedback and coaching culture;



revising performance standards and measuring to minimize subjectivity, vagueness, and inappropriateness; enhancing the involvement and ownership of both the managers and employees via promoting transparency and equipping them with the required knowledge, skill and resources; and clearly articulate the end-to-end implication of good as well as poor performance.

**Key Words:** Commercial Bank of Ethiopia, Employee Performance Management and Human Resources Development

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**Assessment of Promotional Techniques in Influencing Medical Practitioners' Decisions on Prescription: the Case of Lewi Pharmaceutical Company, St. Mary's University  
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The study aimed at describing the role of promotional techniques in terms of influencing the medical practitioners prescribing behavior. The purpose of the study is to explore the different promotional techniques being used by Lewi pharmaceutical company, and to determine the attitude of medical practitioners toward promotional techniques. The target populations of the research are the medical practitioners, medical representatives and medical director of the company. There are around 70 medical practitioners in the selected six private hospitals, and only thirty seven voluntary respondents are considered in the thesis, while all the medical representatives of the company and the medical director is participating on the interview. The data were collected through survey questionnaires distributed to medical practitioners. The result of this survey was analyzed using descriptive statistics (percentage and mean) with the help of SPSS version 20. And a qualitative data were used using an interview with medical director and medical representatives of Lewi pharmaceutical company. The finding revealed that promotional technique that Lewi pharmaceutical company is using have an effect on the medical practitioners' prescription decision. However, medical practitioners would like to gather medical information from medical representatives by participating on sponsored educational presentations, and promotional events. And promotional materials that Lewi pharmaceutical company is using have an effect on medical practitioner prescribing decision. Though the company needs other promotional materials to present to them other than what the company is currently providing.

**Key Words:** Medical practitioner, Medical Representatives, Pharmaceutical Company, Pharmaceutical promotion, Prescribing Decision

**The Influence of Tax Education on Tax Compliance Attitude a Case study in Ethiopian Revenue and Custom Authority Merkato Number 2 Branch Office**

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The aim of this research is to examine the relationship between factors that affect tax knowledge and tax compliance behavior. The existence of high tax non-compliance behavior, lack of previous study in the area, inability to identify the root cause of noncompliance behavior, lack of success on previous effort that aims to minimize non-compliance behavior and the complexity nature of taxation system leads to conduct this paper. To determine the population of the study the researcher followed sequential frame procedure and finally 9,273 legally registered tax payers selected as target population among this 150 respondents selected as sample size of the study. To determine the respondent simple random sampling techniques were applied, self-administered questionnaire with 5-point likert scale questionnaire design technique and in-depth interview approach applied as data collection instrument technique. The collected data analyzed using descriptive and inferential statistical data analysis technique and to organize the data mean, percentage and standard deviation used in visually appealing tables, charts and in a graph formats. The result of this study revealed that there is statistically significant positive relationship between factors that determine tax knowledge and tax payer's compliance behavior. In addition to their relationship all independent variables has unique and significant contribution for the prediction of compliance behavior. In order to solve the stated problem the research recommended to all stakeholders should be actively participate in knowledge creation process. Compliance behavior can't be achieved unless otherwise, knowledge creation process given priority. To create knowledge individual tax payer's should be actively seek knowledge, the organization should be continuously and meaningfully exert his effort in challenging societies' culture and creating simple and accessible system.

**Key Words:** Tax Education, Tax Compliance Attitude, Ethiopian Revenue and Custom Authority, Merkato Number 2 Branch Offices

## **Assessment of Enterprise Resources Planning (ERP)**

### **Implementation: The Case of Ethio telecom**

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In recent years, most developing countries companies implement integrated software to create smooth inter-organization integration, get competitive context of business environment, hold customer satisfaction, produce real time report, provide user satisfaction as operating system, and getting output from the system. Enterprise resource planning is one of complex information systems that integrate the data of all business areas within the organization. Many researcher identifies varies factors which contribute for the ERP implementation. The purpose of this study to assess the second phase implementation of Enterprise resources planning in ethio-telecom and to recommend possible solutions for the gap created during the implementation. As a result, the researcher has tested the implementation effectiveness by selecting major effectiveness variables and other related concepts. This research has a descriptive nature which elaborates the existing phenomenon as it exists. The data was collected using questionnaires from a sample population. The collected data was analyzed using mainly by computer such as SPSS (Statistical Package for the Social Sciences) version 20. According to this from the selected division of ERP implementation was carried on 15 employees from the management and 293 from non-management categories were taken as a sample. Based on this result shows that the deployed ERP system was not properly implemented as the basis of the selected variable. As a result there is a lack of top management commitment; lack of appropriate training for all system users and as well as lack of allowing user to participate on the implementation process. From this fact the researcher recommend that the top management is expected to provide in the area of committing to the ERP project. In addition the company has to consider the way to give adequate training and development for both end user as well as super user to bring the required level of skill on the system. Finally the company should emphasis allowing user to participate on the implementation process have an advantage in the real situation.

**Key Words:** Enterprise Resources Planning (ERP), Implementation, Ethio telecom

## **Assessment on the Practice of Relationship Marketing in Sheraton Addis Hotel**

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This study assesses the practices of relationship marketing in the hotel Industry with special emphasis of Sheraton Addis. In recent times, relationship marketing has been viewed to be critical to the success of business organizations. The practices of relationship marketing in real world context have not been matured due to the lack of knowledge and principles of subject matter. These compelled many practitioners to face problem of not only to gain customers but also to keep them. For this reasons, the point of deviating the practices of relationship marketing from what the theories says is central concern. Thus, the objective of this study is to assess the practice of relationship marketing in the context of hotel industry specifically Sheraton Addis with view to draw lessons to other businesses in hospitality industry. For the purpose of this study data was collected from 106 gusts of the hotel during the time of data collection through convenience sampling technique. Both primary and secondary data collection instruments were used to collect data. Questionnaires along with interviews were used for the purpose of data collection. The findings from the survey examined the resident guest's position on the importance level of variables constructed and their perception of RM practice. In addition, interview conducted with the representative of marketing department deputy director of Sheraton Addis and examined the awareness of RM concepts and systems employed for the actualization of RM on the ground. The majority of the respondents typically suggested that RM practices of the Hotel require improvement on communication ability of staff, duration of services and mainly the hotel need to have gym. The study also reveals that there is no independent organizational structure for RM. Rather the Hotel employed other divisions of marketing department for running relationship marketing.

**Key Words:** Relationship Marketing, Resident guest, Hotel industry, RM practices, Organizational structure

**Assessment on the Effectiveness of International  
Trade Practices in Commercial Bank of Ethiopia  
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This study is conducted to assess the existing trade Service practices of CBE from the international and domestic standards perspective, examine the major challenges & risks associated with international trade financing, and explore the acquaintance of staffs on international trade governing rules and guidelines. It is supposed to give insight for policy makers and customers about international trade services and procedures. This descriptive study employed both quantitative and qualitative approaches to get relevant data from the target populations and achieve the objectives of the study. Primary data was collected from 62 purposely selected respondents through a structured questionnaire and extensive interviews with experts and corporate customers. The collected data was empirically analyzed in light of different literatures and descriptive statistics using SPSS methods. The findings are evidence for the provision of fine international trade services in CBE that most of the performers are abide by ICC rules, NBE directives and circulars as well as CBE Trade Service policy. The study revealed the bank may suffer for-ex liquidity constraint or volatility quandary in an international trade; Customers' distinct payment preference and other countries policy and regulation, shortfall of domestic directives in light of international trade rules and practices, customers' lack of ample understanding on international trade, shortage of foreign currency; outdated NBE directives. In order to minimize the risks on international trade services, the bank should make successive assessment on foreign banks' risks & counterparty risks, check the changes in exchange rate before financing, have fear on regulatory framework to comply with an international trade laws; to include things like compliance, external auditing and anti-money laundering laws. Finally, the study recommended the bank shall make the procedure very clear, simple and participatory for most of the customers; facilitate LC, export permit and other international trade services as much and frequently as customers request timely; strengthen internal capacity of the bank; improve risk management and other security systems to minimize risks of line constraints with correspondent banks & compliance to terms of trade in an international trade.

**Key Words:** International Trade, Customers, NBE Directives, Payment Preference, CBE TS Policy

**Assessment of Customer Satisfaction with E-banking: Empirical  
Evidence from Selected Commercial Banks in Ethiopia**  
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This study is aimed about assessment of customer satisfaction on e-banking. The study was conducted based on data collected from customers and employees of PSS through questionnaires and interviews. Moreover, to achieve the research objective the research adopted a descriptive research design; using both qualitative and quantitative approach. Moreover convenience sampling technique was employed. The designed questionnaires were distributed to 204 respondents, of which 187 were gathered from the customer of the six PSS banks. Source of data were primary and secondary; primary data were collected by using 5-point Likert -scale. AIB, UB and NIB have high level of customers among PSS member banks that are why the three banks have been chosen to collect the data. The collected data was analyzed using SPSS 20.0 focus on descriptive analysis like frequency, percentage, mean and standard deviation. The research finding shows that the major problem faced by PSS member banks in relation to e-banking is network failure, lack of reliable power supply, security risk and delay on response related with charge back issue. In addition to this, the survey result also implied that most of PSS member banks customers were satisfied with PSS ATMs services and also surprisingly the customers do prefer to get the service through the shared automated teller machine, since it saves time. However, the study suggests a series of measures should be taken on the above hindrance on implementing ATMs. And also to sustain a reliable service for such technology, PSS member banks should work together with regulatory bodies.

**Key Words:** ATM Banking, Customers Satisfaction, E- Banking, Information Technology

**Assessment of Compensation Practice and Employee  
Turnover Intention in Selected Private Commercial banks in Ethiopia**  
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This study assesses compensation practice and turnover intention of employees in selected private commercial banks in Ethiopia. The study is also tries to determine different types of compensations in practice on banks under study and analyze the type of compensation which attract employees more. In conducting the study both quantitative and qualitative methods were used to gather information through questionnaire and interview as primary source of data. Bulletins, Internet and other references like the banks' procedure manuals had been used as secondary sources of data. Stratified sampling is applied in order to identify the number of sample employee selected from each bank under study, and Purposive sampling techniques was employed to select HR and compensation and benefit managers of each bank under study. 375 questionnaires were distributed to selected sample respondents of each bank under study, out of which 315 questionnaires were filled and returned. Exit interview and other documents obtained from the banks under study were useful in determining turnover trends and causes of turnover. Descriptive statistics data analysis method was applied to analyze quantitative data using SPSS version 20 and qualitative analysis method. The result of this study indicates that, there is no equity in pay system, the reward system does not take in to account the qualification and experience of employees, there is no stock option and profit sharing program and there is no carrier advancement. On the other hand employees are happy with assistance for housing, vehicle, personal and staff loans. In general direct financial compensation is one common cause of turnover and indirect financial compensation and non-financial compensation is less likely to cause turnover. The study recommended that banks under study has to revise their compensation strategy, offer attractive salary and benefit packages, provide enough career development or training opportunities, create conducive working environment, so as to retain their experienced and top talented employees and reduce turnover gradually.

**Key Words:** Compensation Practice, Turnover Intention

**Assessment of Corporate Social Responsibility at Commercial Bank of Ethiopia: The Case of Addis Ababa city Branches**  
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The focus of this research is on the Assessment of corporate social responsibility at Commercial Bank of Ethiopia: The case of Addis Ababa city Branches. The study has employed descriptive research approach. With regards to instrument for data collection, the study is use combines close ended questionnaires and interview. Closed ended questions is included to shape the information in the way that researcher need. A5-point Likert type scale was used to construct the questionnaire for closed ended questions. The data was analyzed using Statistical Package for the Social Sciences (SPSS) software. For statistical interpretation percentage, mean and standard deviation was used. Findings of the study has shown that CBE the case of Addis Ababa city branches has looser in terms of protects employees from abuse, provided decent living wage, developing real skill and long term career, facilitates equal and fair working environment to all employees, lower lending options to low income individuals and small business, less engage totally in Environment protection. Bur the case of other variables which means in terms of consumer issues and human rights CBE the case of Addis Ababa city branches are fully social responsible. The researcher has recommended that management of CBE the case of Addis Ababa city branches and all over CBE should adhere to the need for Corporate Social Responsibility requires more for the bank to pay special attention to design and built forth programs and policies to enrich wealth knowledge of banking service staff and to understand their own position among the overall banking sector.

**Key Words:** Concept of CSR, CSR Standards and Guidelines, CSR in the Banking Industry, CBE



## **Effects of Individual Factors on Employees` Performance In Oromia International Bank Share Company**

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Employees` performance is the major issue in an organization. The purpose of this study was to examine the effects of individual factors (that is the independent variables-employee competency, employee empowerment, supervisor-subordinate relationship, employee motivation and employee performance appraisal) on dependent variable-employees` performance at OIB. The study also aimed to determine the effects of the above mentioned five independent variables on employees` performance. It used quantitative methodology for the collection and analysis of data by conducting survey questionnaire from the employees in the bank. It was conducted with a population of 663 employees and a stratified random sample of 125 employees who are working in Headquarters and branches in Addis Ababa City. Self-administered questionnaires were prepared and distributed to 125 targeted respondents and all returned with 100% response rate. The items were assessed on five point Likert scale ranging from 1 to 5 (1=strongly disagree to 5=strongly agree).The Cronbach alpha coefficient reveals  $\alpha=0.90$  for this construct/scale, indicating high reliability. The data was processed and analyzed through SPSS software version 20.0 to apply statistical tests. Frequency and percentages were used to summarize the back ground information of respondents and frequency, percentages and mode were used to analyze the variables. Spearman`s rank order correlation was used to measure the relationship between the five independent variables (empowerment employee competency, employee empowerment, superior-subordinate relationship, employee motivation and employee performance appraisal) and the dependent variable(employees` performance) while coefficient of determination was used to determine the percentage of variation in the dependent variable is explained by variation in the independent variables. The results of the study revealed that there are positive and significant relationship between all the five independent variables and the dependent variable (employees` performance). The results of correlation coefficients and the coefficient of determination revealed that employees performance mostly depends on the individual factors that is empowerment employee competency, employee empowerment, superior-subordinate relationship, employee motivation and employee performance appraisal practices. Major findings showed that the effects of all the five independent variables on employee performance are positive in the bank. The overall finding indicates that employees` performance was not as such good and that employees were not motivated to do their job well so as to meet their performance targets. It was concluded that the entire hypotheses were tested and hence accepted. The study recommends that the bank may provide training and development to employees as to improve their competency in order to perform well on their jobs. Moreover, the bank should emphasize on how to enhance the motivation level of employees and make sure all employees are empowered to make their own decision freely on their work domain as well as provide good working environment for employees so that they can concentrate on their job. The current study further suggests that improvement in the empowerment employee competency, employee empowerment, superior-subordinate relationship, employee motivation and employee performance appraisal leads to better employees` performance it could result in improved performance of the organization, bank. Future researchers may study another individual factors which can impact on the performance level of employees and can modify the research framework so as their research is able to study this title in different perspectives.

**Key Words:** Effects, Individual Factors, Employees, Performance, Employees` Performance

## **Factors Affecting the Adoption of Mobile and Internet Banking Services in Addis Ababa: In case of selected commercial banks**

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Electronic banking is the application of information technology which helps to facilitate the information and services over public standards based networks. This paper aims to examine factors affecting the adoption of mobile and internet banking in Addis Ababa. The study was conducted based on the data gathered from one state owned bank and two private banks in Addis Ababa; Commercial bank of Ethiopia, Dashen bank and NIB International bank s.c. To answer the research questions mixed research approach was utilized. The study statistically analyses data obtained from the survey questionnaire and interview. The questionnaire data were analyzed using descriptive statistics and data from interview were interpreted qualitatively. The study identified basic drives to accept the adoption of mobile and internet banking service. The perceived convenience for the banks and clients were found that mobile and internet banking service save time, minimizes inconveniences, provides up to date information, increases operational efficiency and minimizes the cost of transaction. The result of the study indicated that, the major factors affecting the adoption of mobile and internet banking were lack of awareness, lack of customer trust, lack of confidence on security and privacy, high cost of internet, poorly developed telecommunication infrastructure and network failures were also other key factors, lack of competition among local and foreign banks and the absence of government support to enhance and encourage mobile and internet banking technology. The study recommended that, enhancing customer awareness to use mobile and internet banking facilities, gives more attention to privacy and security issues, staffing skilled man power for both business and technical side, Recommended to amend current policies of NBE and the government should also support the banking industry by investing on ICT infrastructure.

**Key Words:** Adoption, Factors Affecting, Infrastructure, Mobile and Internet Banking

**Assessment on Organizational Culture:  
The Case of Commercial Bank of Ethiopia  
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An organizational culture is a system of shared beliefs and attitudes of its members. Every organization is assumed to have its own culture - organizational culture, which is hidden and difficult to identify. The purpose of this study was to assess the role of organizational culture on employee's commitment at Commercial Bank of Ethiopia. In this study, descriptive survey design was used. Descriptive study is relevant to obtain information concerning the status of the phenomena as it appears. Structured questionnaire was employed to collect primary data from the sampled respondent. In addition, the secondary data were collected from relevant, potential documents located in different resources centers, including documentary analyses of Commercial Bank of Ethiopia using. For this study a simple random sampling was used, 152 employees were selected as the sample of the study. The standardized measurement scales were adapted and distributed to 152 employees in the form of questioners but, 143 respondents filled and replied were found valid for analysis. The quantitative data collected was analyzed by SPSS using descriptive statistical technique and presented as frequency distributions in terms of frequencies, percentages and also measures of central tendency. Most of the respondents believed that internal communication is high while the rest them did not strongly share the Bank's vision, strategies, policies, procedures, rules and regulations and believe that decision making process is unfair and opaque. The contribution of the current culture on increasing employee's commitment is weak. The role of organizational culture dimensions (autonomy, trust, team work/cohesion, reward and recognition, support and fairness,) is vital. Therefore, the Bank should create the right dominant culture comprised of all organizational directions. The concerned Officials and stakeholders should develop a system which brings about cultural changes in the Bank and then these enables to create an asset of committed and satisfied employees.

**Key Words:** Organizational Culture

**An Assessment of Training and Development Practices and Challenges:  
The Case of West Addis Ababa District of Commercial Bank of  
Ethiopia**

**Esmayel Gashu, St. Mary's University, Email:rakmo.smu@gmail.com**

Training and development helped people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance. In particular, this study assesses the training and development practice and challenges in the West Addis Ababa district (WAAD) of Commercial Bank of Ethiopia (CBE). It used questionnaire, interviews and document review as instrument of data collection. Convenience sampling method was used to select samples frame from the target population. The study employed quantitative survey research design to gather data from a total of 283 employees of the WAAD of CBE. Semi structured interview was also scheduled to gather the qualitative information from the team leaders of learning and development department of the WAAD of CBE. In order to assess the existing training and development practice and challenges of the WAAD of CBE, the study emphasized on the four process of training and development and its challenges. These are training and development needs assessment, training and development design, training and development delivery method, and training and development evaluation. After the required data are collected descriptive (i.e. frequency, percentage and mean) analysis were used to analyze the data using SPSS. The results of this study revealed that each of the training and development processes of the WAAD of CBE are not conducted properly. Moreover, the overall training and development practice of the WAAD of CBE are not effective as they should be. And this is due to the gaps that are seen in each training and development process and these in return decrease the effectiveness of the training and development program of the WAAD of CBE. Furthermore, it provided practical suggestions to overcome the problems that were seen in the training and development process of the WAAD of CBE. In order to have an effective training practice the WAAD should have to conduct each and every process properly. The existence of training and development programs in place by itself doesn't assure the effectiveness of the training and development program unless it is supported by systematic training process and with alleviating its challenges. Therefore, since each processes are interrelated they need to be conducted with due care and on-time delivery of the training and development should also be given the necessary attention to have an effective practice in place and in order for it to make impact on employee performance improvement.

**Key Words:** Training, Development, West Addis Ababa District, Commercial Bank of Ethiopia

**Assessment on Performance Management Practices and Its Challenges  
in Case of Commercial Bank of Ethiopia in Addis Ababa Area Branches  
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The main purpose of this study is to assess and describe the performance management practice and challenges in CBE in Addis Ababa area branches. The study tries to address the basic questions of how the alignment is made between organizational goal with that of the departmental and individual goal, how the planning, execution, assessment and review process was handled and identifying the purpose of having PMS in CBE and challenges faced while implementing performance management. To answer these questions descriptive survey research design has been deployed by using both quantitative and qualitative research approach. For this study simple random sampling technique was used by taking 375 employees to fill in the self-developed questionnaire, which is the main data collection instrument. The data gathered from the questionnaire were compiled by using SPSS software. Descriptive statistics method was used for analyzing data obtained from questionnaire and data gathered from interview and document analysis were analyzed contextually. The result of the analysis was presented using tables and figures. In general the finding of the study revealed that organizational goals and objectives are aligned with departmental and individual goals, but lack of regular feedback, lack of alignment of employee benefit package with PMS, the questionability of the capacity of the raters to rate and lack of software for automating the PMS are the major problems noted. Having this in mind the researcher concluded that even though CBE has some good qualities in clearly defining the mission, vision and values and developing strategy map but a lot have to be made in making performance management system to be more useful for the organization. In order to fill the identified gap, recommendations were forwarded, to improve the level of employee's participation in the PMS process, to enhance the awareness of employees about the purpose of PMS, goals should be sated in mutual agreement, letting employees to assess their own performance using self-appraisal method, gather information about the performance of an employee from different sources, to give feedback periodically and to set goals that are achievable and are not delusional. Finally, it is suggested to make the evaluation criteria to be very objective and conduct the evaluation at the right time.

**Key Words:** Performance Management, Practices, Challenges, Commercial Bank of Ethiopia

**Human Resource Management Practices of Ethio Telecom**  
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In today's business the ability to create a lasting competitive advantage is the driving force behind many organizations sustainable development. Human resource is one of the resources owned by an organization, which is used as a source of competitive advantage. Human resources are among the fundamental resources available to any organization. Performance appraisal is part of human resource management which a formal system of periodic review and evaluation of an individual's (employees) job performance. Performance Appraisal (PA) helps in measuring and evaluating performance of the employees in an organization. PA serves a two-fold objective. On one hand, it helps in identifying skill gaps present in the employees. On the other hand, it recognizes meritorious employees on the basis of their work and helps to design an effective reward system for organizations. The paper examines methods, process and the responsibilities of PA and the overall assessment of Ethio- telecom Performance Appraisal. The researcher uses questionnaire to collect the necessary data. The data gathered has been analyzed using the various statistical methods like tables, percentages. Immediate supervisor evaluates employees finally senior managers approve it. The company's major problems identified from the data collected are lack of knowledge by the rater, lack of fairness during evaluation, the purpose of Performance appraisal is not for reward/training and promote personal growth in the career rather to identify the strength and weakness of employees and to promote two way of communication. Based on the problems recommendations are suggested

**Key Words:** Employee performance, Performance appraisal, Employee Productivity

**Assessment of Tax Audit Practice**  
**The Case of Erca Western Addis Ababa Branch Office**  
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Tax audit is a vital endeavor that assists governments in collecting appropriate tax revenue essential for budget, maintaining economic and financial order and stability. Tax audit helps to ensure that satisfactory returns are submitted by the tax payers, to organize the degree of tax avoidance and tax evasion, to ensure strict compliance with tax laws by tax payers, to improve the degree of voluntary compliance by tax payers and to ensure that the amount due is collected and remitted to government. In the case of Ethiopia, the responsibility to tax collection for the Federal Government rests with the Ethiopian Revenue and Custom Authority (ERCA). The main mission of the authority is to establish modern tax and custom administration dedicated to meet the requirement of the business community, encouraging voluntarily compliance combating smuggling, tax evasion and there by contributing to development of the country. It's a fact that monitoring taxable activities and offsetting tax evasion would be challenging if a proper procedure is not in place and professional and technological capacity of the revenue administration is enhanced. The main objective of the study is to assess the tax audit practice at the Ethiopian Revenues and Customs Authority taking the Western Addis Ababa Branch Office of the Authority as a case. The research approaches used were both qualitative and quantitative case study approaches. The study has used questionnaire and interview as a data collection tools. The study has taken in to account all tax auditors at the branch. Since the sample size is equal to the population, the study has used a census survey. 150 questionnaires were distributed and the researcher has able to collect back 142 questionnaires (94.7% response rate). The result of the study showed that there are shortcomings in ERCA's current tax audit practice hindering it from generating tax revenue. The results of the study revealed that clarity of the tax audit program, power to access tax payers information, audit case selection, performance as per the generally accepted standards and procedures, availability of sufficient tax audit staff to perform onsite audit, availability of continuous assessment and provision of training, effectiveness of tax audit program in achieving pre-set objectives and management support and responsiveness to tax audit findings are among the major areas where gap is observed and need an attention. The researcher recommends the authority to give due attention and to work on the above identified area, so that it can achieve improvements in the performance of the tax audit practice.

**Key Words:** Tax, Audit, Practice

**Assessment of Customer Satisfaction and Service Quality in Kifiya  
Financial Technology Plc. (A Case study of three selected branches)  
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The research was conducted to assess the service quality and customer satisfaction on the kifiya financial technology plc. The parameters used to assess the satisfaction level of customer were service quality determinants. To attain the objective, the study utilized quantitative data types. Quantitative methods like regression and correlation were used to show the relationship between dependent and independent variables. To execute the research objective three branches from 31 kifiya lehulu centers located in Addis Ababa were selected using simple random sampling. The survey questions were developed and 150 respondents were selected by using one of non-probability sampling called purposive sampling and the selected respondents asked to rate their level of satisfaction across the parameters identified. The study mainly used descriptive research design; primary and secondary data were used for conducting the study. After data collection, the collected data was analyzed using frequency, means, regression and correlation on SPSS 20 and Microsoft Excel software packages. The data is then organized, tabulated, depicted and described in a way that can attain the objective of the study. Finally, the finding of the study uncovered that kifiya financial technology plc. Customers somewhat are not satisfied with the service delivery. Based on the finding of the study, recommendations have been forwarded to improve the customer satisfaction level of the company customers.

**Key Words:** Service Quality, Customer Satisfaction



**Sources of Tax Evasion in Addis Ababa City: The Case of Bole Sub City**  
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Tax evasion is one of the problems of developing countries including Ethiopia and particularly in bole sub city. Many problems are correlated with tax evasion that includes government budget deviation inaccessibility of social infrastructure in the case area. The main objective of the study is to asses' tax evasion in bole sub city. The study used both primary and secondary data and stratified sampling technique. The study has significant role to provide information to policy makers, guidelines for the tax authority and help other researchers as reference. Negative attitude towards the tax environment, size of business, duration of residency and the existence of underground economy are major sources of tax evasion. The study was conducted based on both primary sources of data with 60 respondents and secondary sources of data from 2010-2016 which was analyzed using descriptive method of data analysis. As, result tax evasion is high in bole sub city and deteriorates government revenue which results inaccessibility of social services. The researcher recommended that the tax authority to include and develop information with day today computerized activity, aware tax payers about tax circumstances.

**Key Words:** Tax, Evasion, Tax Payers

**The Role of Trade Unions in Promoting  
Industrial Peace: the Case of Horizon Addis Tyre Share Company  
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Safe working environment and smooth employee- employer relationship are very essential factors affecting the effectiveness and efficiency of a particular organization. One of the means devised to establish Horizon Addis Tyre Share Company is the formation and effective functioning of Trade Unions. The case in point is Horizon Addis Tyre Share Company engaged in the production of Aqua Addis purified water having 800 employees. In this paper, an attempt is made to assess the role that the trade union of Horizon Addis Tyre Share Company is currently playing in safeguarding the peaceful work environment of the said company. The research adopts a descriptive approach and Questionnaire and interviews were used as methods of data collection and the finding of the study showed that the labor union are more focused on the promoting of peaceful work environment than employees' rights and the labor union member employees are happy with what their labor union is engaged in and also what the management is currently doing; there is a strong bond between the management and the labor union. Though the management members and also the labor union members do have a concern on the future condition of the labor union of Horizon Addis Tyre Share Company they continue to only focus on the promoting of peaceful work environment than the rights of employees.

**Key Words:** Trade Unions, Promoting Industrial Peace, Horizon Addis Tyre

**An Assessment of Human Resource Practices and Employees' Job Satisfaction: an Empirical Study of Burayu Town Administration**  
**Fikiru Geda, St. Mary's University, Email:rakmo.smu@gmail.com**

Today, in the world of competition, human capital is a crucial for the organization's success directly as well as indirectly. Considering this, the main aim of this study was to explore the relationship between human resource practicing and employees' job satisfaction in Burayu town Administration, identify factors poorly perceived by the employees and draw necessary recommendation thereof. For this study a total sample of 241 was used to collect data from respondents prior to their perception towards Human Resource practices and job satisfaction. Both primary and secondary sources of data were used. To analyze this data descriptive and inferential analysis was used. The study depicted among the Human Resource Practices examined, salary, benefit and Packages & performance Appraisal are poorly practiced in the captioned organization. Moreover, the study showed as there is significant relationship between human resource practicing and employee job satisfaction. Finally, the study concluded as almost all the human resource variables selected and tasted are experienced scantily and lastly draw recommendations as the administration should examine the existing Human resource practice in their organization and strictly adapt it as well as develop realistic ways of performance appraisal, training and development.

**Key Words:** Human Resource (HR) and Job Satisfaction

**Assessing the Effect of Service Quality on Customer Loyalty: a Case of  
Selected Branches of Commercial Bank of Ethiopia in Addis Ababa  
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Above 13.3 million people of the country are customers of Commercial bank of Ethiopia in which 4,183,195 customers are from Addis Ababa. Since CBE has this amount of customer base, this study tried to indicate the effect service quality has on its customer's loyalty. How does customer of the bank feel towards the service quality they get from the bank and to what point those customers are loyal to the bank is the central point the researcher want to address. This study was conducted on five branches of commercial bank in Addis Ababa. The selection of those branches was purposively in order to address four districts in Addis Ababa. Simple random sampling technique was used to collect data from respondents in branches under the study. The five point SERVQUAL model was used to determine customers' sensitivity of service quality and depending on that the researcher try to know the extent of their loyalty. The collected data was analyzed by using statistical tools regression and correlation. The findings on correlation and regression analysis of service quality of the bank against customers' expectation reveal that they are not meet. Among the five dimensions Reliability, Assurance and responsiveness shows a strong gap with customers' loyalty and customers are not satisfied with current service the bank is providing while customers have better service on tangibility and empathy. This study recommend the organization to be more reliable, assuring and responsive than it has been before because in today's competing world without a loyal customer it's difficult to live long in the business so the researcher recommend organizations to focus on what their customers need and gain a loyal customer.

**Key Words:** Customer loyalty, Service Quality, Assurance, Reliability, Responsiveness

**Assessment of Recruitment and Selection Practice in  
Ethiopian Revenue and Customs Authority Mercato no.1 Branch  
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The purpose of this study was to assess the recruitment and selection practices and procedures of Ethiopian Revenue and Customs Authority Mercato no.1 branch. Specifically to assess, how the recruitment and selection process is practiced, the method of recruitment used how to adjust employees with their new job and challenges of recruitment and selection. The study adopted a descriptive research design to assess the recruitment and selection practices both qualitative and quantitative methods were employed to gather information using questionnaire and interview. Both simple random sampling and purposive sampling techniques were used to choose respondents of the study. The study obtained information from one hundred and forty (140) respondents from staff of ERCA Mercato no.1 branch comprised out of different departments. The data obtained from the survey were then analyzed with descriptive statistics and qualitative data analysis. The findings of the study indicated that the recruitment process in ERCA Mercato no.1 branch is not carried out in a fair and transparent manner, newspaper advertisement of job vacancy is the frequently used method of recruitment and no prior efforts are made to adjust employees with their new job. The study further revealed that the selection and recruitment process are characterized with lots of challenges such as employees turn over, stiff competition in the labor market and unavailability of qualified work force. Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, various methods of recruitment should be used in order to get the right skill instead of relying on one or two methods, moreover orientation programs should be prepared so as to familiarize new employees with their new job and organizational culture ,using internal source s of recruitment in order to minimize turn over and stiff competition in the labor market which are the potential challenges to the recruitment and selection in the organization so as to improve employee's performance and to ensure organizational stability.

**Key Words:** Recruitment, Selection and ERCA

**Perception and Satisfaction of Employers towards Private  
Higher Education Institutions in Ethiopia  
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The pursuit of education, particularly postsecondary education leads to individual growth. It is also a key for the development of any nation. Thus, without skilled human power it is impossible to think about nation development. The main purpose of this study is to examine employers' perception towards the service of private higher education institutions (PHEIs). In addition, it also aims at identifying the level of satisfaction of employers towards employees, who acquired their degree from PHEIs. In order to achieve these objectives a descriptive research design is chosen and a survey questions was prepared. For this purpose, purposive and snowball sampling methods were used to select human resource experts and general managers, who are involved in the selection and recruitment processes. Snowball was used to identify companies, who hired graduates from PHEIs. After the data has been collected it was analyzed in both qualitatively and quantitatively. The result revealed that most employers had developed a negative perception towards the educational quality of PHEIs for different reasons. As a result, they have little preference to graduates of PHEIs. However, once they hired them, they are highly satisfied with the knowledge and skill of graduates, who came from PHEIs. As per the findings of the study, it is recommended that PHEIs should take the initiative to create awareness among employers about the quality of their education. Besides, decision makers particularly HR people should refer to their respective policies and standard to make sure their decision are not affected by their perception.

**Key Words:** Perception, PHEIs, Satisfaction, Employers and Ethiopia

## **Practices and Challenges of Humanitarian Logistics: The Case of Selected International Non-Governmental Organizations in Ethiopia**

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Ethiopia had begun to receive economic development aid from more affluent western countries after World War II. Originally the United Kingdom was the primary source of this aid, but they withdrew in 1952, to be replaced by the United States Edmond (1991). Since then the number of the NGO's has been increasing gradually and their contribution is invaluable as far as humanity concerned. This research work is intended to assess the practice and challenges of humanitarian logistics in case of selected two humanitarian organizations in Ethiopia, I.e. IOM and WFP. The research questions used to assess the practice and challenges in managing humanitarian logistics whereby to what extent its expected performance level realized, what are the main contributions of implementing partners in relief aid activities and what are the reasons bottlenecks/constraints/challenges in accessibility of roads or infrastructures during relief aid dispatches. These questions were relevant to identify the practice and challenges with corresponding relevant factors that contributes for the success of any aid supply to vulnerable societies. Considering the size of the target population (homogeneous population), census survey has been used. Primary data were collected from 30 logistics and supply unit staffs and 2 managements through interview. Out of 30 questionnaires distributed only 22 were successfully returned back. Descriptive analysis method was used to calculate the outputs (mean and standard deviation) using the most prominent statistical software called SPSS. Based on the finding of the research most of the respondents emphasized that the condition of infrastructure facility in aid distribution areas is bad and there is a strict government procedure related to aid cargo clearance process within port Djibouti. Respondents also tend to strongly emphasize that there is a scarcity of warehouse space around aid distribution areas and lack of information management system prevail during pre-disaster time. In addition the major finding of the research shows that quality of trucks provided by transport companies are poor and below standard. Hence, it's possible to conclude that bad condition of infrastructure, strict cargo clearance procedure, and scarcity of warehouse space and lack of appropriate information management system are the major challenges of case organizations has a potential to cut off those affected from aid assistance. Therefore both the government of Ethiopia (GoE) and case organizations needs to overcome these specific challenges collaboratively.

**Key Words:** Logistics Management, Humanitarian Logistics, Nongovernmental Organizations.

**Assessment of Reward Management Practices in Awash International  
Bank S.C**  
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The primary aim of this research paper is to assess the reward management practice of Awash International Bank S.C basing on the perception of the bank employees towards the reward management practice. Based on a critical review of published literature, it is clear how important the right combination of rewards is to the performance of an organization. Employees should always be aware of the relationship between their level of performance and how they are rewarded for that performance. This thesis examined the perception of employees towards the different aspects of reward systems that affect performance and attempt to establish which type of reward systems are more beneficial to the company in question and in the current business climate it operates in. The research is conducted in a period of particular financial turbulence for the banking industry, and wider global economic environment. As such, reward structures and the perceived value of those rewards, come more into focus as financial pressures restrict the type of rewards available, while retaining and motivating staff becomes more challenging. Data were analyzed using descriptive statistics to allow for appropriate conclusion and recommendations according to the findings from the questionnaire and interviews. The questionnaire was subsequently sorted, categorized and finally tabulated. Data were presented using tables and charts. The findings of the study revealed and concluded that the employees were poorly remunerated and the overall rewarding practice was inadequate. Based on the study findings, the researcher recommended the way forward in improving the reward management system and practice.

**Key Words:** Rewarding System, Performance, Intrinsic, Extrinsic, Equity, Transparency, Consistency



**Practices and Challenges of Logistics Management**  
**The Case of Plan International Ethiopia**  
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Supply chain management has become a fundamental element in the modern organizations to help them to improve effectiveness, efficiency, and productivity of their companies in recent decades. Logistics management is part of supply chain management which deals with short term supply of goods and services. It is the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services, and related information from point of origin to point of consumption for the purpose of conforming to customer requirements,” which includes inbound, outbound, internal, and external movements and return of materials for environmental purposes (Mentzer,et al. 2001; Naslund and Williamson 2010). For achieving the objective of this study census survey was used and questionnaires were distributed to all Plan International Ethiopia logistics, finance and IT employees and 35 filled and returned the questionnaires and analyzed using descriptive statistics by making use of mean and standard deviation. Structured interviews questions were prepared and has taken place with PIE head of logistics and finance and the logistics coordinator who is in charge of the procurement of goods and services at PIE CO. The major findings indicate that the most logistics practice of PIE is practiced in good conditions and some areas need improvement. The finding shows PIE has good relationship with its suppliers/customers but need to work on: Shared risk, Accurate ordering, Employee capacity building, Information sharing.

**Key Words:** Logistics Management, Plan International Ethiopia

**Assessment of Credit Management Practice a Study on United Bank S.C  
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This study attempts to assess credit management practice in private commercial bank— A case Study of United Bank Share Company. Through analyzing the practices of credit management practice, the study attempts to indicate the importance of credit management in financial institutions such as commercial banks. Thus, the rationale behind for undertaking this study is to deeply investigate the causes of credit management problems and to suggest possible solutions that enable the bank to run its operation in a safest way as credit is known to be the main stay of all banks. The ability of banks to formulate and adhere to policies and procedures that promotes credit quality. Inability to create and build up quality loans and credit worthy customers leads to default risk and bankruptcy as well as hampers economic growth of a country. For the purpose of the study both primary and secondary data were used. Primary data was collected using semi structured questionnaires for this a sample size of all employees in related to credit management who are bank's managers, assistant branch managers, supervisor, credit officers, internal auditor and credit committee members of UB four branches totally 30 employees were selected purposively and 48 loan clients who was also selected by taking at least 40% of the target population from four sub groups (such as: import, manufacturing, domestic service and building construction). The secondary data has been collected from annual reports, directives, and bulletins of the bank. Descriptive statistical tools were used in analyzing the data collected hence; the nature of the study is descriptive. The findings indicate that, the majority of the banks employees working in the loan area have first degree holder experienced and trained, almost all of the employee have agreed on the compliance of credit policy and credit procedure, to the regulation and directions of national bank of Ethiopian (NBE), and credit policy of the bank is moderate and updated up to 2015 Finally, based on the findings possible recommendations are given. These include the improvement of credit policy and procedure of the bank and updated of credit policy and rising loan clients complaint on the bank regarding the valuing of properties offered for collateral, lengthy of loan processing, amount of loan processed and approved, loan period, and discretionary limits affecting the credit management practice.

**Key Words:** Credit, Commercial Bank, Credit Management, Credit Risk, Loan Processing

**Assessment of Practice and Challenges of International Trade Financing  
in Selected Private Commercial Banks in Ethiopia**  
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International trade exposes the trading partners to various difficulties and risks. Due to the physical distance between parties, different time zones and currencies, different legal rules applicable to the transaction as well as the fact that the parties may not generally know each other. Banks facilitate international commerce through a variety of products which include managing their international payments, mitigating the risks, and providing working capital. This study makes an assessment of the trade services practice and challenges of selected Ethiopian private commercial banks by employing descriptive research design with view to assess the practice of trade financing. A mixed approach research method was used to collect and analyze data relevant for the study. Questionnaire and in-depth interview were used to gather relevant data. The study collected data from 120 respondents using purposive sampling technique out of which 108 are found to be good for analysis. In-depth interview was conducted with international banking managers. Descriptive statistics is used to analysis the data. One item mean, frequency, and standard deviation were used according to objective. From the research it has been found out that, due to a relatively high staff turnover among the bank staff and inefficiency or in some cases the lack of periodic training, the level of the job knowledge is not well developed. The foreign currency shortage in the country nowadays is seriously affecting private commercial banks trade financing activities which also indirectly affects the other banking services such as deposit and credit. On the other hand, the fact that most banks are competing unfairly on those inadequate foreign currency resources, especially during export document negotiation, may expose themselves for highly risky activities. In addition, it can be concluded that foreign currency transaction in the black market significantly influencing the banks effective trade financing service. To curb the identified problems, Firstly it is recommended that banks should be beneficially competitive to their staffs in retaining them, provide regular training and gradually centralize the unit activities. Secondly, banks should totally avoid the practice of multiple advance payment to the same supplier at a time by complying with NBE directives. Thirdly, on export document negotiation banks should seriously and consistently have the exporter sign a personal guarantee.

**Key Words:** International Trade Financing, Trade Service, Commercial Banks

**Assessment of Customer Preference on Shopping Malls in Addis Ababa**  
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This study has designed to assess how customers prefer specific shopping malls in terms of location, image, value, tenant mix, and parking space to examine to what extent these factors influenced the customer's preference at Addis Ababa. In order to achieve its objectives the study gathered data from 100 visitors of shopping malls in Addis Ababa by using open and close ended questionnaires. The data were analyzed through the help of micro soft excel software. The findings revealed that nearness of residence or place of work, accessibility of public transport, Mall operating hours, interior design, feeling of relaxation, store layout, games for children, advertising/promotion, security and safety ,availability of new products, social life, affordability of prices, product quality, value of product, availability of merchandise, latest fashion, availability of numerous brands, varieties of products, availability of substitute products, availability of ample parking space are factors which influences customers preference .The study indicated that location, image, values, tenant mix and ample parking space are the major elements which influences shoppers preference.

**Key Words:** Shopping Malls, Customer Preference, Customer Values, Mall Image, Tenant Mix, Location, Ample Parking Space.

**Assessment of Foreign Direct Investment in Ethiopia's Horticulture Sector:  
Trends, Challenges and Prospects, and its Contribution to Development  
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FDI plays an important role as an engine of employment, technological development, productivity enhancement, economic intensification, and more importantly, as an instrument of technology transfer, especially from developed to developing countries. Ethiopia having realized the inadequacy of the domestic capital and low national saving opened several economic sectors to foreign investors. The country has also issued several investment incentives to encourage foreign investment. As a result, the main purpose of this study was to assess factors that affect FDI inflow, effectiveness, and growth in the Ethiopia's horticulture sector. The research also investigated the major contributions of FDI in the horticulture sector to the development of Ethiopia in terms of employment creation, generation of revenue, transfer of technology, linkage with domestic firms in boosting national productivity. It analyzed the main challenges and limitations of FDI in the Ethiopian horticulture sector which impede its effectiveness and growth. This study employed mixed research method, where both qualitative and quantitative analysis were applied, using both primary and secondary data. By adopting descriptive research design, questionnaires and interview were the main data collection instruments used to gather primary data from experts, foreign investors and officials of various relevant institutions. The sampling methods used were both probability and non-probability sampling. For the selection of FDI samples in the horticulture sector, cluster probability sampling procedure was employed. The target population constituted 28 medium and large firms in the horticulture sector that are foreign owned. In the selection of samples (110) from experts with better knowledge and information from various institutions, convenience and purposive non-probability sampling techniques were used. The result of this study indicated that the contribution of horticultural FDI to the development of Ethiopia has been constrained by various challenges of poor infrastructure, institutional bureaucracy, and other organizational and human elements. Therefore, it requires an effective intervention of those challenges and impediments enhancing basic infrastructure provision, training and developing skilled manpower, institutional reforms, enforcement of technology transfer and timely implementation of projects, regular environmental auditing as well as a continuous follow up or monitoring for effective implementation of FDI projects to exploit all the benefits of FDI in the Ethiopian horticulture sector.

**Key Words:** FDI, Ethiopia, Horticulture, Trend, Contribution, Challenges, Limitations, Prospects

**Effect of Supply Chain Management Practices on Organizational  
Performance in Pharmaceutical Companies in Addis Ababa**  
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Supply chain is system of organizations, people, technology, activities, information and resources involved in moving a product or service from supplier to customer. Supply chain activities transform natural resources, raw materials and components into a finished product that is delivered to the end customer. The purpose of this research is to study the effect of supply chain management practices (supplier relationship management, customer relationship management, level of information sharing and quality of information sharing) on organizational performance of Medtech Pharmaceuticals, Zaf pharmaceuticals, Amba pharmaceuticals, Cadila pharmaceuticals and Beker Pharmaceuticals. The study was employed through descriptive research design in which selection of respondents were done using stratified sampling technique which is a mixture of deliberate (purposive) and simple random sampling technique. The analysis was made using descriptive statistics and the significant relationship of the independent variables with the dependent variable was made using inferential statistics (correlation and regression analysis). From the descriptive analysis result, SRM has mean of 4.06 , CRM has mean of 3.77, LIS has mean of 3.89, QIS has mean of 4.14 and OP has mean of 3.94. From the correlation analysis result there were significant positive correlation between the two variables (quality of information sharing and customer relationship management) and organizational performance at ( $p < 0.01$ ) and ( $p < 0.05$ ) respectively. The other two variables (SRM and level of information sharing) have no significant correlation with organizational performance. Finally, according to the regression analysis result, only the two hypotheses (Ha2 & Ha4) which are customer relationship management and quality of information sharing has positive and significant influence on organizational performance is accepted. This implies that quality of information sharing and customer relationship management must be in the best attention of business organizations to take a proactive role in the management of their supply chain in establishing a strong position over its competitors and achieving its goals.

**Key Words:** Supply Chain Management, Supplier Relationship Management, Customer Relationship Management, Level of Information Sharing, Quality of Information Sharing

**Opportunities and Challenges of Liberalizing the  
Banking Sector in Ethiopia**  
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The aim of this study is to assess the opportunities and challenges of liberalizing the banking sector in Ethiopia. With this aim the research intends to identify the different opportunities that the banks would bring and their entry challenge on domestic banks. A qualitative research approach was followed and in-depth interview was conducted with 22 experts and professionals who were selected purposely. The finding of the study shows that foreign bank entry in Ethiopia could improve the financial infrastructural system and enhance credit access for different firms who run their business in the country whether they are small or large. Apart from this, the finding of the study indicated that the entrance of foreign banks enhance the efficiency of the local banks since the competition is going to be hard, and also allowing this financial institutions could transfer new banking technologies which could develop and promote the local financial systems. However, the potential and capacity of these international banks may also drive out the domestic banks from the market since they are highly capable in terms of experience, strategy and skill; also threaten as bringing instability in the financial system of the country. In addition to these, in some instances these banks may bring their international crises experience in to the host countries. As a policy recommendation the liberalization of the financial market should be done gradually, this is because letting the banks spontaneously may harm the domestic banks and make the condition difficult to control since there is no much know how about how these banks perform and work. Hence, letting them gradually allow the government to investigate and understand how they operate.

**Key Words:** Liberalizing, Opportunity, Challenge, Bank, Ethiopia

## **Assessment of Profitability of Motor Insurance Business:**

### **In the Case of Berhan Insurance Company**

**Hailye Gerawork, St. Mary's University, Email:rakmo.smu@gmail.com**

Motor insurance is the most prevalent line of insurance in the world, and in Ethiopia the largest sector in non-life insurance. Despite the large proportion that motor insurance constitutes of all general insurance premiums, it is reported to be a loss leader for most insurance companies. This is the significant economic challenge the insurance companies face in Ethiopian: grow the business while improving the profitability of motor class of business. The study aim at identifying the main cause of the problems associated with motor insurance, its impact on the profitability of Berhan insurance company, factors contributed to high motor claims ration and giving recommendations based on the findings. It focuses on the data of insurance industry and Berhan insurance company for the past five years (2011/12 to 2015/16). Primary data was collected through questionnaires and in depth interview methods. Furthermore, Secondary data were also obtained from NBE, federal police commission and Federal Transport and financial publications of NBE were analyzed. Failure to charge equitable level of premium (inefficient in pricing); inability to select risk precisely; increased cost of claim; increased administration and acquisition costs; and low investment income; have been identified as a key determinants of the problem. This study recommends that charging equitable level of premium based on statistical data, reducing costs and expenses, and diversifying investment opportunities. Moreover, join coordination works with the stakeholders, lobby policy makers and legislative bodies to produce the required level of behavioral change in order to curb the growing problem in this regard.

**Key Words:** Motor Insurance, Profitability



**Assessment of Strategy Implementation and  
Organizational Performance: the Case of Bank of Abyssinia  
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The purpose of this study was to assess the effect of strategy implementation on the organization performance of Bank of Abyssinia (BOA). Secondary and Primary data was utilized in this study. Secondary data was obtained from reviewing text books, publications, financial records and internal records of BOA. Primary data was gathered with the aid of questionnaires and interview. One hundred ninety eight (198) questionnaires were sent to employees of the bank and one hundred seventy four (174) responses were obtained representing a response rate of 87.5%. The results of the administered questionnaires showed a fairly high level of agreement for the features of the various factors that relates strategy implementation and performance of the bank. However, this study showed that structures put in place for bottom-up information flow were not known to all employees. This study also showed that the leadership approach the bank use is vague that majority of employees were uncertain for the leadership approach effectiveness at BOA. The researcher recommends that all factors of the various dimensions should be put into the right perspective so as to help the general workforce of the bank to understand the main objectives and strategic implementation in place to achieve the objectives of BOA. And lastly the bank should develop effective communication benchmark, since change bring resistance on employee communicating the change in strategy, roles and responsibility and its importance help to achieve the objective and also contribute to stay competitive in the industry.

**Key Words:** BOA, strategy implementation, organizational performance

**Assessment of the Contribution and Challenges of  
Balanced Scorecard Implementation in Ethio Telecom**  
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The BSC's greatest strength for most businesses comes from its innate ability to integrate financial and non-financial measures together by measuring both strategic and business performance across four interrelated perspectives. However, unless the company exerts special effort for the implementation of BSc, it may not get its contribution. Thus, the purpose of this paper is to assess the contribution and challenges of BSc implementation in Ethio telecom. Mainly, this study tries to find out the challenges faced by the organization and the contribution fewer than four perspectives while implementing BSC. The study adopted descriptive research method to assess the implementation of BSC in Ethio telecom and to collect the data semi structured interview and questionnaire have been used. Similarly, to select the sample size from each division the researcher used stratified sampling technique and based on this 371 questionnaires were distributed to each division according to their strata proportion and out of the distributed questionnaires 333 were returned. On the other side, for semi structured interview the study adopted purposive sampling technique to select the interviewee who have the working knowledge of the study area. To analyze the response got from the respondents the study used SPSS and presented by table. The result shows that the major challenges the organization faced are lack of knowledge on how to cascade corporate strategy, lack of IT support, the template that used to measure the performance is difficult to use, some measures couldn't be measured quantitatively, poor commitment of higher level management and the manual nature of BSc makes difficult to control its implementation. In the contrary, Ethio telecom got benefits from the implementation of BSC that most of employees starting doing their tasks based on plan and target and resources are utilized cost effectively. Hence, to minimize the identified challenges the researcher recommended that the organization should give adequate training on how to cascade and implement corporate BSC, to make the template easy the organization should assign at least one IT person for each division, to get the greatest contribution of BSC the organization should systemize its deployment.

**Key Words:** Balanced Score Card, Ethio Telecom

**Role of Saving and Credit Cooperatives in Empowering  
People with Disabilities: the Case of Shashemene and Kuyera**  
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This research looks to explore the effectiveness of saving and credit cooperatives in improving the social, psychological and economic situation of people with disabilities. The researcher distributed questionnaires to sample SACCOs members which is applied to gather information from individuals about economic, psychological and social status before and after being a member of saving and credit cooperatives. Focus group discussions is used to collect data from leaders of saving and credit cooperatives to examine the effectiveness of saving and credit cooperatives in empowering people with disabilities. The researcher found there is a significant improvement on economic, social and psychological status of PWDs after joining the SACCOs. The returned questionnaires and focus group discussions clearly pointed out PWDs empowerment and the improvement areas for SACCOs. The researcher gave some recommendations as to how the SACCOs can advance their current services.

**Key Words:** Saving and Credit Cooperatives, Empowering People with Disabilities, Shashemene and Kuyera

**Assessment of the prospects and Challenges of Ethiopian  
Sesame Seed Export  
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Sesame seed export is one of the highest foreign currencies earning activity. The sector needs due attention as it has attractive demand in the international market; However, the sector is being managed under a very challenging working conditions that affect its competitiveness. This study assesses the current status of sesame seed trading activities with respect to its prospect and challenges. The study employed both quantitative and qualitative approaches. The respondents were sesame seed exporters who are working with Commercial Bank of Ethiopia. Data was collected through questionnaire from a population of 165 sesame seed exporters. Data collected from the questionnaire were analyzed using SPSS version 20 statistical tools such as mean and standard deviation quantitatively, and followed by interpretation and qualitative analysis made. The result of the study indicates that there is an increased demand for organic oilseeds in general and sesame seeds in particular in the global market. The demand for Ethiopian sesame seed is still holds the leading position among other sesame seed exporting countries. The major challenge for the sector is quality production, price volatility in the international market and infrastructure related problems. Moreover, lack of trade protection, lack of integrated work flow among all responsible organs, lack of reliable market information and exaggerated price bidding on ECX become unsolved issue for the development of the sector. The problem related with infrastructure and market information need immediate solution. The sector requires the involvement of all concerned parties as it has a potential to expand the country's foreign currency earnings. Government must draw additional and up-to-date policies and regulations that will help exporters to become competitive in the dynamic global market. Investors could consider the unexploited market opportunity.

**Key Word:** Challenges, Demand, Export, Global market, International Trade, Market, Oilseeds, Opportunities/Prospect, Sesame Seed

## **Challenges and Opportunities of Card-banking Practice in Commercial Bank of Ethiopia**

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The majority of banks in Ethiopia have now implemented card-banking channels in order to provide convenient and affordable banking services. However, this effort may not bring much result especially through card-banking technology have not been well-known. The main objective of the study is identifying the challenges and opportunities of card-banking practice in Commercial Bank Ethiopia. Under these studies the researcher used primary and secondary source of data, to collect the necessary data the researcher used non probability sampling which is a judgmental sampling technique. The sample size was taken based on Taro Yamane formula. The result of the study indicated that, the major challenges faces in card-banking are, illiteracy of customers, customer resistance to change by various factors, lack of various languages that supports card-banking, lack of bond between e-payment departments, security issues, lack of legal and regulatory frame work, Lack of ICT setup and, government infrastructures facilities. On the contrary side, issues related with opportunities of card-banking expansion of electric power, ICT, road, higher institution, economic development and improvement in GDP, deposit mobilization increment and expansion of microfinance institutions are opportunities of card-banking. The study suggests the bank, having a well-integrated team, give immediate service to customers and timely adjustment of refused transaction, facilitate card-banking awareness creation program on a continuous base and also the bank customizes the language to the local people.

**Key Words:** Card-banking, Challenges and Opportunities.

**Assessment of Service Quality and Its Impact on  
Customer Satisfaction: the Case of Oromia Insurance S.C  
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The aim of this study was to assess service quality and its impact on customer satisfaction in Oromia insurance company. This study is set out to examine the impact of service quality on customer satisfaction in selected branches of Oromia insurance S.C. by SERVQUAL model. It also shows the gaps between customer's expectation and perceived performance on Oromia insurance company. The research was conducted using cross sectional survey and the primary data is collected through structured questionnaire developed based on SERVQUAL model. Convenience sampling technique was used to select 89 respondents from three branches of Oromia insurance located in Addis Ababa. The data has been analyzed, using descriptive statistics, gap analysis, Pearson's correlation and regression analysis. The finding shows that all the five service quality dimensions are positively related with customer satisfaction. Assurance shows the strong positive relation with customer satisfaction. The result also indicates that the overall service quality perceived by consumers was not satisfactory meaning expectations exceeded perceptions and all the dimensions showed higher expectations than perceptions of services. The R square value described that 60% of variation in customer satisfaction is accounted by the service quality dimensions. To increase customer satisfaction Oromia insurance S.C should focus on improving service quality dimensions.

**Key Words:** SERVQUAL, Customer Satisfaction

**Assessment of Tax Audit Practice and Its Challenges: in the  
Case of Large Taxpayers Office, ERCA  
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Tax audit is an activity or a set of activities performed by Tax auditors to determine taxpayer's correct tax liabilities for a particular accounting or tax period. Many countries have adopted a self-assessment system (SAS) including Ethiopia; Tax audit is a key feature of the self-assessment system (ERCA2010). The researcher believes that researches on this area will have invaluable contribution for the tax authority to achieve its objectives and to improve its tax administration. The main objective of this study is to assess the tax audit practice and its challenges in the case of large taxpayers' office and tries to assess the application of IT in tax audit, the proficiency of auditors, functions of auditing in the reduction of tax evasions and avoidances and how it is exercised to increase the compliance level of taxpayer. To achieve these objectives descriptive method of research was used and both quantitative and qualitative research approach were used and, data were collected from primary and secondary sources, the primary data were collected using survey method from the tax audit staffs and large taxpayers'. The primary data were collected from a well-structured questionnaire distributed to 55 tax audit staff respondents and out of these 45 were returned and distributed to 67 taxpayers' respondents out of which 58 were returned and the secondary data was from scholarly published studies, internet sources, journals and ERCA published and unpublished documents. The analysis provided the tax audit has problems in the application of information technology /SIGTAS/ maximum its capacities, incompetent auditors to tackle tax evasion and avoidance, weak taxpayers' education program which cannot improve the compliance level of taxpayers'. The study concluded that if tax audit were conducted by competent auditors, and supported by IT, it would have resulted in effective tax administration, improved compliance level and increased tax revenue. The study recommended that the tax authority /ERCA/ should improve the capabilities of tax auditors, and apply IT in its audit to its maximum. As far as the knowledge of the researcher is concerned, no research has been done on the tax audit practice and its challenge in large taxpayer's office.

**Key Words:** Tax Audit, Self-assessment System, SIGTAS, Evasion and Avoidance and Compliance.

**The Role of Tax Administration on Tax Payers Compliance  
Behavior the Case of Some Selected Tax Payers in Merkato  
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Improved tax compliance boosts the revenues available for supporting public services without increasing the current tax burden on compliant tax payers. There appears to be a trend in tax compliance policies with initiatives by a number of tax authorities to move towards a more taxpayer focused approach. A number of tax authorities have been moving towards a more sophisticated approach to tax compliance. Traditionally there seems to have been an assumption that tax compliance can be ensured with the help of legal enforcement and penalties. These days this is ceasing to be the case, as the taxpayers are demanding more assistance and fair treatment from the tax authorities. Even there seems to have been a shift in attitudes towards treating the taxpayer less as a passive donor who simply has to be billed for taxes due and more as a customer sometimes requiring particular forms of assistance and support. The voluntary compliance behavior of the taxpayers is determined by various factors and identifying these factors and treating them accordingly should be the central premises of any tax system in order to maintain voluntary compliance at satisfactory levels. This study was meant to assess taxpayers' voluntary compliance behavior with tax administration problems in Addis Abeba city, merkato area. Based on this fact primary data are used. Descriptive statistical tools, Reliability test and correlation were used in analyzing the data collected. According to the study, factors such as equity or fairness, service delivery of tax authority, awareness level of tax payers and tax payers' attitude towards tax complexity were found to be the important tax administration problems factors affecting taxpayers' voluntary compliance.

**Key Words:** Tax Administration, Tax Payers Compliance Behavior, Merkato



**Assessment of the Service Quality Dimensions Affecting Customer Satisfaction: a Case Study of Awash International bank S.C**  
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The purpose of this paper was assessing the service quality affecting customers' satisfaction in Awash International Bank. Accordingly, descriptive survey design was used to conduct the study using SERVPERF model of Cronin and Taylor's (1992). By using convenience sampling 400 participants were included in the study. Accordingly; 400 questionnaires were distributed for study participants. The quantitative data gathered through questionnaire was analyzed and interpreted using appropriate statistical tools like percentage, mean, and regression analysis. The findings of data analysis indicated that among the five service dimensions: Reliability, Empathy and Tangibility were with higher mean value than other dimensions. This indicates that the level of quality of service delivered by AIB for its customers were better in the dimensions of Reliability, Tangibility and Empathy in relation to other dimensions. Hence; other dimensions Like Assurance and responsiveness needs some improvement. Moreover, the overall predictive powers of the three service dimensions were higher than the other two dimensions. Since reliability has 3.3 beta value to predict customers satisfaction. Similarly, Empathy has 3.291beta value to predict on customers satisfaction and tangibility has 3.189 beta values to predict on customers satisfaction. The conclusion of the study indicated that the dimensions; Reliability, Tangibility and Empathy have higher mean value which indicates better satisfaction and dominantly affect customers satisfaction in Awash International Bank Whereas, some improvement is needed for Responsiveness and assurance dimensions. Based on the findings and conclusions of the study; the following recommendations are forwarded for concerned bodies; it was found that among all service dimensions Responsiveness and assurance needs some improvement. Therefore, Awash International Bank should try to improve Responsiveness and assurance dimensions by improving the rate of the service by responding promptly to customer service requests on time with minimal waiting hour. Similarly, the bank has to improve assurance dimension which relates to the capability of the service provider to deliver the output specifically in terms of the knowledge, politeness and trustworthiness of the employees to customers' of the Bank.

**Key Word:** Service Quality, Customer satisfaction, Service performance

**Assessing the Role of TVET Colleges in Promoting  
Entrepreneurship: the Case of Entoto TVET College, Addis Ababa  
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This study was carried out at Entoto TVET College, Gullele, Addis Ababa. It has focused on assessing the role of TVET College in promoting entrepreneurship. Beside this, the study addressed some major challenges that encountered Entoto TVET college trainees and the required intervention measures taken by all concerned stakeholders. Furthermore, the study also assessed societal benefits such as job opportunities facilitated by the college for graduated students in order to minimize unemployment problems that prevailed throughout the country. For this study, 142 respondents have been selected using purposive sampling technique and statistical formula used for sample size determination as sample of the study. Among these 130 of them were trainees, 10 were graduated students and 2 of them have been taken from administrative officers so as to be provided with adequate information. An attempt have been made to provide appropriate answers to the basic research questions, semi structured questionnaires were prepared to be responded both by trainees and graduated students that developed questions were asked regarding demographic profiles, characteristics of respondents, factors that affect the performance of graduated entrepreneurs engaged in own business and training processes during the stay of students in the college likely with over all supports they need to seek from stakeholders. Careful interview was also held with administrative officers and used as additional data collection tools. After the data is collected, it was analyzed using MS-excel with simple statistical techniques. The results of the study have been presented by tabulation, graph and charts reveal that sex composition of trainees was almost equivalent, the college gives training in different fields, provision of adequate knowledge and entrepreneurial skills for trainees, misperception of the society towards TVET and lack of advanced materials for practical training and the likes as the major challenges of Entoto TVET college. The college played great role in producing competent, skilled, motivated and innovative work force that could contributed for poverty reduction, economic and social benefits of the society. Therefore, ensuring societal paradigm shift towards TVET, fulfilling all necessary training equipment, strengthening entrepreneurial skills, employing appropriate training methods, financial and technical support of stakeholders for graduated students were highly recommended to upgrade the services that Entoto TVET gives for the community.

**Key Words:** Employment, Entrepreneurs, Job Opportunity, Role, TVET

**An Assessment of Training Practices and Its Implications to Employees' Performance: The Case of Ethiopian Revenues and Customs Authority (Head Office)**

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This study aims to explore the current training practices and its counter implication on employees' performance within Ethiopian revenues and customs authority head quarter. It is an exploration of the issues concerning training practices in terms of how training needs are assessed, how training is delivered, how training program evaluated, how training methods and techniques implies on the performance of employees); exploring the director and training team leader attitudes towards the training practice in improving employees and organizational performance. The research has adopted a mixed approach. The design used was descriptive type. The data were gathered through a combination of both interviews with human resource director and training team leader and a questionnaire addressed to the randomly selected clerical staff members of the organization. A simple random sampling method was used in choosing the participants of this study. In total, 105 respondents were involved. The study found that conditions for training were not considered during need assessment the organization conduct training during employee's recruitment, introduction of new technology and based on department's needs. Also the study found that the organization practice more on the job than the off the job training method. But the organization does not have training evaluation up on the completion of the training given. Correlation between methods of training and employees perceived performance was significant. But on the job training has a stronger correlation with employee perceived performance than off the job training. Regarding the delivery technique, orientation and computer based training have strong relationship with employee performance. While seminars and demonstration have no correlation with employees perceived performance. The regression analysis also shows that the on the job training has more significant implication than that of the off- the job training. With regard to delivery techniques job rotation and orientation would bring a significant impact on employees' performance while seminar and demonstration have insignificant implication on employees' perceived performance. It was recommended that the effective practice of TNA and training evaluation along with combination methods of training and delivery techniques would serve to improve employee performance.

**Key Words:** Training, Employee Performance

**Assessment of Fraud Control Practice:  
A Case Study of Dashen Bank S.C, Addis Ababa Branches  
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In Ethiopia, recently the banking industry has grown fast at the same time different problems related to fraud and other criminal cases have increased in the bank sector. Internal control plays a key role to detect fraudulent activities and to overcome the different fraud problems. This study focused on assessment of fraud control practice in the case of Dashen Bank. The research has applied descriptive statistics by using questionnaires and document review. To undertake the research simple random sampling is used to select respondents from branches and purposive type of sampling was used to select 27 branches out of 109 branches found in Addis Ababa. 185 questionnaires were distributed in which 183 of them returned. Data were analyzed using descriptive statistics using SPSS software. The result indicates that there are fraud cases but the rate is low and internal control in the bank is not effective. There is a deficiency in controlling component mainly the risk assessment and information and communication component. Comparing to risk and information communication control environment, control activities and monitoring practice are good. Employees do not have adequate awareness about anti-fraud policy, and the controlling mechanisms used by the bank are not enough to prevent fraudulent activities. The findings show that the bank does not use job rotation, there is lack of segregation of duties, most branches and ATM stations have not security camera, and customers' information is not updated. Generally the outcome of the research confirmed that the fraud control practice of Dashen Bank S.C. has problems and weaknesses that need to be improved. In view of these deficiencies, major recommendations proposed include bank should apply strong controlling mechanism such as, UV light, forged cheque, foreign and local cash detection machine, upgrade customer information, install security camera in ATM stations and branches, management should control dormant accounts separately, HR should verify new employees background, there should be segregation of duty and responsibility and periodic job rotation, enhance awareness of all employees about anti-fraud policy and control procedures and effectively implement control components to prevent fraud cases.

**Key Words:** Bank Fraud, Fraud, Effectiveness, Internal Control

**An Assessment of Service Quality Level and Customer Satisfaction with Broadband Internet Services: The case of Ethio Telecom Enterprise Key Account Customers**

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It is obvious that customers are important stakeholders in organizations and their satisfaction is a priority to management. Customer satisfaction has been a subject of great interest to organizations and researchers alike. Purpose: The study focused on the assessment of service quality level and customer satisfaction with broadband internet service users of Ethio Telecom. The primary objective of this study is to assess the overall satisfaction level key account customers of Ethio telecom with Broadband Internet Service. Method: The study was conducted on broadband internet users key account customers in Addis Ababa. The five SERVQUAL dimensions developed by Parasuraman et al (1988) and additional four dimensions (service provisioning, price, quality and security) were used to assess the customer satisfaction. A sample of 339 respondents was selected using a stratified random sampling method among which 255 were collected. Finding: the finding shows that the majority (65.9%) of respondents were dissatisfied. The result of the study also indicated that responsiveness is the most important dimension which can influence the overall satisfaction of the customers. Generally, since the satisfaction level of key account customer broadband internet users is below average which is 34.1% Ethio telecom should struggle to improve its customer's satisfaction. And Key account customers are demanding more on the responsiveness aspects of broadband internet service than the other service quality dimensions.

**Key Words:** Service quality, Customer Satisfaction, SERVQUAL, Broadband Internet Service

**Effect of Employees' Perception of Performance  
Appraisal on Job Satisfaction: the Case of Dashen Bank  
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This study investigates the employees' perception of fairness in the performance appraisal system and its effect on job satisfaction of an employee. The perception of fairness in performance appraisal system consists of three main factors: Distributive justice, procedural justice, interactional justice and are used as independent variables and job satisfaction of an employee as dependent variable. Using random sampling technique 162 participants (employees) of the target institution-Dashen Bank branches (Main, Bole, Kality, Tana and Pizza branches) were selected from the total population of 325. In conducting this study, the required data is obtained through structured questionnaires. To check the reliability and validity of the adopted instruments the Cronbach's coefficient alpha test and the content validity test was carried out. In the analysis descriptive statistics, independent sample T-test, one way- ANOVA, correlation analysis and multiple regression analysis was performed. The independent sample T-test shows that there is significant difference between genders in fairness perception in performance appraisal system, the one way-ANOVA test shows that there is significant difference among work experience groups and age level groups; however no significant difference found among educational level groups. The descriptive finding of the study shows that Dashen Bank employees had low level of fairness perception towards the existing performance appraisal practice, and low level of job satisfaction. The correlation analysis result also indicates that distributive, procedural and interactional fairness in the appraisal system had positive and significant relationship with job satisfaction. Whereas the finding of multiple regression analysis indicates that distributive, procedural and interactional fairness in the appraisal system had positive and significant influence on job satisfaction. An overall perception of respondents shows a below average rating towards distributive justice, procedural justice and interactional justice, which means most of the employees have unfair perception about the performance appraisal practice of Dashen Bank. The human resource management of the bank should prepare the organizational conditions in a way that fairness perception can be achieved among employees more than ever.

**Key Words:** Job Satisfaction, Perceived Fairness, Performance Appraisal System

## **Assessment of Credit Risk Management Practice of Awash International Bank S.C**

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Credit Risk management becomes major discussion issues in the financial institutions because of uncertainty related to borrower's business. The aim of this study is to assess credit risk management tools and technique that are being used in the bank and to what extent the current performance of the bank is supported by proper credit risk management policy, procedure and strategy. The study design is descriptive. The research applies quantitative research method and both primary data (questionnaire) and secondary data were collected to meet the objective of the study. 61 samples were involved at head office who works on credit to get reliable and valid information about the study subject. The data was analyzed using descriptive statistics by using SPSS software. From the findings the study concludes that the bank has well organized credit policy but difficult to understand by concerned employees of the bank and it also conclude that the bank has good credit granting practice and uses suitable credit risk assessment tools and techniques including loan follow-up, risk identification, measuring, evaluating, monitoring and controlling mechanism. However, the study also concluded that the bank has drawbacks such as absence of training for customers which results to loan diversion, absence of credit risk model that predict the risk level of the business and the priority sectors of the bank in terms of credit facility are highly exposed to credit risk which directly contribute to the increment of NPL. Thus, it is recommended that awash international bank S.C should develop independent risk management policy and procedure from credit policy and procedure to overcome those problems and to take measure on the spot.

**Key Words:** Credit Risk, Management Practice, Awash International Bank

**Challenges and Prospects of Microfinance Institutions: the Case of Two  
MFIS in Addis Ababa and Oromia Special Zone  
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The Ethiopian microfinance sector is characterized by its rapid growth, an aggressive drive to achieve scale. This is due to its significant contribution towards poverty alleviation and overall economic growth through availing financial service to rural and urban poor. The operational and performance aspects of the MFIs in the country are impeded by various economic, social and internal challenges emanating from the micro-finance institutes themselves. The main objective of the study is to assess the challenges and prospects of micro finance institutions. The study is conducted through both quantitative and qualitative methods of research approaches, describing the challenges on ground which affects the operations of micro-finance institutions. Both primary and secondary sources of data which are appropriate for the study were collected from two big Microfinance Institutions currently operating in the country using questionnaire. The study units of the research are two micro-finance institutes operating in Ethiopia. But, the staff and customer proxies were used to identify major challenges in these financial institutes. Accordingly, the set of managers, clerical and non-clerical and customer of these two MFIs was taken as a population of the study. Appropriate sampling designs and techniques were used to draw the population under study. Descriptive method is used to analyze the primary and secondary data collected for this purpose. The major findings in the study are related with challenges which affect the operations of micro-finances from internal, external and economic prospective. In general terms, the limited source of funds, ineffective and inefficient resource mobilization aggravated by weak human resource management practices are the major challenges hindering the institutions. In the same token, it is recommended that MFIs require financial inclusion products enabled with technology and fairly managed human resources for successful journey ahead. The regional state governments and many local NGOs are shareholders in these MFIs.

**Key Words:** Microfinance Institutes, Challenges, Prospects



**The Effect of Training on Workers Performance in Governmental  
Organization: A Case of Ethiopian Revenue and Customs Authority  
Head Office**

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The aim of this study was to examine the effect of employees training on performance at Ethiopian Revenue and Customs Authority. In order to achieve the purpose of the study, descriptive and explanatory research designs were used. A questionnaire was developed which was used as primary data gathering instrument. A questionnaire was distributed to 240 sample respondents in head office. A total of 240 employees participated in the study. Data were analyzed using both descriptive and inferential statistics. Descriptive statistics such as frequency counts, percentages, and mean were used while inferential statistics such as person correlation and regression coefficient were used. The study findings showed that all variables of training (Training design, training need assessment, training delivery style training evaluation) influence on workers performance. Therefore, the study recommends that the training should be conducted time to time to ensure that employees have better job performance.

**Key Words:** Employee Training, Training Need Assessment, Training Design, Training Evaluation, Training objective employees Performance.

**The Effect of Service Quality on Customer Satisfaction in Ethio telecom  
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This research finds out the effect of service quality on customer satisfaction in Ethio Telecom East Addis Ababa Zone. A sample of 386 respondents was employed. The primary data was collected and yielded five key variables for service quality namely: tangibles, reliability, responsiveness, assurance and empathy. Descriptive statistics that encompass the simple percentage and means that were used for presenting data and correlation and regression analysis were used to analyze the data using recent version 23of SPSS. Pearson correlation coefficient was run to test hypotheses. The study figured out that service quality has effect on customer satisfaction and that there exists a positive relationship between service quality and customer satisfaction. This research is concluded by gaining the attraction of service providers towards improving their technical quality to increase customer satisfaction.

**Key Words:** Service Quality, Customer Satisfaction, Ethio Telecom, Tangibles, Reliability, Responsiveness, Assurance and Empathy

## **Assessment of Service Quality with Special Reference to Selam Bus Line Share Company**

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The purpose of this study is to assess the service quality with special reference to Selam Bus Line Share Company and the specific objectives are: determining the expectation and perception of customers and examining of the gap between expectation and perception of service quality. The research design of the paper is descriptive where the collected data have been thoroughly analyzed and described and on top of that, the researcher's incitements and observations are added so as to make the research more meaningful. The sources of data were primary and secondary and thus, for the primary data questionnaires were used while the secondary data were collected from books, published journal articles, websites and unpublished company documents. As the questionnaire has two parts, 333 copies were distributed to assess service quality expectation and perception of each respondent. 317 of the 333 distributed questionnaires have been collected back. Regarding the data analysis, SERVQUAL model with its five dimensions and 26 attributes was adopted and the collected data have been analyzed using the statistical package for the social science (SPSS) version 20. The major findings of the paper indicated that the five dimensions of SERVQUAL (tangibility, reliability, assurance, empathy and responsiveness) with their attributes have come up with negative gap scores of service quality which resulted in customer dissatisfaction. Generally, in this research, it has been seen that by realizing the gap between the perceived and actual service quality, customer satisfaction can be extremely improved.

**Key Words:** Service Quality, Customer Satisfaction, Bus transport

**Practice and Challenges of Human Resources Training and  
Development at Ethiopia Electric Utility Addis Abeba  
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Training and development is a steering instrument in maintaining the organizational efficiency and productivity takes a key aspect in motivating the employees to act in the best interest of organizations. The purpose of this study was to assess the challenges and practices of human resource training and development at Ethiopian Electric Utility. In this study, descriptive research design was employed as it focused on identifying present conditions and finding facts. For this purpose, a sample of 140 trainees and 4 trainers were selected through a combination of simple random and stratified sampling techniques. Self-administrative questionnaires, interview and document analysis were used to gather data. Data obtained through questionnaire were analyzed with descriptive statics (mean and frequency) to analyze practice and challenges of human resources training and development at Ethiopian electric utility. The findings of the study indicated the absence of the systematic needs assessment practices, no HRTD plan incorporated in strategic plans, no clear and transparent training and development criteria for selecting trainees and trainers. Training and development opportunities had been offered to individuals depending on their personal relationships, the practice of preparing and implementing TDPs had been constrained by low attention of top level management, lack of adequate budget, selection of inappropriate trainees and trainers, allocation of insufficient time. Based on the findings, the following conclusion was drawn; due to lack of systematic training and development needs assessment capacity and potentials of individuals had not been built for better future performance, appropriate individuals were neglected from the selection for the TDPs. Based on the conclusions, the following are recommended: appropriate attention to be given to; training and development needs assessment, arranging of induction/orientation programs, applying on-the-job methods, creating systematic monitoring and evaluating practices of TDP, arranging awareness creation programs and formulating clear and transparent TDP directives, and giving more emphasis on professional development rather than other activities in the offices.

**Key Words:** Training and Development, Training Opportunities, Monitoring and Evaluating, Performance

**Determinants of Commercial Banks' Financial Performance in Ethiopia**  
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This study examines the determinants of financial performance of commercial banks in Ethiopia by using panel data of fifteen sample commercial banks out of eighteen commercial banks operated in Ethiopia over the period 2012-2016. Since the data is secondary in nature, the quantitative approach to research was used. Under this study, both internal and external factors were included. The internal factors used in this study include capital adequacy, Asset quality, Earning ability, liquidity management and Bank size whereas, the external factor is foreign exchange rate. Moreover, ROA and NIM were used to measure the financial performance. Hence based on the result random effect model was adopted. Based on the regression result; asset quality, earning ability and bank size have a significant influence on the financial performance of Ethiopian commercial banks measured by return on asset, return on equity and net interest margin. Thus, management bodies of commercial bank should strive to strengthen the identified significant factors.

**Key Words:** Financial Performance & Commercial Banks in Ethiopia

**Assessment on Customer Satisfaction and Loyalty Among Customers of  
Insurance Companies: the Case of Nyala Insurance s.co  
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The liberalization of the economic system in Ethiopia enabled the emergence of private insurance companies and have created competitive environment in the insurance industry. This study focused to assess the customer satisfaction & loyalty among customers of Nyala insurance s.c. Accordingly; appropriate research questions were postulated to guide the research. The study adopted a purely descriptive approach. The SERVQUAL instrument was incorporated into a detailed questionnaire to solicit information from clients. The data collected from 311 questionnaires were analyzed using gap score, statistical tools such as mean and correlation analysis. The gap score between perception and expectation of customers of the insurance companies showed that there is a negative gap score in all service quality dimensions meaning those customers' expectations exceeds their perception. The study also indicated that the five service quality dimensions have positive and significant relationship with loyalty. The study showed that the selected service centers (branches) located in Addis Ababa were not providing the level of service quality demanded by customers. The findings suggested that the insurance companies need to improve all the dimensions of service quality.

**Key Words:** SERVQUAL, Tangibility, Reliability, Responsiveness, Assurance, Empathy, Customer Satisfaction and Loyalty

**The Effect of Customer Service Quality on Customer Satisfaction in  
Selected Private Banks, Addis Ababa  
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This research examined the effect of customer service quality on customer satisfaction in selected private banks in Addis Ababa. Service quality has been defined as a degree and direction of discrepancy between customers' service perception and expectations. Customer satisfaction is defined as the customer's subjective evaluation of a consumption experience, based on some relationship between the customer's perceptions and objective attributes of the product. The literature review revealed that although quality is an elusive and indistinct construct which may vary from one person to another or even from one situation to another it can be assessed by probing whether perceived service delivery meets, exceeds or fails to meet customer expectations. The SERVQUAL instrument postulated by Parasuraman, Zeithaml was used to measure service quality. To achieve the objectives of this study, data was collected through questionnaire from a sample of 302 bank customer. These respondents were selected using purposive sampling method. The data collected from the questionnaire were analyzed using Statistical tools such as mean, standard deviation, correlation, and multiple regression analysis. The results of this study indicate that, the four service quality dimensions including tangibility, reliability, assurance and responsibility have positive and significant effect on customer satisfaction and empathy has positive and insignificant relation with customer satisfaction. The finding of the study also indicates that, customers were most satisfied with the assurance dimensions of service quality. However, customers were less satisfied with responsibility dimensions of service quality. Based on the findings and conclusions of the study, the researcher forwards the following recommendations: treating customer with great respect, giving individual attention to customers, serving customers based on their specific needs, treating customers in a friendly manner and providing continuous training for staff members.

**Key Words:** Customer Service Quality, Customer Satisfaction, Private Banks, Addis Ababa

**Assessment of Customers' Satisfaction of Lehulu Kifiya Mexico Branch  
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Consumers all over the world have become more quality conscious; hence there has been an increased customer demand for higher quality service. The general objective of this study is to assess customers' satisfaction on service quality of Lehulu Kifiya. The focus was on Mexico branch of Lehulu Kifiya located in the Addis Ababa, Mexico. The objective of the study is to assess customer satisfaction, and propose improvement for better service delivery. A quantitative method of analysis was employed. Since this study dwelled upon those customers who have been actively getting Lehulu Kifiya service, a total of 398 customers were taken as a target population. A structured questionnaire was used as an instrument for data collection. Descriptive statistics of means and standard deviations, and mean of customers' expectation and perception gap analysis methodologies were used. The expectations and perceptions of Lehulu Kifiya customers were assessed under the five dimensions of SERVQUAL. This study indicated that in most service quality dimensions the performance of the Lehulu Kifiya was below customers' expectation. It can be concluded from the analysis that customers were not satisfied with service delivery of Lehulu Kifiya. To ensure customer retention and improve on competitiveness, Lehulu Kifiya should regularly assess service delivery. Customers also suggested that in order to improve the service delivery, proper reform should be done on service quality, HR should be increased in number and materials associated with service delivery needs to be visually clear.

**Key Words:** SERVQUAL, Customer Satisfaction, Service Quality, Customers' Expectation and Perception



**Assessment of Complainant Handling Practice at United Bank S.C**  
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The aim of this study was to assess complaint handling practice of United Bank S.C. The study was conducted among customers of the bank and managers of the department of the bank at selected three branches in Addis Ababa. The study used mixed research approach. To achieve the objective of the study research questions were developed based on the practice of complaint handling by the bank. Questions are for both customers and department managers of the bank. The study uses simple random sampling technique to select the target population for questionnaire and purposive sampling technique used for interview. The research questionnaire was developed by using Likert scale to rate their response, ranging from strongly disagree to strongly agree. Quantitative data were gathered through questionnaire from 200 respondents. The questionnaires included open and close ended questions. During the analysis interrelated procedures are performed in order to sum up and rearrange the data. The collected data were analyzed through descriptive statistics such as percentage, frequency, means and Standard Deviation were applied. Based on the research results the data analysis indicates that: the customers' complaint doesn't fix on time. On the other hand there is less concern by management for complaint handling.

**Key Words:** Complaint Handling, ISO

**Intentions of Teachers' Turnover in  
Alpha Keranyo Primary and Secondary School  
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Voluntary employee turnovers incur significant cost for an organization. It is important to identify turnover intents as early as possible in order to implement courses of action. This study aimed at assessing the triggering issues of teaching staff turnover in Alpha Keranyo Primary and Secondary Schools. In order to conduct the study, a descriptive survey method was employed. All permanent employed teachers work for the school selected for the study. From the total of 70 teachers 66(94.3%) respondents filled the questionnaire and returned to the researcher. Research data collected through questionnaire were analyzed and interpreted by using descriptive Statistics percentage, mean, and standard deviation. The study revealed that the significant conditions for the intention of turnover were Lack of carrier advancement, teachers interest in teaching profession, dissatisfaction with current salary, rules and regulations are not applied equally, teachers' positive attitude towards school leaders, school supervisors are not qualified in supervising and teachers have low salary compared to non-teaching profession. Teacher's future intention to stay in the profession is frustrating. Therefore, salary increment should be made; the salary gap between teachers' and nonteaching profession need to be narrowed and incentives must be provided for teachers. To improve the school management, the solution is to assign professionally trained committed competent school supervisors.

**Key Words:** Turnover Intention, Turnover, Voluntary Turnover. Teachers

**Assessment of the Practices and Challenges of  
Human Resource Planning in South West Academy  
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This study focused on assessment of the practices and challenges of human resource planning in south west academy institute. The descriptive survey design was used for data collection. Data were generated through personal interview and survey questionnaires. The interview and questionnaires were prepared and conducted to management staff of the organization to collect whether the human resource planning is aligned with the overall strategic business plan or not and to assess the existing human resource planning practices and the challenges to guide the implementation of human resource needs in the organization. I choose purposely all of the management staff of Southwest Academy. The result of this survey was analyzed using descriptive statistics which made use of frequency and percentages with the help of SPSS version 20. And a qualitative data were used using an interview with principal director and directors of Southwest Academy. The results of the study reveal that most of the management staff did not have in-depth knowledge on human resource planning. The study concludes the organization did not have human resource department and managements were unable to being proactive in forecasting human resources needs and also unable to link human resource planning with strategic business plan would affect the effort to achieve the organization objectives. Based on the findings, therefore, a recommendation for Southwest Academy management towards an effective human resource planning is provided. Thus, it is recommended that Southwest Academy should give careful attention to form human resource department, to create integrative and interactive linkage between the human resource planning process and the strategic business planning process and to have automated human resource information system (HRIS) to achieve its overall objective.

**Key Words:** Human Resource, Human Resource Planning, Human Resource Department, Strategic Business Plan, Challenges, practices

**Determinants of Customer Based Brand Equity Among Pharmaceutical Prescribers in the Case of Addis Ababa Health Bureau Hospitals**  
**Martha Alemayehu, St. Mary's University,**  
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Though the pharmaceutical market in Ethiopia is growing substantially and the mode of the market operate and compete has changed rapidly over the past few years, to date there is no clear and efficient model available to assist pharmaceutical marketers in identifying and quantifying brand value in developing countries like Ethiopia. The purpose of this study was to determine the determinant CBBE among prescribers and assesses the impact of prescribers' socio demographic characteristics on CBBE elements in pharmaceutical market of Addis Ababa. The study was conducted taking government hospitals as a case and one specific product Diclofenac which is available in 7 brands in Ethiopia market the study follow the conceptual framework of brand equity model developed by Aaker. Brand equity dimensions, which are Brand Awareness, Brand Association, Brand Perceived Quality and Brand Loyalty along with the question of how these dimensions are influencing brand building in prescribers' mind was assessed in government hospitals of Addis Ababa. As to the methodology, this study was a descriptive study using self-administered questionnaires. Relevant sampling Techniques was used and study conducted on 124 prescribers as a sample to represent the population. Questionnaire adapted from previous researches related with the study was utilized to collect the data and SPSS utilized for data analysis. This study has revealed that Brand equity of Pharmaceutical products is directly made up of two dimensions, namely brand awareness and perceived quality. These two dimensions have shown a strong impact on brand equity with a mean of 4.02 and 4.03 respectively. Other dimensions i.e. Brand association and Brand loyalty have a very small impact on brand equity in Addis Ababa Pharmaceutical market with a mean of 2.87 and 3.12. Key Recommendation: Marketers in the Pharmaceutical industry should concentrate their efforts primarily on developing the Perceived Quality and awareness of their brand in the customer's mind.

**Key Words:** Diclofenac, Brand Equity, Brand Awareness, Brand Association, Brand Perceived, Quality, Brand, Lo

## **An Assessment of Challenges and Opportunities of Social Entrepreneurs in Addis Ababa**

**Megnote Degefa, St. Mary's University, Email:rakmo.smu@gmail.com**

A social entrepreneur/enterprise is an individual/organization whose primary mission is to create positive social impact for communities or for the environment, and whose work is underpinned by a strong business model, meaning it can stand on its own two feet. Social enterprises create social value and drive positive change in society by engaging in entrepreneurial activities that generate revenue. This paper examines the challenges and opportunities of social entrepreneurs in Addis Ababa. The study used a descriptive research design to study the demographic, social, economic and political characteristics of social entrepreneurs/ enterprises in Addis Ababa. The researcher used a census sampling technique to collect the necessary information from the whole populations which are 44 identified social entrepreneurs/enterprises. The primary data collected from 39 social entrepreneurs through questionnaire & interview. The secondary data collected from published and unpublished sources. The findings shows that social entrepreneurs in Addis Ababa are suffering from regulatory factors such as low execution of rules and regulations by government officials, unavailability of working place, uncertainty about tax policy, un conducive government policies, unfavorable political climate including security and unaccommodating bureaucratic environment of governmental office. Finally the study suggested that the government should give enough support for social enterprises in facilitating access to low interest credit and other financial services so as to enable them to sustain their business and increase their social impact. Political commitment is also required from the government bodies to treat social enterprises as different sector by having laws, policies and procedure

**Key Words:** Social Entrepreneur, Social Entrepreneurship, Enterprises,

**Employee Training Practice and its Contribution for Improving  
Performance (the case of C.B.E East Addis Ababa District)**

**Mehiret Tsehaye, St. Mary's University, Email:rakmo.smu@gmail.com**

This study was designed to assess the contribution and problem of employees training practice on improving performance of commercial bank of Ethiopia west Addis Ababa district. To this end, the study has gone through an assessment of how employees training organized & need assessment, types of training delivery methods, challenges on the training program and training evaluation process. Primary data were collected through questionnaire, interview & document analysis. Out of the questionnaire distributed for 334 employees who were drawn in Convenience basis from the total population of 2022 employees, 300 questionnaires were properly filled and returned. Data obtained through questionnaire was analyzed using descriptive analysis mean, percentile, grand mean Moreover; the data obtained using interviews and document was analyzed by identifying patterns and themes drawn from participants own responses. Inferential analysis was used to analyses Independent and dependent variable. The Finding of the study revealed that majority of the respondents acknowledged that employees training practices were conducted by C.B.E with some challenges and limitations; insufficient module distribution and infrequent evaluation of training results. Based on the findings, the researcher recommended the bank to allocate appropriate training need assessment, evaluate training results with time bases, Generally, the study suggested that training programs has to be strategic and systematic in order to achieve the desired performance.

**Key Words** -: Employees, Training Practice, Improving Performance

**Influence of Human Resource Management Practices on  
Employee Retention: The Case of Radar Construction  
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Human Resource Management Practices and their impacts on employee retention are given a vast cover on the literature review. The main objective of the study was to assess the influence of Human Resource Management Practices on Employee Retention in Radar Construction. Mixed research design (qualitative and quantitative) approach is adopted. For the quantitative approach descriptive type of research is engaged as the objective of the researcher is to evaluate the existing selected HRM practices and their contribution to employee retention. Census inquiry is employed since permanent employees of the head office are selected as a whole to represent the population under the study. Total sample size is 80 and data for the study was collected through structured self-administered questionnaires. For the qualitative approach semi structured questionnaire was used for selected three HRM officials and the result was discussed. The selected HRM practices which formed the independent variables are career development, training & development, performance appraisal, reward and compensation and, health and safety while employees' retention stood as the dependent variable. This study concludes that, Radar Construction, as per the selected human resource management practices (Health and Safety, Performance Appraisal, Career Development, Reward and Compensation and Training and Development) has a good reputation on employee retention. It is also recommended for Radar Construction to review company policies and procedures implementation to ensure they are fair and can contribute to better successive employee retention.

**Key Words:** Human Resource Management Practices, Career Development, Training & Development, Performance Appraisal, Reward and Compensation, Health and Safety, Employees' Retention

## **Assessment of Customer Relationship Management Practices in Commercial Bank of Ethiopia**

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The bank sector plays a vital role in underpinning the economic development of a country. CRM as a strategy has gained tremendous interest among researchers and practitioners in recent times. Therefore this study assessed customer relationship management (CRM) practices in Commercial Bank Ethiopia. It focuses on the relative importance of CRM factors and their impacts on the overall CRM practices. For this the research considered different CRM dimensions such as trust, reciprocity, empathy, bonding, responsiveness and key customer focus. To achieve the objective of the study, descriptive research design was used and Primary data were collected through questionnaire and interview. The respondents were selected using convenient technique. The data collected through questionnaire were analyzed using descriptive statistics as a tool of data analysis process in SPSS version 20. Interview conducted with management body of the selected head office bank, in Addis Ababa city. The result showed that, lack of quality bank services, weakness in giving individualized attention to Customers, lack of giving attention for suggestion boxes which is given by the key customers, lack of delivering superior and customized value add service, lack of skill used in technological advancement has significant in thence on CRM practice. Based on this Majority of the customers of the respondent didn't give high score of mean and standard deviation. This implies that most of the customers of CBE those are participating in the products of credit facility areas are not satisfied by the type of work. The study also clearly discovered that the six CRM dimensions are strongly related. CRM has a significant Influence on customer retention. Generally speaking, the bank is in need of doing a lot of CRM based key customer focused practices. Furthermore, if the bank prepare new CRM program with their CRM improvement, it will maintain high level of performance.

**Key Words:** CRM, Customer Loyalty and Retention, Trust, Responsiveness, Bonding, Empathy, Reciprocity, Key Customer Focus



## **Assessment on Business Strategy Implementation of Awash Insurance Company**

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Currently companies are using Strategic Management to keep their profit in the market and to win challenges from their competitors. Strategic Management has four steps which are environmental scanning, formulation, implementation and monitoring and evaluation. Among this phases strategy implementation can be taken as the center and challenging phase of strategy management. This is due to the fact that formulation by itself cannot ensure the success of the strategy and changing a strategy into reality should consider many organizational factors. The objective of this study is to make assessment on business strategic implementation practice of Awash Insurance Company. To make the assessment the study used theories of strategic implementation and barrier and challenges of strategy implementation from different literatures. The variables which were included for the study were management competency, resource strength, innovation strategy, staff compositions, structure and different barriers of strategy implementation are considered from literatures. Proportional Stratified sampling technique is used to select the samples for the study and questionnaires were distributed to 175 respondent and 170 were collected. A brief interview was made with two officials of the company. So data's were collected using both primary and secondary sources of data. The collected data's were organized, coded and analyzed using SPSS version 20 software and the results which were analyzed using simple descriptive statistics like frequencies and percentage were presented by using tables. The finding majorly shows the existence of loopholes in areas of structure, innovation strategy and staff composition of Awash Insurance and main barriers of implementation were poor communication, vague strategy and misunderstanding of the employee. Periodic revision of the structure, product improvement and development, change in human resourcing strategy and effective communication session that include employee from the formulation steps up to implementation were some of the main recommendation of the study to alleviate the gaps. An in-depth investigation of the implementation strategy process as well as factor that affect it can be a future area of study.

**Key Words:** AIC, Strategy Implementation, Management Competency

**The effect of Advertisement on the Purchasing Behavior of Consumers:  
The Case of Bottled Water in Addis Ababa  
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This study was done to examine the effect of advertisement on consumers buying behavior in the case Addis Ababa bottled water consumers. The literature discusses about the concept of advertisement and its effect on consumers buying behavior in Addis Ababa bottled water market. Descriptive approach study which describes quantitatively the effect of advertisement on consumers buying behavior of bottled water is used to show the effect of advertisement on consumers of bottled water. Information was gathered from a sample of 246 bottled water consumers. Advertisement was identified as the independent variable with subsets awareness, information, branding, association and feeling and memory and consumers buying behavior as the dependent variable. Two-tailed correlation analysis showed that there is a strong and positive relationship between independent and dependent variables. Multiple regressions were also applied. Memory has significant relationship with consumer behavior. According to the finding of the research, it is recommended that advertisers of bottled water should think about creating advertisements that are memorable and those advertisements that give positive feeling for consumers. Additionally, radio advertisement is paramount for advertising bottled waters in Addis Ababa market. This research therefore adds a new contribution to the body of literature that will help researchers' efforts to understand the effect of advertisement in light of consumers buying behavior.

**Key Words:** Advertisement, Awareness, Information, Branding, Association, Feeling, Memory Consumers Buying Behavior

**The impact of Motivation-Hygiene Factor on Employees' Performance**  
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Many theories of HRM claim that when workers are given a particular level of motivation, it results in increasing their level of performance. The study assessed the impact of motivation-hygiene factors on employee performance. The study relied on primary data which was collected through a structured questionnaire from 367 respondents. Survey was carried out at 36 CBE Grade 4 and 3 branches respondent employees. With the support of IBM SPSS statistics 20 software system, descriptive (frequency and percentage) and inferential (correlation) analysis was conducted to generate results. The study found that motivation factors have a moderate effect and positive relationship with employees' performance of CBE. Moreover, hygiene factors dominantly affect and have a positive relationship with CBE employees' performance. Finding of the study suggested that by offering motivation-hygiene factors, CBE can boost the performance of its employees. The study found that when employees are offered motivation-hygiene factors, they become more motivated and perform to their best. Recommendations are drawn that appropriate motivational packages should properly be planed and implemented; CBE should give appropriate recognition to its employees.

**Key Words:** Motivation Factors, Hygiene Factors, Employees' Performance  
Commercial Bank of Ethiopia

**Assessment on the Implementation of Saving Mobilization in  
Microfinance Institutions: The case of Specialized Financial &  
Promotional Institution and Meklit Micro Finance Institutions  
Melesse Girma, St. Mary's University, Email:rakmo.smu@gmail.com**

The main objective of the research was to assess the implementation of saving mobilization strategy in Specialized Financial and promotional Institution (SFPI) and Meklit Micro Finance Institutions. The study specifically addresses the following issues; first, saving mobilization practices employed by SFPI and Meklit Microfinance institutions. Second the study tried to identify challenges facing MFIs when mobilizing savings. Third identify opportunities that enhance saving mobilizations. This study involved the use of qualitative and quantitative research approach and also instruments of questionnaires and interview were used during collection of data. Respondents were taken from two MFIs of SFPI and Meklit microfinance institutions. Questionnaires were employed to collect data from (88) respondents and interview was conducted only to five representative of MFIs. Findings reveal that the common type of saving mobilization strategies employed by Selected MFIs is product development strategy, promotion strategy, incentive strategy. This study also finds that distance/proximity/to financial institution, transaction cost, security, Anonymity, flexible product features are key factors from the perspectives of MFIs clients to mobilize savings. From the service provider perspectives this study noted that competition from experienced banks, competition among MFIs, cost of mobilizing small savings, meeting the liquidity requirements as per National Bank of Ethiopia (NBE) directives in a cost effective way as a key challenges. Findings also affirm that there is huge untouched demand for voluntary saving mobilization among the poor in the operational area of MFIs could be an opportunity that enhance saving mobilization.

**Key Words:** Micro Finance Institution, Savings

## **Assessment of Customer Relationship Management Practices in Selected Private Banks (A Comparative Study)**

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This research has been studied customer relationship management practices (comparative study) in selected private banks in Addis Ababa, Ethiopia. Customer relationship management as a strategy has gained tremendous interest among researchers and practitioners in recent times. Thus, the study tries to assess the status and ways CRM has been put in to practice by selected Ethiopian private banks. In addition, this research considers different CRM dimensions such as trust, reciprocity, empathy, bonding and responsiveness. To achieve the objective of the study, primary data were collected through questionnaire from sample of 253 bank customers of Wegagen bank, Dashen bank and Bank of Abyssinia, Addis Ababa, Ethiopia. These respondents selected using simple random sampling technique. The data collected through questionnaire were analyzed using descriptive statistical analysis method and SPSS as a tool of data analysis. The result of the study indicated that, there are several loopholes; such as, lack of continuous supervision and monitoring in the quality of bank services, weakness in giving individualized attention to customers, heavy reliance on suggestion boxes to get feedback from customers, lack of technological advancement etc. In addition to the above findings, the common challenge of the selected banks is network interruption. The finding also suggests some measures which can be taken in to consideration in order to enhance CRM practices of the three selected banks. The study also clearly revealed that the five CRM dimensions are strongly related. Thus, from customers as well as management bodies of the three banks perspective, CRM has a significant influence on customer retention of the selected banks. Generally speaking the three banks are in need of doing a lot of CRM based customer focused practices. However, in implementing CRM in to practice, the selected banks had their own gaps. Comparing the selected private banks on their ability of implementing CRM practice, Dashen bank was found to be better implementer, followed by Bank of Abyssinia and Wegagen bank, respectively. Based on the findings of the study, the researcher forwards some recommendations as; continuous supervision on the quality of services, provision of training to employees, and recurrent research on customer needs may help the banks to achieve their objectives.

**Key Words:** Customer Relationship Management, Private Bank

## **Assessment of Agent Banking Service: Case Study on Lion International Bank Agents**

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This thesis aims to assess agent banking service in the lion international bank with respect to the barriers which can influence firms from taking advantage of agent banking system. The study was conducted based on the data gathered from the bank agents in Addis Ababa region. A quantitative research approach was used to answer the research questions that emerge through the review of existing literature. The study statistically analyses data obtained from the survey questionnaire. The research work was delimited to relevant agents having direct role to the subject matter. Additionally, the researcher tried to review various empirical and theoretical literatures in light of having an in-depth understanding on the subject matter to supplement the research construct. A research framework developed based on Technology acceptance model to guide the study. The result of the study indicated that, the major barriers agent banking industry faces in the provision of the service are, lack of awareness, be deficient in trust, lack of supportive training, Lack of ICT infrastructure as well as be deficient in competitiveness' with other banks. The study also identified perceived ease of use and perceived usefulness as a driver for the frequent use of agent banking system. The study suggests a series of measures which could be taken by the bank to address various challenges identified in the thesis. These measures include: Establishing a frequent training to minimize knowledge gap between agents also work on creating awareness to the society, supporting agent banking by working with ethiotelcome to work on ICT infrastructure and network problem, banks needs to be focused on technological innovation competition rather than traditional bases of retail bank competition so the bank have to be work on providing other channels.

**Key Words:** Agent, Agent Banking Service

**Factors Contribute to Employee Turnover Intention:  
The Case of Ethiopian Road Authority  
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The purpose of this study is to assess factors that contribute to employee turnover intention in ETHIOPIAN ROAD AUTHORITY (ERA) in particular and how it can be reduced by using cross-sectional data derived from a self-completed administered. Both probability and non-probability sampling were used to select respondents and data gathered from both primary and secondary sources. Thus, survey, interview, and document review were used to gather the data. Cluster and purposive samplings were used to select the study participants. For analysis purpose the study has utilized SPSS statistical software and descriptive method. The result showed that poor communication system, unattractive salary and staff benefits, unfair and not transparent promotional procedure, poor managerial effort to retain employees, organizational policy & procedure of related to job that are not adequately communicated and poor moral of employees are factors contributing for employees turnover intention. However, loving their job better than other job they have had in the past were employee retention factor. In addition the study revealed attractive Compensation system for skilled labor, availability of fair and transparent promotional procedure managerial effort to retain employees in ERA, open communication system, empowering employees to participate in decision making equal and adequate welfare for staff and better managerial effort to retain employees in ERA are as strategies that could be adopted to reduce employee turnover intention at ERA, So ERA must give more attention for the factors that contribute for employees turn over intention. Hence, ERA must give more attention for factors, that could impact on staff turnover and strategies that could be utilized to retain staff.

**Key Words:** Turnover Intentions, Retention, Employees, Retention Strategies

**Organizational Culture and Its Impact on Employee  
Job Performance: the Case of Ethiopian Construction Works  
Corporation**

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Organizational culture has a great deal of effect on the variety of organization processes, employees and their performance. The purpose of this study is to investigate the relationship between organizational culture and employee job performance at Ethiopian construction works corporation. The research employed explanatory design along with quantitative approach. Data was collected from 125 employees selected through simple random sampling. Organizational culture was measured by using a questionnaire adopted from Daniel Denison (2000). Data were analyzed by using descriptive statistics, correlation and regression analysis. The result indicates that involvement, consistency, adaptability and mission dimensions of organizational culture have significant positive impact on employee performance. So, organizations should endeavor to promote the cultural dimension of involvement and consistency as the dominant one, while the correlation also shows that involvement and consistency cultural dimensions has a high correlation with employee job performance as compared to the other remaining OC dimensions. And also the study recommends that ECWC should provide effective integration & coordination of system among departments, continuous development of their employee's skills and capacity, work teams among employees, improvement in the reward system and improvement of internal communication channels and employees participation in decision making in order produce good performance.

**Key Words:** Organizational culture, Employee performance, Ethiopian Construction Works Corporation



**Assessment of Customer Relationship Management in Banks:  
The Case of Commercial Bank of Ethiopia**  
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In today's competitive business environment, organizations are in a constant race to increase profitability, retain current customers and gain new ones. Customer Relationship Management (CRM) is aimed at building a strong long-term relationship that keeps customers coming back repeatedly. The purpose of this thesis is to assess the level of CRM application in Commercial Bank of Ethiopia. The study adopted both quantitative and qualitative methods of research. The main objective of the study was to assess the practice of CRM in Commercial Bank of Ethiopia as measured by four behavioral dimension variables. These variables are customer focus, knowledge management, technology based CRM and CRM organization. The study focused on employees of commercial bank of Ethiopia who are aware of Customer Relationship Management (CRM) practice being pursued by the bank as well as customers of the bank who are aware of the Customer Relationship Management (CRM) practice. A sample size of three hundred ninety nine customers of Commercial Bank of Ethiopia in different branches and sixty three members of staff were drawn for the study. The researcher adopted the non-probability sampling procedure for both customers and employees. The data was primarily attained through the administration of questionnaires to customers and employees of the bank and interview guides managers of staff. The collected data was analyzed using one sample statistics to indicate the mean and standard deviation for the responses given in five point Likert scale using SPSS version 20. The results of the study generally indicate that customers are enthused by some of the CRM practice being implemented by the bank. However, some of the practice are not implemented well and if it is properly done, it will improve the relationship the bank has with its customers. There is the need to evaluate and monitor the current strategies being implemented by the bank in order to reap its full benefits. It will also be necessary to involve customers when introducing these strategies so that the needed impact can be realized.

**Key Words:** Customer Relationship Management, Customer Focus Dimension, CRM Organization Dimension, Knowledge Management, Technology-based CRM, Commercial Bank of Ethiopia

**Assessment of Employees Attitude towards Performance Appraisal  
Practices: The Case of ZTE (H.K) Limited Ethiopian Branch  
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Employee performance appraisal is one of the most commonly used management tools in organizations irrespective of their type, size and objective; and is a widely researched area in industrial/organizational psychology. However, the traditional research agenda has done little to improve the usefulness of performance appraisal as a management tool. Employee attitude towards performance appraisal has been studied as a significant factor in employee acceptance and satisfaction of performance appraisal. This study investigated the attitude and reactions of employees towards the overall performance appraisal system as well as its major component parts such as standard setting, appraisal instrument, feedback, and appeal procedure using a case study approach in ZTE (H.K) Limited Ethiopian Branch. Data were gathered using purposive sampling of 80 participants in the Company. An interview was also made with some 10 key personnel of the company particularly with employees working in Administration and Human Resource Department. Simple descriptive statistics was used to analyze the responses from the survey and Summary statistics in form of qualitative and quantitative measures, frequencies and percentage were run and interpretations were made. The findings of the study indicated that respondents perceived the performance appraisal system that cannot accurately measure their job related performance. Respondents also indicated their dissatisfaction with the standard setting, and performance rating instrument used by the company. The respondents indicated their relative satisfaction with feedback aspect of performance appraisal. Satisfaction was indicated with the appeal procedure of the performance appraisal of the Company so, the company should work hard to resolve the existing problems related to appraisal system and encouraged to make the post appraisal discussion between supervisors and subordinates be practical because achieving organization goal is parallel with keeping up the motivation; retention and productivity of employee are hard to be achieved unless employee's attitude towards performance appraisal system is positive.

**Key Words:** Performance Appraisal System, Employees attitude, Human Resource Development, SPSS: Statistical Package for the Social Science, Feedback

## **Assessment on the Effects of Information and Communication Technology on the Performance of Ethiopia Cross Border Transport Firms**

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For a country like Ethiopia, that does not own its seaport; efficient and reliable cross border transport service is a key issue for the country's foreign trade in order to be more competitive in the global market place. The current rapid economic growth of the country has increased its foreign trade. The majority of the foreign trade facilitated through cross border freight transporters. However, the current cross border freight transport operation is operating at a lower level of efficiency and reliability. In order to improve the efficiency and reliability of cross border freight transport operation, this study aimed at assessing the effects of ICT on the performance of Ethiopia cross border transport firms. The study used descriptive research design to answer the research questions. Stratified sampling method used to select the samples. Hence, 85 firms were included to be the target samples from the total 166 population using proportional stratified method. To select the samples from each stratum simple random sampling method were used. Pilot test conducted to test the reliability and the validity of the questionnaire. The primary data collected through questionnaire and analyzed using SPSS. The results of the study presented in the form of tables, pie chart and graphs. Based on the findings of the study most of the firms were perform their activities through mobile, phone/fax and internet. The levels of usage of more advanced systems providing real-time information were very low. Further, majority firms performed their activities with ineffective equipment's. This indicated that majority firms perform their activities with obsolete technological equipment. The results also showed that ICT affect the vehicles operational efficiency by increasing vehicles utilization rate and by assisting for managing the driver in better ways. The results indicated that implementing ICT on customer service delivery enable firms to be more reliable and predictable. The study also indicated that ICT have low impact on safety and security of vehicles. Cost of adoption, lack of adequate supplier, lack of managements and owners awareness about the potential benefits of modern ICT system were the main reasons for cross border transport operators for not using advanced ICT system.

**Key Words:** Information and Communication Technology, Cross Border Transport, Efficiency, Reliability, Customer Service, Safety and Security, Firms' Performance

## **Determinant Factors Influencing Customers Bank Selection Decision and its Impact on Customers Loyalty: Evidence from Selected Ethiopian Commercial Banks**

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Customer choice of bank is an important element of banking strategy in today's increasingly competitive environment. Bank management must identify and improve upon factors that can increase customer retention. To plan a suitable marketing strategy, to keep existing customers and for attracting new customers, commercial banks need to identify the criteria on which customers determine their bank selection decision. Hence, the purpose of this study is to examine the significance of bank selection criteria and to present the most determinant factor influencing customers in respect of selecting a bank by customer in Ethiopia. Using responses given by 101 customers, both quantitative and qualitative approach is employed in the analysis. Six factors including 38 attributes on 5 point Likert scale were used to determine the criteria of selecting bank. A non-probability convenience sampling was used and data was factor analyzed to reduce the number of total variables in to manageable way. The findings revealed that the chief factors determining customers' bank selection are: the speed of services, the extent of the branch network, the location of branches, Free resources influence as fundamental determinants of bank selection, among others. On the reverse price, innovation, financial performance, e-banking are the least factors that customers consider when they make a bank selection. Given this findings, It is recommended that there should be frequent marketing research by the banks to monitor and evaluate the ever changing customer perspectives in order to develop products or services to meet the current tastes of their customers.

**Key Words:** Banks, Banking Service, Bank Selection Criteria, Customers

**An assessment of Corporate Governance Practice by Board of Directors  
and Company Performances at Nib International Bank, Addis Ababa  
Head Office**

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Corporate governance is a rule, procedure and process by which organizations are controlled and directed with the best interest of stakeholders. It is considered as corner stone of the modern market oriented economy. Corporate governance is concerned with functioning of board of directors that are appointed by shareholders to oversee the activities of their company. The researcher is thus highly interested to learn how corporate governance is practiced in financial institutions, especially banks that have considerable impact on socio-economic development of a country taking data and information of a case bank. Assessing the practice on ground by board of directors at Nib- International Bank through the lens of best practices in developed economies is the area of concern. The research work was designed to examine, review and describe the corporate governance practices of the case bank. Apart from intensive literature review on the subject, legal regulations, directives and bylaws the board of directors has to comply with, and its structural set up were thoroughly gone through by the researcher. The study had also incorporated corporate governance mechanisms like board size, board gender diversity, board members educational qualification, board members business management and industry specific experience, and audit committee size. The study controls the effect of size, leverage and growth of banks. Interview results obtained from purposely chosen board and top management members were made part of data and information used for analysis. Financial performance indicators like return on assets, return on equity, net interest margin were derived from the financial statements of the bank. The findings confirm that the board of directors is competent enough to maintain sustainability of the bank and fully comply with rules, regulations and directives of the country. Limitations observed are attributable to external factors that are beyond the control of the board of directors. Comments and suggestions the researcher believes could be done internally are forwarded. As poor corporate governance practice is one of the major causes of collapse and demise of business firms' further research works by scholars in management, economics, business administration, finance etc, is inevitable. This research is assumed to add value to research work on corporate governance adoption and practice in developing economy like that of ours.

**Key Words:** Corporate Governance, Board of Directors, Performance

**Assessment of Employee Retention Practices at Some Selected Grade  
Four Branches of Commercial Bank of Ethiopia (CBE)**  
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It was very clear that employees are an integral part of any organizations, keeping them satisfied is very significant task for organizations success. The purpose of this study was assessment of employee retention practice at Commercial Bank of Ethiopia. The main objective of this study was to find out employee turnover is an ongoing practices in CBE, to identify whether they have or not a good career development, recognition practice, job security, working environment, and the relationship between employees and supervisors of the Bank. The research was a descriptive study applying quantitative and qualitative approach in which data was collected across a population through convenience and purposive sampling method and used descriptive statistics for the data analysis. Questionnaires filled by employees of Commercial Bank of Ethiopia in order to know the retention practices and strategy that are designed and implemented in the Bank that leads organizational success and employee satisfactions. Interview questions were conducted for branch managers and human resource management at head office. The purposes of face -to -face interview were to know if there was actual retention practices and strategy that was implemented by the organization. The result of the analysis showed that there were employee's retention strategies available in the organization. However, most of employees of the Bank is not satisfied with their salary and benefits, career development, recognition, organizational justice and job security. Based on the study, the researcher tried to conclude and recommend that the organization needs to revise the employees financial and non-financial accommodation.

**Key Words:** Employee Retention, Human Resource, Job Security

**The Effect of Motivational Factors on Employee Job Satisfaction:  
The Case of Lion International Bank  
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The purpose of this study is to analyze the effect of motivational factors on employees' job satisfaction in Lion International Bank. The sample consisted of 125 employees out of 1,380 employees selected from 10 branches of the bank. Minnesota Satisfaction Questionnaire with five-point Likert scale was used to collect primary data. Extrinsic and Intrinsic factors of job satisfaction have been analyzed in the study. Extrinsic factors such as Job security, Compensation, Coworkers, Supervision and The working condition were used; On the other hand, Intrinsic factors such as Advancement, Recognition, Responsibility and The work content were used to conduct the study. Demographic characteristics of respondents such as Gender, Age, Educational Qualification and Work experience also analyzed to explore any significant differences on job satisfaction between such groups. The research design used by the researcher was explanatory (causal) research design. SPSS software 20.0 version was used to analyze the collected data by using descriptive and inferential statistics such as frequencies, percentages, cross tabulations, means, standard deviations, correlation, multiple regressions, Independent t-test and one way ANOVA. Results showed that, employees were more satisfied with Coworkers and Responsibility factors, and Intrinsic factors in general have more potential than Extrinsic factors on determining employees' job satisfaction. Based on the findings, the researcher recommends the bank to revise its compensation and advancement policies as well as employees demographic diversity should be considered while creating human resource related policies. Finally, the potential to future research has been identified at the end of the study.

**Key Words:** Job Satisfaction, Extrinsic Factors, Intrinsic Factors

**The Relationship between Job Satisfaction and Employee Turnover  
Intention: The case of Ethiopia Revenue and Custom Authority (ERCA)  
in Ethiopia**

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Turnover at workplace is destructive to employees working in any organization and its outcome leads to losing competent and qualified staffs so the aim of the study was to evaluate the relationship between job satisfaction and employee turnover Intention in case of ERCA and to make possible recommendations. This paper identifies previous scholarly research to analyses the level of satisfaction among Ethiopian Revenue and customs employees by examining factors such as pay scales and the nature of job assignments that can influence an individual employee's job satisfaction and an employee's decision making regarding their intention to resign. Furthermore, ERCA encounters a number of turnovers over the last few years. Such trend gets an attention of the management to think ahead of the severe consequences of staff turnover on the operation of the organization. The relationship between job satisfaction and turnover is significant and consistent, but not particularly strong. A more complete understanding of the psychology of the withdrawal decision process requires investigation beyond the replication of the satisfaction–turnover relationship. The empirical evidence suggests that turnover rates may be managed by improving job satisfaction and assisting employees in planning their retirement income. As a result, several approaches were then presented to stakeholders for workers, with the hope that public labor policy makers, employers and financial service providers can better foster innovations, manage worker job satisfaction, and help them implement a comprehensive retirement income plan. In addition, the ensuing result would help researcher's channel their efforts into studying the unprecedented phenomenon of an aging society. The aim of this thesis was therefore, to identify the root causes of staff turnover and to forward the strategies to the management of the organization to curb the problem. In order to accomplish this study, a descriptive method was placed with both primary and secondary data. In the analysis part both qualitative and quantitative analysis techniques was used. The study was come up with the relationship between the job satisfaction and employee turnover and forward possible solutions for the management to be able to design appropriate staff retention strategies in order to improve the overall performance of the organization.

**Key Word:** Job Satisfaction, Employee Turnover Intention, Ethiopia Revenue and Custom Authority, Ethiopia



**Assessment of Promotional Practice: the Case of Habesha Brewery S.C**  
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In current competitive business situation, customers are being in mind as kings and always right in every aspects. Customers have several alternatives to make decisions among different products, and they exercise a high level of pressure in the market with respect to product size, quality and price. Hence, it is important for producers to meet the needs of customers in order to stay competitive. Even if Habesha Brewery have long promotional practice, it is not vivid either it leads to success or only spend money. One of the marketing communication tools that is used in attracting the interest of the customer and build their loyalty is promotion. The objective of this paper therefore, is to determine the assessment of promotional practice in the case industry. For this, Simple random sampling methods was used to select a sample size of 267 from 800 population size, while descriptive analyzes were conducted with the help of SPSS software. Here, the study found that Producers spend a large part of their total marketing communication expenses on promotion; however, the effects of promotion doesn't determine either increasing or decreasing sales volume of the case study. The paper also found that, promotion is so significant to tackle competitions and there is positive relationship between promotion and customer loyalty because, it was discovered that customers are more prone to switch to competing products as a result of promotion. There are also a number of recommendations given after results were found at the end of the analysis part of the paper. Among these, Habesha Brewery so, should be forwarded its message through different promotional medias with planed at the beginning, follow up at the process, evaluated after promotion is takes place and should take corrective action following customers reaction.

**Key Words:** Marketing, Promotion, Promotion Mix, Publicity, Sales

**Business Taxpayers' Satisfaction with the Tax Administration System in Western Addis Ababa Medium Taxpayer Branch of Ethiopian Revenue and Customs Authority**

**Mulugeta Legesse, St. Mary's University, Email:rakmo.smu@gmail.com**

This thesis examines business taxpayers' satisfaction with the tax system. The study focused on examining the satisfaction of taxpayers toward the tax taxpayers' services. The study adopted a descriptive method research approach to show the ERCA take e-filing and e-payment to improve its tax administration system. The data was collected from western Addis Ababa medium business taxpayers through questionnaire. The collected data was analyzed using descriptive data analysis. The findings of this study shows that business taxpayers are not satisfied with the existing tax systems. The ways tax authority provides tax information to taxpayers, Customer surveys should be introduced to find out the quality of service provided to taxpayers, the branch staff should be trained in customer care to improve their attitude and conduct towards and in dealing with taxpayers. Moreover the finding revealed that the tax system is so complex and unfair, discretionary treatment by officers and existent of lack of monitoring in the tax authority. Finally, the thesis suggests a series of measures which could be taken by the government in general and tax authorities in particular are; improving tax policy and administration issues; step up their duty of promoting tax awareness, Equip all employees with the necessary training and motivation to serve customers better as compared to other countries, tax officers should be given intensive and repetitive training to improve their attitude and promoting code of conduct with emphasis on ethical values and finally, tax refund procedure would be improved.

**Key Terms:** Customer satisfaction, Expectation, Perception, SERVQUAL,

**An Assessment of Factors Affecting Employees' Turnover and Their  
Implications to Organizational Performance: The Case of AMREF  
Health Africa Ethiopia**

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NGOs, like any business or government organizations, experience staff turnover which in turn affect their organizational performance. AMREF Ethiopia is one of the leading NGOs working in improving the health situation of the country. The general objective of the study is to investigate the impact of staff turnover on the organizational performance of AMREF health Africa Ethiopia and to forward possible recommendations. In order to conduct the study, explanatory design was followed. All professional staff members of AMREF found in the head office are included in the study. Questionnaires were administered for 43 staff members and a semi-structured interview was conducted with four senior staff members of the organization. Document found in the organization was reviewed. The data collected through questionnaires were analyzed and interpreted using frequencies, percentages, mean values and standard deviations, regression and correlations. Information collected through interviews was analyzed qualitatively. The study revealed that the major factors for staff turnover are related to payment and incentives, and training & development factors. The study has shown that on the major strategic intervention areas, the organizational performance of AMREF has been found very low. In relation to staff susceptibility for staff turnover, the research finding depicts that AMREF lost its very experienced staff members which has been affecting the organizational performance negatively. The other finding of the study is that AMREF doesn't have a specific retention strategy which can be implemented practically to address the problem of staff turnover.

**Key Words:** Factors Affecting Employees' Turnover, Organizational Performance, AMREF Health Africa Ethiopia

**Physicians' Attitude towards Promotional Activities of Pharmaceutical Companies: a Case of Yekatit 12 Hospital  
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This paper investigated physicians' attitude toward pharmaceutical companies' promotional activities in Yekatit 12 Hospital. The study uses a cross-sectional survey research. To collect primary data for this study all permanently employed physicians working in the Hospital were requested to respond to the questionnaire i.e. census was performed. The data from the survey was entered and analyzed with the Statistical Package for the Social Sciences (SPSS version 20).The finding of the study show that the overall attitude level of physicians is in the positive range but just a bit above the neutral point. The analysis of independent sample t test and one-way ANOVA on different demographic subgroups reveals that the average attitude score of age and gender group found different, but between groups in educational level is not. Finally, suggestions and recommendations are forwarded for different groups in the study including, pharmaceutical companies marketer, PSRs, and policymakers in the country for ensuring the effective and ethical pharmaceutical promotion.

**Key Words:** Pharmaceutical Promotion, Pharmaceutical Sales representatives, Detailing, Sample Drug, Gifts, Attitude, Physicians, Ethiopia

**Assessment on the Challenges and Prospect of E-Banking in Ethiopian  
Banking Industry: A Case of Selected Commercial Banks**  
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This study attempts to assess and evaluate the challenges and prospects of electronic banking facilities in the Ethiopian banking industry. With respect to the challenge, this can influence firms from taking advantage of E-banking system and expected prospect by adopting the system. The study was conducted based on the data gathered from six banks in Ethiopia; five private banks. (Dashen bank, Zemen bank, Awash international bank, United bank, Abyssinia bank) and one state owned bank (commercial bank of Ethiopia).descriptive research approach was implemented. The study was used purposive sampling technique target population the study were electronic banking staff. Mixed research approach was uses to answer the research questions that emerge through the review of existing literature. The study data has been obtained from the survey questionnaire and interview also the study was use descriptive analysis techniques .research framework developed based on technology-organization-environment framework and Technology acceptance model to guide the study. The result of the study indicated that, the major challenge Ethiopian banking industry faces in the adoption of Electronic banking are on to technology-organization-environmental model, security risk, lack of trust, lack of legal and regulatory frame work, Lack of ICT infrastructure like electric power and telecom network, lack of sufficient government support. In addition, absence of competition between local and foreign banks, The study also identified perceived ease of use and perceived usefulness as a prospect of adopting E-banking system under technology-acceptance model, such as increase convenience, transaction minimization, cost saving, improvements in speed and efficiency items of time and cost saving. The study recommends that Ethio telecom should have to support banking industry by investing on ICT infrastructure developments, government should support the banking industry by introducing financial education program, establishments of a comprehensive legal and regulatory frame works on the use of technological innovation.

**Key Words:** Challenges of E-Banking Prospects, Mobile Banking, Internet Banking, POS, ATM

**Challenges Contributing to the Representation of Women in Leadership  
Position: The Case of Commercial Bank of Ethiopia  
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Commercial Bank of Ethiopia (CBE) is the largest financial institution and one of the major employers in Ethiopia. Although the number of both female and male employees of the bank increased over time, the representation of women in leadership positions remained limited. Therefore, the purpose of this study was to investigate challenges contributing to representation of women in leadership positions of the CBE and to further suggest remedial action for improving women's participation in the leadership positions of the Bank. This study was guided by gender organization system theory which assumes that women's advancement to organizational leadership is influenced by the interaction of their own gender, organizations and the broader system that shapes values, attitudes and behaviors of people in organizations. Descriptive survey was adopted for the study involving both quantitative and qualitative techniques. A total of 114 respondents; 94 female respondent who hold managerial position and 20 female, who do not hold managerial position were distributed from the target population were sampled; a total of 93 questionnaires where 73 were managers and 20 were non managers were returned and were selected purposively and using snowball sampling technique respectively. The required data was collected using questionnaires and interview. Descriptive statistics such as frequencies and percentages were used to analyze the data. In general, the study revealed that societal belief regarding gender roles; over burden of women by household responsibilities and lack of education are the most important constraints, among others, that hinder women advancement to leadership positions in CBE. This study indicates that given such challenges which are holding women from promoted to the leadership positions of CBE, establishing integrated effort and strategies that affect change at the individual, organizational and societal levels is crucial in order to improve women's participation in the leadership positions of the Bank.

**Key Words:** Gender, leadership, Commercial Bank of Ethiopia, Representation, GOS

**Customer Satisfaction and Awareness towards  
Interest Free Banking in Oromia international Bank  
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The emergence of Interest Free banking system has created a new dimension to the current economic models and financial developments. Hence, use of such innovations is highly appreciated even if its implements depends on the customers intentions. Therefore, this study is concerned with examining the level of customers awareness and satisfaction about interest free banking products in the case of OIB because, customers are ultimate users of the products to be adopted. The study used both primary and secondary data. The secondary data was collected from reports, directives, review of books, magazines and browsing of internet while the primary data was collected through questionnaire having open end, close end and Likert scale forms of measurement. The collected data was analyzed using descriptive analysis like tables and percentages. The finding of the study depicts customers of the bank are less aware, majority of the customers are Muslims, most of them are satisfied the service offered by the bank but there is a room for improvement in order to meet their needs, most of the respondent believe that IFB offers a product and a service that they would like to use and most of the respondents believe that insufficient advertisement on the products. In addition the result indicates IFB can potentially serve as an alternative banking channel in filling the gap left unaddressed by conventional banking and economic development, idle monetary resource mobilization and allocation, inviting to use banking system, creating employment opportunity. Based on the findings of the study, plausible courses of action were forwarded by the researcher based on the conclusive results of the findings in conjunction with literature review reflections: sufficient advertisement must be done, banks and concerned stakeholders must promote the product and create awareness to the society, enhancing the performance of existing staff through continuous training.

**Key Words:** Awareness, Customer Satisfaction, Interest Free Banking

**The Relationship between Employees' Perceived Noise Pollution At  
Work Place and Timely Work Delivery at Selected Consultancy Firms  
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This study is conducted with the main purpose to determine the association between employees' perceived noise pollution at work place and timely work delivery. Most people at one time or another has found themselves irritated or distracted by the background noise in their work place. This irritation might have resulted in minor aggravation or may have been dramatic enough to hinder their work. This leads us to ask whether or not occupants' perception to noise pollution at their work place has an association with their ability to deliver their work on time. In an effort to answer this question, the study intends to see the association where noise pollution is relatively assumed to be most destructive that is among consultancy firms, whose work force are knowledge workers who are engaged in a mental process work. Conducting this study helps organizations to have considerations in controlling sources of noise in the office. For this reason, this study took a sample of 82 consultants randomly drawn from five consultancy firms. Subjective assessment for the study is solely obtained from the administration of questionnaires and interviews. It is used in order to get the employees' perceptions on their work place noise pollution and the level of their concentration, communication, emotional stability and job satisfaction when they perceive the various sources of noise at their work place. Data is analyzed quantitatively using the SPSS and Microsoft Excel and presented with the aid of frequency distributions, pie charts, tables and graphs. The research identified the existence of a positive and strong relationship between employees' perceived noise pollution and timely work delivery through the hypotheses it has set to prove. The study also confirms from employees' perspective that music, chattering, outside traffic noise and office machinery sounds are the main source of noise pollution at work place. Finally, based on the overall study analysis, substantial recommendations such as; consideration of work place layout design, noise related code of conduct in the office, reducing dense environment and white noise are proposed to help those who are exposed to noise at their work places.

**Key Words:** Employee's perceived noise pollution, Timely work delivery, Knowledge worker



**Practices and Challenges of Performance Management System at  
Commercial Bank of Ethiopia Orthodox  
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Performance management as a system can serve as a pillar for the development of employee, team and organizations in a way that they intend to get the desired strategic objective. The main purpose of this study is, therefore, examine the practices and challenges of performance management system at Commercial bank of Ethiopia. The descriptive survey research design has been deployed by using both quantitative and qualitative research approach. The total number of employee at CBE under South Addis Ababa district is more than two thousand fifty. For this study simple random sampling technique was used by taking 360 employee (from 10 branches) sample to fill in the self-developed questionnaire, which is the main data collection instrument. The data gathered from the questionnaire were compiled by using SPSS software. Descriptive statistics method was used for analyzing data obtained from questionnaire and data gathered from interview and focus group discussion and document analysis were analyzed contextually. The result of the analysis was presented using tables. In general, the finding of the study revealed that participation of employee's in the planning stage of performance management is not across all staff of CBE, lack of regular feedback, lack of uniformity in gathering information about employee's performance. Having this in mind the researcher concluded that even though CBE has some good qualities in clearly defining the mission, vision and values and developing strategy but a lot have to be made in making performance management system to be more useful for the organization. Performance management system need to be linked with strategic business objectives of the bank.

**Key Words:** Performance Management System, Performance Appraisal, Performance planning, Execution, Assessment, Review, Strategic Objectives.

**Assessment of Advertising Practice the Case of United Bank**  
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This research was conducted to assess advertisement practice of the United Bank. A total of 350 questionnaires were administered to customers of United Bank in 17 branches of Eastern district and 300 questionnaires were returned and usable for the analysis. At the same time a total of 150 questionnaires were administered to employees of the bank in the above-mentioned branches and 120 questionnaires were returned and usable for the analysis. Primary and secondary sources of data were used for this study. The primary data are collected through semi-structured questionnaire & interview and the secondary is collected from various journals, brochures, and other sources which are primarily done by others. The advertisement practice is briefly discussed with its gaps. Moreover, awareness and consumer behavior towards the bank advertisement tactic is analyzed. Descriptive research has been used to describe the position of the advertisement practice based on the responses from questionnaire and interview. From the investigation it is concluded that since the bank does not develop any advertisement strategy document, whatever things done under the title of advertisement shall be considered as something without objective, no segmentation as well as targeting and without an image to position in the mind of the prospective and actual customer. With regard to the advertisement expense; the advertisement expense is in minimum ration against the profit. In addition to this the result of overall customers and employees perception about the advertisement practice of the bank is below average i.e. the majority of the respondent feel that the advertisement practice is not satisfactory. The study suggests that the bank must develop an advertisement strategy so as to maximize its profit, conduct research to have a better understanding bout customer's awareness level of the bank advertisement tactics, should understand the specific requirement of customers, should participate employees who has a direct communication with customers in making the advertisement strategy and the bank should bench mark other banks advertisement strategy in order to produce adequate advertisement strategy.

**Key Words:** Advertising Practice, United Bank

## **Assessment of Core Banking System Practice and Challenges in Bank of Abyssinia**

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The objective of the research is to make an assessment on the practice and challenges of core banking system in Bank of Abyssinia. Descriptive survey research methodology was employed for the study. Seven standard core banking system practice and challenge determining variables were used to measure the practice and challenges. Both primary and secondary data sources were used for the study. The study revealed that there were number of challenges faced during the introduction of the new system such as: complication in selection of external consultants, resource scarcity and data migration process from the old legacy system to the new one, power interruption and frequent network failure were among major challenges identified in the practice of the new system. On study it's found that the new system is successful in fulfill the old system service gap. The study also revealed that NBE, still not issued adequate legal and operational frame work for electronic banking service in Ethiopia. The study recommended that the bank should make further critical care and stronger protection mechanisms to safeguard the system security from current hackers.' It is also recommend the bank should work in collaboration with other banks in the industry and with the government to resolve the current power interruption and frequent network failure as it is significantly affecting the successful implementation and smooth operation of the new system.

**Key Words:** Core Banking System, Practice and Challenges, Bank of Abyssinia

**Determinant Factor that Affect the Performance of Dashen Bank**  
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This study examines the determinants of financial performance of Dashen Bank by using the monthly financial statement of the Bank since 2011-2016. Since the data is secondary in nature, the quantitative approach to research was used. The study covers only the internal factors that influence the performance of Dashen Bank when conducting the study. The internal factors used in this study include capital adequacy, loan to deposit ratio, income diversification, operating efficiency, export, liquidity, loan performance and deposit mobilization were the explanatory variable. Moreover, Return on asset, Return on equity and Net interest Margin were used to measure the financial performance of Dashen Bank as a dependent variable. The study used multiple linear regressions models to investigate factors that determine the performance of Dashen Bank. To obtain information relevant to the study, secondary data was used. Besides, in the study six years monthly financial statement is used to analyze the data. The finding of the study Based on the regression result; income diversification, deposit, export and loan performance have a significant influence on the financial performance of Dashen banks measured by return on asset, return on equity and net interest margin. Therefore, it is recommended that Dashen banks should increase their export proceed, capital, loan production, improve their deposit mobilization strategy, and diversify their non-interest income sources in order to be profitable and stay competitive enough in the banking industry.

**Key Words:** Financial Performance of Dashen Bank

## **Assessment of Liquidity Risk Management: a Case Study in Bank of Abyssinia**

**Rahel Tibebu, St. Mary's University, Email:rakmo.smu@gmail.com**

The main purpose of the study is to assess the liquidity risk management practice in bank Abyssinia from the year 2013-2016. There are four fundamental research question were formulated. The research examine the of source of liquidity risk in bank, Assess liquidity level or position of the bank, Examine liquidity risk contingent plan and strategies and examine the strength and weakness towards managing liquidity risk management practice. To conduct the study, descriptive method was employed. Purposive sampling technique was used in the selection of department in the bank of Abyssinia. Thus, risk and compliance department, treasury department and finance department employees who are directly related to the subject matter is selected. The total number of respondent 20 was selected from the three department working related to the subject matter. Data collected both primary data and secondary data. The primary data collected through questioner and interview and Secondary data like annual report were used. The data collected from primary source of data were organized table and percentage. The findings of the study revealed that the bank experience seasonal fluctuation in the source of funds which exposed to liquidity risk. The bank has strategies and contingency plan to meet emergency situation. ALCO committee periodically measure and report the level or position of liquidity risk of the bank continuously. So, the bank has strong side in preparing strategies and procedure. Also measurement and reporting system is a good practice. But, limited source of funds and lack of coordination between departments face the bank to unable to meet short-term obligation.

**Key Words:** Liquidity Risk Management, Bank of Abyssinia

## **Assessment of the relationship between Service Quality and Customer Satisfaction:**

### **The case of CBM (computer business machine)**

**Rakeb Girma, St. Mary's University, Email:rakmo.smu@gmail.com**

Customer satisfaction is a fundamental concept of any business company that has received a huge interest from multitudes of researchers. This study aims at investigating the level of expectation and perception of customer satisfaction of CBM (Computer Business Machine), also factors influencing the relationship between quality service and customer satisfaction. The five SERVQUAL dimensions developed by Parasuraman et al (1988) were used to assess quality service vs. customer satisfaction. Sample of 258 respondents was selected using random sampling technique (non-probability sampling) sampling method among which 240 has correctly filled the questioner. And also interview with manager of the company was conducted and come to a finding that The impacts of “Tangibility”, “Reliability”, “Responsiveness”, “Assurance”, and “Empathy” on customers’ satisfaction are pointed in a descending order respectively, indicating that Tangibility has the highest impact on customer satisfaction. Therefore, to be successful, the company should provide service to their customers that meets or exceeds their expectations, and the present study will provide at least some sorts of guidelines.

**Key Words:** Customer Satisfaction, Service Quality, SERVQUAL,

**Practice of Customer Relationship Management and Its Effect on  
Customer Loyalty: The Case of Dashen Bank SC**  
**Robel Alemayehu, St. Mary's University, Email:rakmo.smu@gmail.com**

In a competitive market such as the banking industry customer loyalty is gem stone to be dreamed of, and it's no wonder organizations want to acquire this valuable asset. One of the effective ways to acquire customer loyalty is through properly implemented CRM and in this study the researcher has set out to investigate the practice of CRM and its effect on loyalty on the customers of Dashen bank. The researcher accomplished this by collecting data from customers of Dashen Bank via questionnaire to quantitatively analyze the data using a descriptive research design, the questionnaire was adapted from previous studies and was used to quantify the perception of the respondents towards the practice of CRM while the researcher carried out correlation and regression analysis on the collected data to determine the effects of CRM on customer loyalty. The results found the practice of CRM at Dashen bank to be less than satisfactory especially with technology based CRM, which has the least evaluated score and showed that all four dimensions of CRM having a strong positive correlation with customer loyalty, and technology based, the least performing dimension, having the strongest of the four. Moreover, the regression analysis showed that more than  $\frac{3}{4}$ <sup>th</sup> of the change in customer loyalty can be explained by the change in the four CRM dimensions and again the analysis indicated that technology based CRM had the greater effect. Consequently the bank should strive hard to improve its CRM practices especially technology based CRM which should lead to increase in the level of its customer' loyalty, it in turn being an instrumental competitive advantage.

**Key Words:** Customer Relationship Management, Customer Loyalty, Key Customer Focus, Customer Knowledge Management, CRM Organization and Technology Based CRM

**Determinates of Private Commercial Banks Profit in Ethiopia**  
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The purpose of this study is to examine profit determinants of private commercial banks in Ethiopia by using time series data of five private commercial banks from year 2005 to 2016. The study used quantitative research approach and secondary financial data are analyzed by using multiple linear regressions models for the two bank profitability measures; Return on Asset (ROA) and Return on Equity (ROE). Multiple linear regression model was applied to investigate the impact of national bank bill (measured as percentage of their profit), asset quality (measured by provision held for bad debts and loss), cost if branch expansion (measured by rent expense, yearly interest paid on deposit (measured by interest's expense) and advertising expense on major bank profitability measures i.e., (ROA), and (ROE) separately. The empirical results show that bank specific factors; asset quality, national bank bill, and interest expense have a strong influence on the profitability of private commercial banks in Ethiopia. Therefore, concerned bodies of private commercial banks should strive to strengthen the identified significant factors and government bodies should also see the adverse effect of tight polices imposed on the existing private banks as well as for the new entrants.

**Key Words:** Profit, Return on Asset, Return on Equity



**The Relationship between Organizational Culture and Employees  
Commitment: The Case of Equatorial Business Group  
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The purpose of the study is to assess the relationship between organizational culture and employee commitment at equatorial business group (EBG). The study employed explanatory research design and quantitative research approach. Simple random sampling method was used to select the sample size of 197 numbers from each department of the 385 population. Standard close ended questioners extracted from Allen and Meyer's standard questioner known as organizational commitment questionnaire (OCQ) and Organizational Culture Assessment Instrument (OCAI) which is developed by Kim Cameron and Robert Quinn were used as a data collection instrument. The correlation analysis was used to determine the relationship between organizational culture and organizational commitment. Based on the data analysis the following outcomes were proved: Employees are not pleasant about the existing hierarchal culture; they prefer it to be clan next to adhocracy culture. The findings also indicate that there is both negative and positive relationship between organizational culture and organizational commitment. Therefore, the outcome of the research suggests that organizational culture is the most important element in controlling the direction of the organizational commitment.

**Key Words:** Organizational Culture, Employees Commitment, Equatorial Business Group

**The Effects of Reward on Employee Performance: the Case of Lion  
International Bank  
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In the current business environment, banking industry is facing a lot of challenges particularly getting the right employees and retaining them. This is because reward and employee performance is core factor in which managers should keep in order to meet the targets of the organization. Reward exists in order to motivate employees to work towards achieving employee performance. This study examines the effects reward towards employee performance. 223 questionnaires were distributed to the sample respondents who are located in Addis Ababa. Of the total distributed questionnaires 210 usable questionnaires were returned. Hypotheses were developed to see the effect of all the independent variables (pay/salary, benefit, promotion, training, recognition, and working condition) on the dependent variable (Employee Performance). It is a quantitative study. Descriptive statistics and frequencies were utilized to analyze the data. Interpretation is made on mean, frequency, and percentage. The results are investigated in terms descriptive followed by, inter correlation using Pearson's product correlation to test the interdependency and also multiple regression analysis were used to show the magnitude and direction each independent variables influence the dependent variables with the aid of statistical package (SPSS) version 20. The findings obtained indicated that rewards dimensions have positive influence in employee performance. Furthermore, it provided suggestions to overcome the problems to improve employee performance. LIB must clearly communicate its rewards policy and procedure to its employee. Even though the company rewards system mainly consist of financial reward, adjustment must be done on the rewards system since the majority of the respondents were not satisfied. Finally LIB should include both financial and non-financial reward with appropriate mix.

**Key Words:** Reward, Pay/salary, Benefits, Recognition, Work Condition, Promotion, Training, Employee Performance

**The Effect of ATM Service Quality on Customer Satisfaction:  
The Case of Dashen Bank s.co in Addis Ababa  
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The Ethiopian Banking sector over the last decade has been experiencing significant changes and development in its Information and Communication Technology. Among the development is the introduction of Automated Teller Machine (ATM) that intends to reduce the number of customers in the banking halls as customers now can go to the closest ATM to do their banking transaction such as withdraw cash, transfer fund and balance inquire. The study investigates significant dimensions of ATM (automated teller machine) service quality i.e. Convenience, efficiency, Responsiveness, Security& privacy and reliability and its effect on customer satisfaction. By taking in to consideration the main objective of the study, the questionnaire was designed and distributed to 399 customer of Dashen Bank who uses ATM service. From the distributed questionnaires 360 were collected This study applies SERVPERF framework to analyze the data collected from a questionnaire survey and found that all the service quality dimensions under study have positive impact on customer satisfaction. However; Security & privacy has not significantly impact on the customer satisfaction on the other hand Responsiveness, Convenience, efficiency Responsiveness and reliability have significant effect on customer satisfaction. The study recommend that the bank should invest on the above ATM service quality dimensions to enhance customer satisfaction.

**Key Words:** ATM, ATM Service Quality Dimensions, Customer Satisfaction

**Assessing Training Practices at NYALA Insurance Share Company**  
**Sara Belayhun, St. Mary's University, Email:rakmo.smu@gmail.com**

The study intended to assess the training practices at Nyala Insurance Share Company questionnaire and interview instruments were used to collect the data and Stratified random sampling method was used to select samples from the target population. The study employed quantitative approach to gather data from a total of 105 employees at the Insurance. In order to assess the existing training practice of the insurance, the study emphasized on processes of training, which are training needs assessment (TNA), training objectives, training design (TD), training delivery method (TDY) and training evaluation (TE). After the required data were collected descriptive (i.e. frequency, percentage and mean) statistical analysis was used to analyze the data using statistical software application programs (SPSS) version 20. Lack of understanding training objectives, delay delivery of training and poor assessment of training needs are the major findings of the study. Therefore the study concluded that each of the training processes do not seem to be considered at the insurance. Moreover, the overall training practice at the insurance do not appear to be effective due to the gaps in each training process. The study suggested that In order to have an effective training practice the insurance should have to conduct each and every process properly and existence of training programs may not assure the effectiveness of the training program unless it is supported by systematic training process. Eventually, each processes are interrelated, they should be conducted with due care and on- time delivery of the training should give a due attention for the training to be effective and for improvement of employee performance.

**Key Words:** Training, Training Need Assessment, Training Objective, Training Design, Training Delivery, Training Evaluation

**Assessment of Credit Management Practice:  
The Case of Awash International Bank Share Company  
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Banking is a business practice, or profession almost as old as the very existence of man. It has sprouted from the very primitive Stone Age banking, through the Victorian age to the technology driven Google-age banking ,encompassing automotive teller machines(ATMs) credit and debit card, correspondent and internet banking (Wikipedia,2008). While financial institutions have found difficulties over the years for a multitude of reasons, the major cause of serious banking problems is the practice and management related to credit, as a result of this the study aimed at the credit management practice of Awash International Bank Share Company. The Study is organized with five chapters. The First chapter introduces the background of the study, the research objectives and questions, significance of the study, scope of the study and organization of the paper. The Second chapter presents theoretical and empirical review of the related literatures. The Third chapter deals with methodology of the study. The Fourth chapter is concerned with the analysis, results and discussions as well the last chapter of the study chapter five presents the limitation of the study conclusion and recommendations drawn from findings of the data in addition with implications for further research. The objective of the study specifically raise issues like loan performing ground of the bank, the impact of loan procedure to customers and the measures taken to control non-performing loans and other related issues. The study use Questionnaire as primary data source and manuals and procedures and publications of the bank as well NBE as secondary data source. Data to do the analysis is obtained from bank employees for the analysis the study used SPSS 2010(version 20.1), as a result the study concluded that the bank have more dependable on its income from loan interest and the bank has a good implementation of NBE directives as well the action taken to improve repayments of clients is give better chance to customers, but the follow up on timely repayment of loan is weak and the knowledge of loan clients need improvement. Thus, the researcher recommends that the repayment of loan need strict follow up and give emphasis on creating better awareness for the loan clients of the bank.

**Key Words:** Credit Management Practice, Awash International Bank Share Company

**An Assessment of the Causes of Employee Turnover a case of Tikur  
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The concept of employee turnover is a critical issue in the field of management as a human resource is a valuable asset for a given company. Retaining such resources is a key role for a company since competing in the changing world, delivering continuous and quality service and products mainly depend of the presence of committed, qualified and skilled manpower. Therefore, giving a due attention for employee turnover is a most responsibility. Having this in mind the study is conducted to investigate the real cause of employee turnover in Tikur Abay Shoe S.C. and its mechanism implemented to retain employees. Both qualitative and quantitative methods are employed in this study. The primarily data are collected by self-completed questionnaires from current 109 employees. The secondary data is used to study the turnover of ex-employees. In addition interview was conducted with the company's HRM department. SPSS version 20 is used to interpret the primary data collected by questionnaires; descriptive statistics method was employed to draw the major findings. The major findings of this study revealed that the cause of turnover in Tikur Abay Shoe s.c. was both controllable and uncontrollable factors including demographic. Therefore, the company should tune the existing retention strategy and implement new strategies by bench marking other similar companies in the footwear sector.

**Key Words:** Turnover, Tikur Abay Shoe S.C, Permanent Employees,

**Service Quality and Customer Satisfaction the Case of Dashen Bank S.C**  
**Senait Yimer, St. Mary's University, Email:rakmo.smu@gmail.com**

The general objective of this study is to assess customer's expectation and perception level towards service quality. It is clear from this research that customer service has impact on service quality perception and customer satisfaction. In this research, the SERVQUAL instrument developed by Parasuraman (1985), has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Questionnaires are distributed to 40 customers and 60 employees of the three selected area branches. The questionnaire aimed to identify the level of customers' expectation and perception towards the service quality of the bank. The findings reveal that the customers' expectations are not meet. Among the five dimensions of service quality Empathy and Reliability have higher gap scores. The Empathy dimension has a higher gap score this suggests that the banks need to train their staff on proper customers' service techniques. Farther, the Reliability dimension also shows high gap score that shows the customers do not perceive the banks consistent service. The results revealed that the tangibility, reliability, responsiveness, assurance and empathy dimensions raised the lowest level of perception that indicates that the bank need to work on this dimensions to meet the customers expectation.

**Key Words:** Service Quality, Customers' Expectation and Perception, Customer Satisfaction, Service Gap

**An assessment of Effectiveness of Workplace Internal Communication  
between Managements and Employees in Bunna International Bank S.C  
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This study was designed to investigate the effectiveness of workplace internal communication between managements and employees in Bunna International Bank S.C. Based on the benchmarks, such as action-maximum impact on engagement, aligned with the business, and commitment at all level; feedback - interpretation and understanding, segmented for senior and line management functions, employees; process- high response rate, efficient and effective, clear stages and outputs; development - engagement, existing models, and divisional flexibility. This study used data collected from Head Office and City Branches. The research was done by taking a sample of 300 employees which was selected from the total population of 810. To conduct this study both qualitative and quantitative research approach were used. In addition, primary and secondary data also used and primary data was collected using survey and interview while secondary data collected from previous researches, Bunna International Bank's official documents. Data collected from these employees was manipulated using SPSS Version 20 for windows software package. On the other hand, the result obtained from this study will be beneficial or significant to Bunna International Bank S.C. and stakeholders. The findings obtained from this research indicate that the role of internal communication has more been propelled into the foreground and is becoming ever more visible within Bunna International Bank S.C. As a result, effective internal communication can keep employees engaged in Bunna International Bank S.C. and help the Bank retain its key talent, provide consistent value to its customers, and deliver superior financial performance to its shareholders.

**Key Words:** Internal Communication, Effective Communication, Bunna International Bank S.C. (BIB)



**Assessment on the Reward Practices in the Case Commercial Bank of  
Ethiopia**  
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Employees today are more concerning on the rewarding approaches in which they seek for the ground elements that should be demonstrated in accordance to ensure that one's organizational reward practice will be effective as possible. Reward system refers to all the financial, non-financial payments that an organization provides for its employees in exchange for the work they perform. This study was designed to assess the reward practice of Commercial Bank of Ethiopia with the objective to give a relevant recommendation and applicable solution to the problem. The study used descriptive research design. In order to get relevant data from the target population questionnaire and interviews were used. Data collected through questionnaire were prepared based on various scholars work and interview is undertaken with the HR personnel's. The reliability of the instrument was measured using Cronbach Alpha and the result was 83.9%, the result refers there is high consistency on the measuring instruments. The target population of the study was the employees of Commercial Bank of Ethiopia (CBE). A purposive sampling method was used, and 232 questionnaires were distributed to the employees of the bank and out of these questionnaires, 198 were filled properly. As a result, the overall response rate was 85 percent. Descriptive statistics and frequencies were utilized to analyze the data. Interpretation is made on the frequency and percentage of the data and qualitative data were analyzed using textual explanations. Furthermore, the qualitative data (data from interview) were analyzed together with the quantitative one to triangulate the results found from the questionnaire. The findings generally indicate that employees of the bank are not motivated by the bank's current reward system. The bank's reward system mainly consists of financial rewards. Besides, results have shown that respondents have felt unfair and injustice the bank's reward system. Employees like to be consulted what they need most when they perform better. Finally, the researcher suggests that the commercial bank of Ethiopia human resource management body must revise the reward system properly to retain best performer.

**Key Words:** Employees, Reward Practices, Financial reward, Non- financial Reward

**The effect of Automatic Teller Machine Service Quality on Customer Satisfaction and Its Impact on Loyalty Future Prospect: the case of Dashen Bank S.C**  
**Sinishaw Asfaw, St. Mary's University**

Currently the banking service is well equipped with innovations and as the application of the technology in the banking industry is becoming so significant firms have made huge investment on technology based banking and shifting from bricks and mortar banking to such branchless mode of banking. Following such shift customers are also shifting to technology based banking service due to perceived usefulness, convenient to use, privacy and freedom of mobility. Thus the objective of the study was to examine the effect of ATM Service quality dimensions on customer satisfaction and future prospects of ATM in the case of DB. With a high emphasis, a quantitative approach based on a convenience sampling technique was used, in which a structured survey questionnaire was employed to collect data from the customers. For data analysis a descriptive and inferential statistics were used while to aid computation SPSS Version 20 was applied. The results of the study reveal that the effect of ATM service quality dimensions on customer satisfaction and future prospects of ATM is direct and significant. To improve the service delivery the bank has to increase features and improve the facilities of the technology based banking service in such a way that customers can receive a wider range of financial services.

**Key Words:** ATM-banking, Customer Satisfaction, ATM Service Quality, Future Prospects, Techno based banking service and E-banking

## **The Impact of Intrinsic and Extrinsic Factors of Motivation on Organizational Commitment the Case of Modern Building Industries plc**

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The study conducted on the impact of intrinsic and extrinsic motivation on organization commitment. To address the research objective and effectively describe the findings from the respondents the researcher used Explanatory (cause-and-effect relationships) research design. The quantitative and qualitative research approach used through primary and secondary data collected from 126 respondents. Both survey questionnaires and semi structured interview were used. The study applied Stratified sampling technique, which is dividing the population into strata, like Management and Non-Management (contract and permanent) employees. The data gathered through questionnaire were analyzed using both descriptive (frequency and percentage) and inferential statistics (correlation coefficient and multiple regression). The findings of the study depict that from the extrinsic motivation, Salary (Money) is the major factor that the employees were disagreed and the reason for leaving the organization. For the relationships between motivation factors and organizational commitment, intrinsic and extrinsic motivation are strongly relates to affective and continuance organization commitment and weak relations with normative organizational commitment. In order to reduce those problems the researcher suggested that the company should provide improved salary scale, rotate workers within the department in order to have Variety of skills and facilitate new reward systems to encourage workers.

**Key Words:** Motivation, Intrinsic Motivation, Extrinsic Motivation and Organizational Commitment

**Assessing the Practices and Challenges of Discharging Corporate Social responsibility: Experience from Commercial Banks in Ethiopia**  
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Considering the boundless impact the banking industry has on the general society, economy and environment, the industry have massive responsibility for the promotion of sustainable growth and also in addressing different level of social responsibilities. This thesis work is aiming at assessing practice and challenges of discharging CSR by commercial banks in Ethiopia. Even though 18 commercial banks operational in Ethiopia, the study were made on five financially strong and leading commercial banks as a sample. Inductive approach is used in this research in order to generalize the finding to all banks in Ethiopia. Accordingly, questionnaires were distributed to bank employees and shareholders. Furthermore bank officials are interviewed. Quota sampling method is used to select the appropriate number and quality of respondents. The findings indicate that there is no CSR practice in the banking industry of Ethiopia. None of the banks issue CSR policy including the governing body NBE. Furthermore there is considerable misunderstanding of the essence and significance of CSR. Banks and stakeholders are not very well awareness of the importance; significance and limitless effect of CSR practice have in brining healthy environment, secured economy and prospered society.

**Key Words:** Corporate Social Responsibility (CSR), International Standard Organization (ISO), Commercial Banks (CB's), National Bank of Ethiopia (NBE)

**Assessment of Customer Relationship Management:  
A Case Study on Commercial Bank of Ethiopia north Addis District  
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Customer relationship Management (CRM) as a strategy has gained tremendous interest among researchers and practitioners in recent times. Thus, this study tries to assess the status and approaches of CRM in Commercial bank of Ethiopia. CRM has been measured in terms of its related dimensions such as trust, reciprocity, empathy, bonding and responsiveness. To achieve the objective of the study, primary data were collected through questionnaire from sample of 90 business customers who were selected using convenience sampling technique; and by using both qualitative and quantitative approaches. The data collected through questionnaire were analyzed using descriptive statistical analysis method. The result of the study indicated that, there are several loopholes; such as, lack of continuous supervision and monitoring in the quality of bank services, weakness in giving individualized attention to customers, heavy reliance on suggestion boxes to get feedback from customers, lack of technological advancement etc. In addition to the above findings the common challenge of the selected branches is network interruption. The finding also suggests some measures which can be taken in to consideration in order to enhance CRM practices of the bank. The researcher forwards some recommendations such as the need for continuous supervision on the quality of services, provision of training to employees, and recurrent research on customer needs.

**Key Words:** Customer relationship marketing, Relationship marketing, Commercial bank of Ethiopia

**Assessment of Liquidity Risk Management Practices & Challenges:  
The Case of Private Commercial Banks in Ethiopia  
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The main purpose of the study was to assess the liquidity risk management practices and challenges of Private commercial banks in Ethiopia. To deal with the problem, fundamental research questions were formulated whether banks are managed liquidity risk in accordance with the Basel Principles or not. Moreover, liquidity risk exposures of each banks performance were reviewed during the study. To conduct the study, descriptive method was employed. Purposive sampling was used in the selection of each bank and the respondents from the respective bank. Thus, a total of 30 respondents participated to the sources of primary data for the study. Data were collected through questionnaire and annual reports of each commercial bank. The data collected from primary and secondary sources were organized using tables and graphs and interpretation was made on the data using quantitative and qualitative methods. The findings of the study revealed that the liquidity risk management practice of private commercial banks in Ethiopia is somewhat partially fulfilled comparing against best principles of Basel. There are no standardized and centralized liquidity risk management practices which can able to address the basic principles for managing liquidity risk. The main challenges most of the private banks faced as per this study are NBE bill purchase policy imposed on private commercial banks, financial innovation and global market development and the increasing real time nature of payment and settlement system. Moreover, all private commercial banks liquidity position has been deteriorated from year to year and banks should work hard to overcome the problem. Finally, it is recommended that Banks should improve or upgrade their liquidity risk management system in crucial elements of liquidity risk management and they should also diversify their source of fund and actively monitor their intraday liquidity position in order to meet their business objectives. Moreover, NBE should be actively monitoring the existing liquidity risk problems by reviewing the policies and conducting close follow up.

**Key Words:** Liquidity Risk, Management Practices, Challenges: Private Commercial Banks, Ethiopia

**Determinants of Project Implementation Delay: The Case of Selected  
Projects Financed by Development Bank of Ethiopia  
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Completion of projects within schedule is a major contribution towards the competitive edge in organizations. This is based on the realization that the achievement of the targeted objectives is determined by the ability to deliver the targeted output within the stipulated time. Project implementation delay can be defined as the late completion of work compared to the planned schedule. Project implementation delay can be minimized only when its determinants are identified. The objective of this study is to identify the major determinants of project implementation delay and methods of minimizing project implementation delays. The research targeted projects financed by the Development Bank of Ethiopia. The independent variables causing project implementation delay are poor project initiation, poor project planning/design system, improper implementation, poor project monitoring, evaluation and controlling system, poor communication, improper project closure, and the dependent variable is project delay. The study considered 125 projects through stratified sampling method from projects financed over the last three years. Data were collected from randomly selected project managers using structured questionnaire and secondary data were also used. Data were analyzed using linear regression method. According to the findings, a strong, positive and significant relationship was observed between all delay factors considered as independent variables and project delay. Among the six delay factors (poor project initiation, poor project planning/design system, improper implementation, poor project monitoring, evaluation and controlling system, poor communication and improper project closure), poor project initiation was identified and concluded as the determinants with the highest influence on project completion delay. So that any business initiators should select project those are more familiar and interesting for them and scope of project should be established, controlled and must be clearly defined and be limited.

**Key Words:** Project Financing, Project Implementation and Project Completion Delay.

**An Assessment of Factors Affecting Adoption of Agent Banking  
The Case of Lion International Bank S.C. (Agent Perspective)  
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This research aims to describe factors that affect the adoption of agency banking in Ethiopian banking industry taking Lion International Bank SC as specific case. In order to achieve the objective of this study and answer the research questions the researcher adopted descriptive research design. This descriptive study was conducted based on the data gathered from the Agents of Lion International Bank SC. The researcher reviewed various empirical and theoretical literatures in light of having an in-depth understanding on the subject matter. To gather relevant data to the study a Likert type scaled questionnaires with close ended questions were distributed to geographically select 115 agents from three sub-cities in Addis Ababa. The research was conducted through assessing five major factors that can be taken as challenges for the adoption of Agent banking in Ethiopia. These barriers categorized as Technological factor, Organizational factor, Environmental factor, Factors from agent perspective and the ultimate customer perspectives. The data collected based on the above factors were analyzed using descriptive statistics supported by SPSS software. The findings of the research revealed that major challenges facing up the successful implementation of Agent banking system in the selected bank were trustworthiness of the technology, simplicity, resource, commitment of top level management, training, government support, legal framework, belongingness of Agent and public awareness regarding agency banking system. After due consideration of those findings the researcher recommend on major issues like awareness and customer sensitization, continues training, security and liquidity management for the stakeholders, The bank, The Agent, Ethio-telecom and National Bank of Ethiopia in connection with their roles.

**Key Words:** Agency Banking, E-float, Adoption, Financial Inclusion



## **The Effect of Service Quality on Passengers' Satisfaction: the Case of Ethiopian Airlines**

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Today competition is not only rife, but growing more intense constantly. Companies must give keen attention to their competitors and must understand **St. Mary's University** and their customers. Airlines are suffering from each competition. Service quality is typically defined in terms of consumer satisfaction. The purpose of this study is to measure the service quality and its effect on customer satisfaction at Ethiopian airlines. To this purpose the researcher has studied the service quality of the airline using SERVQUAL model instrument developed by Parasuraman. SERVQUAL model has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. The findings of this study are based on the analysis of a sample of 320 respondents of Ethiopian airlines international passengers. The research design for this study was Descriptive and use mixed type of research approach. Convenience sampling technique was used in the study to take a sample from infinite population. Data collected from respondents are analyzed by using qualitative analysis, descriptive, correlation, and regression analysis. The study investigates the relationship between service quality and customer satisfaction and also investigates dimensions that have significant effect on customer satisfaction. The results revealed that passengers of Ethiopian airlines are not satisfied by the services of Ethiopian airlines because; passengers have highest level of expectation than perception in all five dimensions. The findings also showed that the dimensions of service quality such as, reliability, assurance and tangibility, are positively correlated to customer satisfaction. Responsiveness and empathy have insignificant relationship with customer satisfaction. Managers should train employees, improve visually attractive facilities and coordinate all stake holders. Finally, managers at EAL should measure passenger's satisfaction and service quality seasonally to keep the services corresponded with customer's expectation.

**Key Words:** Service Quality, Passengers Expectation and Perception, Customer Satisfaction, Passenger

**Assessment of the Export Performance of Selected Garment Factories in  
Lebu Industry Zone, Addis Ababa  
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This study examines the export performance of selected garment factories in Lebu industry zone based on different dimensions that have direct relevance to the export performance construct. Both primary and secondary sources of data were used to assess the export performance. The researcher has used personal observation, semi-structured interview and questionnaire to collect the data. Results showed that despite the improvement in export figures in the last five years, the companies' export performance was at a low stage compared to plenty of incentives given by government, the capacity they have, companies' goals and major competitors. The researcher has forwarded important recommendations that need to be followed and performed by the companies and other shareholders to enhance the export performance of the assessed and other similar companies as a whole. The companies need to reduce their SMV by enhancing current skill of their workers, finding new work methods, improving line balances and others (example: Reducing the SMV of basic t-shirt from 7 to 4.5), reduce the level of rework and second grade to 2-2.5% and 1% respectively, reduce the absenteeism rate to 2%, increase their capacity utilization to 85%, enhance the technology of their machineries by introducing some semi-automatic machines for special operations. Moreover, the government institutions such as ETIDI should work in building the capacity of these companies, searching markets, disseminating market information, making researches, proposing new incentive systems, and the actual practice of ETIDI experts' 70% facilitation versus 30% technical support should be reversed.

**Key Words:** Export Performance, Garment Factories, Lebu Industry Zone, Addis Ababa

**Factors Affecting Commercial Banks Deposit Mobilization in Ethiopia:  
The Case of Commercial Bank of Ethiopia (CBE)  
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The purpose of this study is to investigate factors affecting bank deposit growth in general by taking Commercial Bank of Ethiopia as evidence using econometrics model. Time series dataset for the study used secondary source consisted of annual data spanning from 1985 to 2016 gathered from the National Bank of Ethiopia and commercial bank of Ethiopia financial database. The dependent variable used to this study is bank deposit growth. Explanatory variables used in this study were inflation rate, deposit interest rate, gross domestic product, branch expansion, urbanization rate and per capita income growth. Different diagnostic tests were conducted to check the appropriateness of the model. The Ordinary Least Squares (OLS) regression technique has been applied to find out the most significant variables. Data were investigated to examine the stationary of each variable. Since some of the variables were not stationary or unit root the researcher applied co-integration, Durbin Watson test and error correction model. The results from the study showed that Gross Domestic Product, per capital income, branch expansions have significant and positive effect in mobilization of deposit. Inflation and urbanization rate have significant but negative effect towards deposit. The study implies that stimulation of economic growth; banks presence and financial intermediation are most important factors that affect bank deposit growth. And finally, the study had recommended what should be done to encouraging deposits growth by Commercial bank of Ethiopia for the benefit of the domestic deposit mobilization.

**Key Words:** Factors, Deposit Mobilization, Commercial Bank of Ethiopia,

**An Assessment of Employees Compensation Package Scheme at  
Ethiopia Pharmaceuticals Manufacturing Share Company  
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Attractive compensation package scheme enables an organization to attract, recruit and retain competent employees, to increase employee's morale and productivity and ensure transparency. Since employees are a resource it is important for managers to ensure that they are able to get a return on their investment. Compensation package policies are one of the most important resource tools available to human resource managers to enable them to encourage desirable behavior and discourage undesired ones. These points help the company to achieve its own strategic objectives. The general objective of the study is to assess the compensation package scheme of Ethiopian Pharmaceuticals manufacturing Share Company. The study is limited only to Ethiopian pharmaceuticals manufacturing share company main factory. The data was collected through questionnaire and semi-structured interview. For the questionnaire the researcher used simple random sampling technique to select sample population. Based on the findings of the study, the researcher has found out that the employee response shows that the company's compensation package scheme is not attractive. And also employees have different preferences of compensation packages. Finally the company is advised to incorporate compensation plan in to its corporate strategy and should focus on employee's choice of compensation package.

**Key Words:** Employees Compensation, Performance Related Pay

**Supply Chain Management Practice and Impact on Firm  
Performance in the Case of Yotek Construction plc  
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Supply chain management (SCM) has become potentially valuable element in the construction industry to improve operational efficiency and enhance organizational performances. The study had four objectives to achieve: to assess supply chain management practice in YOTECK Construction plc on the five major dimensions (strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and information technology), to assess collaboration or integration level of the company with SC members, to determine the impact of SCM practice with firm operational performance and organizational performance. The research design involved was a descriptive research. For achieving the objective of this study, 46 Questionnaires were distributed and 41 of them were successfully collected and analyzed using descriptive statically analysis (mean and Standard Deviation) as well as correlation and regression analysis using SPSS 2.0.version. Both primary and secondary source of data were used for this Study. The method of data collection was Interview and questionnaire in the form of closed ended question. The Questionnaires were rated using five points liker Scale. The major finding indicated that, most of SCM Practices were moderately practiced in YOTEK Supply chain, whereas IT was poorly applied. Regarding the relationship between SCM practice and firm performance, there were found to have strong statistical significant between SCM practices with operational performance and organizational performance. The study helps to create awareness to YOTEK owners, and it will give chance for others who are interested on to assess SCM Practice and its correlation with firm's performance to make further studies, especially on Construction industry.

**Key Words:** Supply Chain Management, Operational Performance, Organizational Performance

**Challenges of Medium Tax Payers: the Case of Addis  
Ababa no. 1 Medium Tax Payers Branch Office  
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This study was conducted to assess challenges faced by tax payers in the case of Addis Ababa No. 1 medium taxpayers' branch office. The data was collected from taxpayers and tax officials through questionnaire and in-depth interview. The study has used both primary and secondary sources of data. Out of the total population of 4,289 semi-structured self-administered survey questionnaires were distributed to the tax payers who appear at ERCA until 209 respondents obtained by using simple random sampling. Moreover, this thesis applied descriptive research design, and used mixed research approach. Before the statistical analysis, data was collected from the primary survey was compiled, edited, and coded. Then, data was analyzed using a computerized data analysis package known as SPSS version 16. The study showed that taxpayers face various challenges with the existing tax system. The findings reveal that the tax system is so problematic, complex and unfair, discretionary treatment by officers; existence of poor customer service and higher compliance costs. Finally, the thesis suggested a series of measures which could be taken by tax authorities. Such as giving extensive and frequent training to its staff, using appropriate technology to capture the data of taxpayers, implement online tax payment system, properly handle issues related to CRM, train and educate tax payers using various medias, fairly and equally treat payers and improve tax refund procedure.

**Key Words:** Taxpayers Challenge; Perception of Tax Payers; Cost of Tax Compliance; Customer Service; and Tax System Complexity

**Employee Attitude towards Female Managers in Awash Bank**  
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This study is focused on examining the attitude of workers towards female managers. It is aimed at mainly finding out whether unfavorable attitude towards female managers exists among employees and the study is believed to contribute to all level of female managers working not only in Awash Bank but also with different organizations. The study used cross sectional survey method to investigate the overall attitude of employees, primary and secondary data collection technique collected from magazine, website and pamphlets, for the purpose of this research is to identify the attitudes of employees of the bank which are working with female managers, samples are taken from the total population that is the employees in the selected organizations having female managers as their immediate or high level supervisors. Employees are surveyed and there was measured using the widely used attitude measurement scale, Woman As Managers Scale (WAMS) and the data processed through software called Statistical Package for Social Science (SPSS). The results of the data analysis showed workers hold unfavorable attitude towards female managers. Further, gender was found to be significantly affecting the attitude of workers, among the four demographic variables age, gender, marital status and education level used in the study.

**Key Words:** Employee Attitude, Female Managers, Awash Bank

**The Effect of Emotional Intelligence on Leadership Effectiveness:  
The Case of Zemen Bank  
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The main goal of this study is to investigate the effect of emotional intelligence (EI) and leadership effectiveness (LE) at Zemen Bank. The very significant of the study to Zemen Bank is adding values to enhance leadership effectiveness of the company. Data was collected by means of questioner and standard test. It was analyzed by using SPSS20, applying descriptive and inferential analysis through tables and descriptive correlations. The questioners were responded by 101 Zemen Bank employees. It indicates there is a positive relationship between manager EI and LE. Similarly, EI levels of 44 managers were measured, the result of them is near to average. The perception of EI leadership especially self-management& was declined. These major findings indicated that the leadership of Zemen Bank didn't apply self-control well: managers didn't take responsibly of their emotion, they are not honest, they have poor listening capacity, they have also short comings in terms of helping subordinates, they are not forward thinking, they are not able to treat feeling and perception of subordinates. The other relevance response indicated even if they have good experience in team work, most managers fail that of empathy, understanding others, developing relationship between superiors and subordinates towards organizations goal, spending time for the development of mutually beneficial relationship. Furthermore, poor conflict management, poor social interaction and not behaving that is expected from others. On the other hand, LE accompanied by good decision making of employee communicative skill, cohesiveness innovation and supports each other, encouragement of employee about offering better way of implementation. However; employees were not evaluated fairly, not given significant feedback and relevant information. These showed that, in order to assure effectiveness, the managers take into account developing EI. Although there might be additional cause of LE that beyond the research findings, it indicated there is an impact of EI on leadership Effectiveness. Therefore Zemen Bank should enhance EI awareness by focusing EI competences specially social awareness & create EI team, in addition, superiors should focus on clear about subordinates feeling and emotion, inspired subordinates by their leadership quality, fair evaluation and significant feedback.

**Key Words:** Emotional Intelligence, Leadership Effectiveness, Zemen Bank



**Practices and Challenges of Employees' Performance and Its Effect on Productivity at Save The Children – Ethiopia, Country Office**  
**Tewodros Worku, St. Mary's University, Email:rakmo.smu@gmail.com**

Performance management system enables organization to measure the performance of the organization itself, organizational members and the team as well. Save the Children International has established the current performance system on October 2012. However it is not well understood by most of Save the Children International employees. This study therefore was undertaken to assess the overall employee performance management practices at Save the Children International. For the data collection, questionnaires were distributed to 68 selected employees using simple random sampling technique and interview was undertaken with 5 senior management staffs of SCI. The literature review part of this study shows the purpose of performance management, its components and empirical studies. The research design employed in this research is a descriptive survey research using both qualitative and quantitative approach to collect data. This research draws upon the data collected using the designed tools and secondary sources available in the organization under study. For the data summarization SPSS software was used. The research findings shows that challenges that includes; employees not participating in formulation of their own performance plan together with their supervisor, lack of sufficient resources to excite the expected job, chance not given to assess own performance, biasness during the performance monitoring, insufficient capacity development facility, unfair rating, rewarding culture not usual in the organization and they believe the practice is to fulfill the requirements of submitting to the human resource department. As a result it is concluded that the practice of employee performance management is bad. All the main findings of this study are summarized, conclusions drawn and recommendations given to improve the practice of the employee performance management system which has the potential to significantly contribute to the development of the organization.

**Key Words:** Performance Management, Performance Planning, Performance Evaluation, Feedback

**Determinants of Competition in Commercial Banking Industry of Ethiopia**  
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The term competition is core concept in any field where resources are scarce and demand for these rare stock ,funds or supply of materials continuously grow or at least remains desirable in the market. On this regard, the Commercial Banking Industry in Ethiopia is characterized with weak competition and few banks dominance restricting and weakening competition in the market. The market-structure behaviors and powers exercised by fewer banks affected the customers by increasing interest margin. On top of absence of alternative money supply aggravated the situation. Further, institutional regulations, macro-economic trends, technical and managerial inefficiencies in the industry orchestrated absence of recommended competition in the industry which is a driving force to managerial, technological and technical efficiencies. The competition situation is investigated in the Ethiopian banking industry using two approaches qualitative and quantitative. From quantitative prospect models are employed that have been used extensively in recent literature on the subject: The first approach is the structural approach, which is based on the continuous relationship between the system structure (usually, represented by the concentration of the banking system), the conduct of the firms within the industry (usually represented by measures of conjectured variation) and their performance (usually represented by bank's "market power"); S-C-P. The second is based on the performance of commercial banks without using explicit information about the structure of the market. Qualitatively, the research provides data about meaning and context competition perceived by experts in particular managers in the banking industry. The relevant data was collected from properly designed sample and carefully sorted data sources in the industry. Both primary and secondary data sources were identified and the primary data was collected through questionnaire. On the other hand, secondary panel data of ten years was utilized in the selected models. The data reliability and validity was tested before analysis. The analysis and results discloses the sources of weakness of the industry competition and relevant variables forcing the phenomena. According to the structural approach, it was proved that the high concentration in the Ethiopian banking system leads to greater "market power" exercised by the banks with high market concentration. According to the direct approach, while using the same technique as common in the literatures to obtain the Panzar & Rosse (P-R) Index for Ethiopian banks, it can certainly possible to conclude that the banking system in the country is characterized by monopolistic competition. Results also shows that the regulatory institution roles, bank risk and capital ratios the micro-economic variables have different contribution on the competition of banking industry in Ethiopia. Undoubtedly, the unequivocal findings regarding the relatively low competition in the Ethiopian banking system, a phenomenon that has become even more extreme in recent years, requires that vigorous policy steps including macro-economic, regulatory and technical efficiency steps be taken to improve competitiveness within the banking industry.

**Key Words:** Competition, Concentration, Banking Sector, Regulation, and Market-Structure

**The Impact of Human Resources Practices on Employees' Commitment:  
The Case of Islamic Relief  
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This research is conducted to assess the impact of HRM practices on employee's commitment. The study has involved 76 fixed term staff of Islamic Relief from both Addis Ababa and Somali Regional State project offices and their response is analyzed and interpreted which was collected through a structured questionnaire and interview. A mixed approach was applied to triangulate the data from the interview, questionnaire and the prior empirical findings so that it confirms the reliability of the result. HRM practices were measured using employees' perception on management involvement, performance management, training and development, career development, reward and compensation and employment relations. Descriptive data analysis in the form of frequencies, mean and standard deviations were applied to describe data collected from the questionnaire. Interview is also conducted with six staff that stands for 3 from Senior Management Team, a delegated HR team, a staff representing those with more than nine years of service and another staff representing staffs who have served less than three years. All the six HRM practices were found meaningfully related to employee organizational commitment. Another important finding is that there is a big gap in applying HRM practices in the areas of career development management, reward and compensation management and training and development. However, the management involvement, employment relation and performance management areas are found to perform in moderately right way to impact employees' commitment. Given the findings, HR policies should be well designed for areas such as career development, training, and development because they were found to give strong effect in explaining the variance in organizational commitment.

**Key Words:** Career Development, Employees' commitment, Management Involvement, Performance Management, Reward and Compensation and Training and Development

## **Assessment of the Service Quality of United Bank S.C. and Its Impact on Customer Satisfaction**

**Tigist Mequanint, St. Mary's University, Email:rakmo.smu@gmail.com**

Commercial Banks in Ethiopia to increase their market share are in high competition, to provide a high quality of service to their customers. This paper tries to access the service quality of United Bank S.C and its impact on customer satisfaction. It is mixed type of research a descriptive & causal type of study that collects quantitative data on customer satisfaction-dependent variable and the service quality measurement dimensions; independent variables. The independent variables are tangibles, reliability, responsiveness, assurance and empathy. The instrument measured service performance by using twenty two indicators that belong to the five dimensions of SERVPERF. The instrument was tested for reliability and validity. Self-administered questionnaire was distributed to 385 customers of United Bank S.C., in 21 selected branches of Addis Ababa. The response rate was 89%. Descriptive and inferential statistics was used for data analysis. Descriptive statistics like proportion (Percentage), frequency, median, and mode was used to interpret demographic variables of the respondents and to find the mean scores of service quality dimensions whereas inferential statistics used to see the relationship among independent and dependent variables. Correlation between variables was made and results were all positive with significant effect. Hypothesis was tested to find out whether service quality dimensions had a positive relationship with customer satisfaction. The results indicated that the three dimensions responsiveness, assurance and empathy had a positive correlation with service quality except tangibility & reliability, and 93% of the customers were satisfied with the service rendered by UB. And also the regression analysis indicated the two most dominant service quality dimensions from the five dimensions; empathy followed by assurance The finding of this study is important to help managers focus their attention on the service quality dimension that matters most to customers.

**Key Words:** Tangibility, Reliability, Responsiveness, Empathy, Assurance, Customer Satisfaction

## **An Assessment of Employees' Performance Appraisal**

### **Practice: the Case of Mughher Cement Factory**

**Tigist Yohannes, St. Mary's University, Email:rakmo.smu@gmail.com**

The main objective of the study was to assess performance appraisal practice at Mughher Cement Factory. Both structured and unstructured interviews are used to collect data from 20 managerial and 72 non-managerial employees of the two branches of the factory (Addis Ababa and Tatek) located throughout Addis Ababa city. The branches as well as respondents are selected using stratified sampling methods and the collected data were analyzed in descriptive way. The purpose of the system is mainly for salary increment, bonus and promotion. Additionally, most employees believe that the performance appraisal of the organization is important and has benefit for their future performance as well as organizational success. But the system encountered a lot of challenges like: lack of rater ability to evaluate employee performance, absence of employee participation in setting performance evaluation criteria, no link between some evaluation criteria and giving similar result for all employees. Generally, the performance appraisal system of the organization was in effective and unsuccessful in relation with the factory goal. The performance evaluation criteria should be revised in participation of the employees for they are the actual persons who do the job and evaluated. The factory's human resource and Human Resource Management and Development department should follow up those raters who are not having file and encourage those using it now. The factory's management should give training to supervisors and managers who are responsible for conducting performance evaluation are given as recommendation.

**Key Words:** Performance appraisal, Feedback, Motivation, and Balanced Scorecard, Mughher Cement Factory, Ethiopia

**Opportunities and Challenges of Agent Banking**  
**The Case of Selected Commercial Banks in Ethiopia**  
**Tilahun Girma, St. Mary's University, Email:rakmo.smu@gmail.com**

Agent banking is a form of branchless banking which allows people to access bank accounts, making deposit, withdraw, and transfer funds, pay their bills, inquire about an account balance, or receive government benefits or a direct deposit from their employer. Banking agents can be pharmacies, supermarkets, convenience stores, lottery outlets, post offices and many more and retail outlets of merchants, by using a mobile phone device. To this end, many more agent banking platform vendors have been emerged due to the opportunities of the service since it is found a new and profitable business worldwide. Ethiopia has recently endeavored to launch mobile and agent banking service through NBE under Directive No. FIS/01/2012. In this regard, banks play a leading role in the adoption and implementation of the service. Therefore, the purpose of this research is to assess the current practice, opportunities and challenges of the agent banking service in Ethiopian banking sector. To this end, four commercial banks were selected through purposive sampling based on the year they commence and exercise agent banking service. Thus, the study adopted descriptive research methods by utilizing survey approach form that the data obtained from primary and secondary source through structured questionnaire and semi- structured interview from the concerned respondents and the data was analyzed using SPSS software. Accordingly, the finding confirms that, despite the significant progress registered, the implementation and delivery of agent banking service in Ethiopian banking sector was unsatisfactory due to lack of attention and support of commercial banks, the level of managerial skills, financial networks among banks, telecom network and internet access and awareness creation among the society. It is recommended that commercial banks should facilitate continuous training and awareness creation, enhancement of telecom service and collaboration of institutions to have a technological linkage among them.

**Key Words:** Banking Sector, National Bank of Ethiopia, E-banking, Mobile and Agent Banking

**Assessment of Training and Development Practices of Commercial  
Bank of Ethiopia  
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This study was undertaken at Commercial Bank of Ethiopia (CBE) to assess the training practices of training and development based on the steps of systematic training approach. Both primary and secondary data were collected. Stratified and convenience sampling techniques were used to draw samples from Addis Ababa city grade three and four branches who were the target population of the study. Data were analyzed using descriptive statistics by comparing with the systematic approach of training and development. The findings revealed that CBE has strength in assign competent trainers and allocate adequate facilities for training and development. Nevertheless, the bank has major weakness especially with regards to training need assessment, and training design and evaluation. Further, the opportunities were not given to employees to participate in the training and development practice program. The researcher recommends that first of all the training and development policy of the Bank should be applied by the stakeholders consistently; training needs assessment, design and evaluation techniques should be modified and applied. Finally, CBE top management should support each training and development activities to achieve its objective effectively.

**Key Words:** Training, Development, Training Cycle, Commercial Bank of Ethiopia, Addis Ababa

**Assessment of Coffee Export marketing strategy and practice  
In Ethiopian Trading Business Corporation  
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The study has been designed to Coffee Export Marketing Strategy and Practice in Ethiopia Trading Business Corporation. Both primary and secondary data collection instruments were used to collect data. Closed ended and open ended questionnaires along with interviews were used for the purpose of data collection. The selection of the respondents were carried out by using census sampling research method because no other departments were concerned about marketing strategies and the researcher took all the respondents of marketing staffs and planning as a total population of the study, The collected data were analyzed and interpreted using SPSS analytical software. Ethiopia Trading Business Corporation provides quality export coffee with affordable prices by promoting its products by using high and effective advertising mechanisms with the determination of the buyers' accessibility to the products. Even though the marketing strategies of the company are somewhat effectively practiced, there are some problems that the company faced with implementing it. These are the capability of the company to compete in the export international market is becoming difficult due to the structure of the company it have high member of the employee not enable the company to have cost advantage, and complex marketing challenge, limited access to market information, communication problem and poor planning.

**Key Words:** Marketing Strategy, Coffee, Export



**Practices and Challenges of Training and Development at Awash Bank**  
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The main purpose of this research is to investigate the practice and challenges of training and Development practice of Awash Bank, Ethiopia. The Significance of this study is to examine whether the employees training affect the organization overall performance, and assess major challenges to the training and development practices. The researcher used simple random sampling technique and 214 employees were selected from Head Office to participate in this study. The researcher was also used both Primary and Secondary data. Questionnaires were distributed for sample respondents and returned with response rate of 93.4%. Data was collected using a set of questionnaires and interviews. Data analyses was done using descriptive statistics like Tables, Frequency and Percentage, standard deviation and mean in order to present the practice and challenges of training. As the goal was to see the practices and challenges of the Training and Development at the case bank, the collected data were analyzed and discussed. The result showed that there were positive and negative outcomes/challenges to the training and development practice at the case bank. Frequency distribution was used to see the individual result of the study. Relevant literatures were also reviewed about topics related to this research. Recommendations and conclusions form the last part of this paper.

**Key Word:** Practices, Challenges, Training Development at Awash Bank

**Assessment of Service Quality and Customers' Satisfactions:  
The Case of Private Hospitals in Addis Ababa  
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Today, the modern age can be called as the "Age of Consumers". As in the present business scenario of intense competition, customer satisfaction has become the prime concern of each and every kind of industry. High level of customer satisfaction is very important in order to win customers and surge ahead of competitors. In order to assess the quality and effectiveness of services provided by the private hospitals in Addis Ababa, a cross-sectional descriptive study was conducted among the out-patients to find out the patients' expectations and perceptions of the hospital services of the doctors, nurses/ medical assistant, administration and infrastructures with a general objective of the assessment of service quality and customers' satisfaction of private Hospitals in Addis Ababa. Data were collected through a self-administered questionnaire distributed to out-patients in the three private hospitals. There were a total of 386 out-patients respondents involved in this research. To analyze the collected data, SPSS version 20 for windows used. From the result findings, there was a significantly difference between expectations and perceptions for all the five dimensions in hospital services quality. The highest difference between expectations and perceptions was found in the urgency dimension specifically in patients room comfort ability and the lowest difference was in tangibility domain specifically doctor's/Nurses service quality. This study demonstrated that patients' expectations were higher than their perceptions in the five out of five dimensions in the hospital services quality. The Logistic regression showed that Tangibility, Reliability and Assurance are the domains that have significant relation with satisfaction. Majority of patients in this study responded that they are satisfied with the service they were provided.

**Key Words:** Service Quality, Customer Satisfaction, SERVQUAL, Private Hospitals

**Assessment of Women's Work life Balance in Private Banks:  
The Case of Head Office Branch of Wegagen Bank  
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Work-life balance in its broad sense captures all aspects of employees' personal and work life. This suggests that work-life balance should be focused on individuals, families, workplaces, communities, and society as a whole. However, due to word count and time limits, this study excluded community and societal aspects, and focused on individuals, families and workplaces. Despite the recognition of the importance of women's work force in Ethiopia it appeared that balancing of women's personal and work environment was neglected. This study investigated WLBP of Wegagen Bank, using quantitative research approach, and employing 7 point likert scale survey questionnaire. Data were collected using systematic random sampling. Freidman test were used to compare women's employees concerns on variables that affects work life balance; Further, in order to compare mean difference, this study employed one way ANNOVA test for multiple independent groups, and independent sample T- test to compare women's employees concern across two independent groups. In addition, the study employed multiple regression analysis in order to predict the impacts of predictors on WLBP. Therefore, the study results showed that the mean difference of WLBP between married and unmarried women employees are not statistically significant; and mean comparisons of WLBP is not different across the various groups of women based on number of dependent and ages, conversely, it is significant across groups on the basis of occupational positions; moreover, the study concluded on the basis of multiple regression analysis result, personal life expectation, workload, work satisfaction, workplace support, work expectation, and family support are significant indicators of variations on WLBP. As opposed to previous studies, this study found that there is no significant mean difference of women's employees who have dependent cares or not; and also there is also no mean differences on WLBP whether they are married, or not. Moreover, the study suggested that there should be mechanisms by banks would have to raise awareness of families about how their support at home is helpful to women at work, and it should has potent mechanisms on raising work satisfaction, workplace support, and balancing and accommodating women's employees personal and work expectations.

**Key Words:** Women Work Life Balance Policies (WLBP)

## **Determinants of Capital Structure Decisions in Construction Companies in Ethiopia**

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Selection of an optimal capital structure is always a critical issue for every firm. The reason for this is of course, financial risk and tax advantage which are directly influenced by a company's choice of capital structure. The choice of capital structure is influenced by certain factors. However these factors are still not very clear. The purpose of this study is to examine the determinants of capital structure for construction companies in Ethiopia. The factors which were tested are; profitability, tangibility of assets, age of the firm, earning volatility, growth of the firm, size of the firm, liquidity and non-debt tax shields. In order to investigate these issues a quantitative method research approach is utilized, by a documentary analysis. More specifically, the study uses five years (2011 - 2015) data for 13 construction firms in Ethiopia. The result reveals that the variables including profitability, tangibility of assets, age of the firm, earning volatility, growth of the firm, size of the firm, liquidity negatively affect the capital structure of construction companies. Non-debt tax shields on the other hand, inversely affects their capital structure. In addition, the results of the analysis indicate that pecking order theory is pertinent theory in Ethiopian construction industry, whereas there are little evidence to support static trade-off theory. Therefore, construction companies should give consideration to profitability, tangibility of assets, age of the firm, earning volatility, growth of the firm, size of the firm And liquidity when they determine their optimum capital structure.

**Key Words:** Determinants of Capital Structure, Ethiopian Construction Companies, Pecking Order Theory, Trade of Theory

**Factors Influencing Adoption of Online Banking Service  
In Five Grade Four Branches Under North District in Commercial  
Bank of Ethiopia**

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The purpose of this research was to examine the factors that influence the adoption of online banking in 5 grade four branches of Commercial Bank of Ethiopia. To support the study relevant theoretical and empirical literatures were reviewed. The study was based on TAM (Technology Acceptance Model), which has been used extensively in similar studies, with the extension of other models derived from different writers related to this study. To achieve the objectives of this study, data was collected through self-administered questionnaire from a sample of 307 customers. These respondents were selected using probability sampling technique. The reliabilities of the scales used in the data were checked by Cronbach's Alpha and reassured the reliability of the data. Descriptive statistics Mean Score, Standard Deviation and inferential statistics like Multiple Regression analysis are used in order to address the initial research objective of the study. The results of this study indicate that all independent variables except perceived risk positively influence customer adoption of online banking service. Furthermore, the four independent variables explain 54.5% of effect on customer adoption of online banking and the rest of 45.5% is due to other independent variables not included in the model. It is recommended that, bank should take some consideration to apply online banking by delivering the information in an easiest way, provide more usefulness and benefits and also minimize the fraud as providing more security and privacy. This will help the bank to increase profit by reducing its cost, time saving and retain more potential users.

**Key Words:** Online Banking, Technology Acceptance Model, Multiple Regressions

**Assessment of Corporate social Responsibility Practices of MOHA Soft  
Drinks Industry: The Case of summit plant  
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Corporate social responsibility relates to the concerns of internal and external stakeholders in the economic, social and environmental impact of a business firm's activities. Even though, fulfilling the CSR requires volunteering actions by the business firms, the role of government is also vital in regulating the required practices. Accordingly, the purpose of the research was to assess Corporate Social Responsibility practices of the Summit Plant of the MOHA Soft Drink Industry towards its employees, consumers, environment, society at large, other stakeholders and its philanthropic engagements. Descriptive research was used in this research and Interviews, questionnaire, review of documents and observation methods were applied in collecting relevant data. The systematic random sampling was used for selecting sample employees and convenience sampling was used for selecting sample regulatory offices. A one-to-one structured interview conducted with all department managers and the general manager of the company. The relevant qualitative and quantitative data collected through the selected tools were quantitatively and qualitatively analyzed in order to compile major findings of the study. Major results of the study indicated that the objective of the company in undertaking CSR activities is marketing related; others related to community development, environment and voluntary activities are undertaken as responses based on the request of stakeholders concerned. The company has a full compliance to the CSR pertinent rules and regulations of the nation. The company is more of reactive, not proactive, in discharging its social responsibilities in terms of its contribution for community development, philanthropic engagements and natural environment protection activities, and its act of CSR is also used as a marketing tool. The main recommendation is that the company should be proactive in discharging its social responsibilities through an organized and planned manner.

**Key Words:** Corporate Social Responsibility, Business Ethics, CSR Elements, Stakeholders

**Assessment of Training Practices at the Bank of Abyssinia:  
Evidence from West Addis Ababa District**

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The central element in an organization and for a country is its human resource (HR) or human capital. Since the human resource is viewed as the driving force for the success of the organization, it has become important to contain and provide them with sufficiently educated and skilled employees. To this effect, training becomes a vital instrument any organization has to put in place. Taking this into consideration, this study is conducted to assess the training practices of the Bank of Abyssinia. The main objective of the study is to assess the training practices of the bank interns of its planning, organizing, implementing and evaluating the result of training. The research is a descriptive type of research in which data is collected across populations through non probability sampling through convenient sampling method. Both primary and secondary data is used in the research and the survey population is selected from West Addis Ababa branches including head office departments. The data gathered in this form is analyzed using descriptive statistics. The findings of the study indicated that the respondents perceived that departments /branches are not given a fair share in the design and implementation of the training program and a pre-determined needs assessment is not conducted. Thus, the bank has to assess its training practices in light of the opinions obtained from the survey and should keep-up its strength and make adjustments to the weaknesses by applying a proper training management.

**Key Words:** Training Practice, Planning, Organizing, Implementing, Evaluation,

**Assessment of Public Procurement Planning &  
Implementation practices in federal Government Institutions**  
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The purpose of the study was to assess the practice of public procurement planning and Implementation (PPI) in federal government Institutions. The methodology used was both qualitative and quantitative methods, using descriptive techniques to discuss and interpret data. The study population was 120 staffs of PPDS of which the target population was 14 staffs working on procurement core process in PPDS and 9 from the selected government Institutions as the major users of central public procurement service which are selected by judgmental sampling technique. The Questionnaires, in-depth interview and document review were used to collect data. The techniques used to analyze data were, frequency and percentage using Microsoft excel. The finding reveals that limited capacity in conducting needs assessment, description of needs, and late submission of requirements, insufficient staffing of procurement unit in terms of number and skill required, limited quality training in planning and implementation activities , preparation of procurement document at each stage, lack of practice in announcement of annual procurement plan, limited capacity in contract management, and lack of using PP as management and monitoring tools, limited experience of using some procurement methods, submission of substandard requirement in terms of specification /TOR/SOW, limited interest to participate in open bidding by most suppliers/contractors and limited capacity of supplier to deliver as per contract and inadequate availability of foreign currency are among others. Based on the findings, following are major recommendations: procurement unit need to be staffed it qualified and trained personals, collaborate with knowledge center to improve skills and competencies of workforce, avail resource and facility to professionals, regularly provide quality training in all aspect, implement practice of conducting market survey and update market information and supplier list and apply oversight and control mechanism to support accountability throughout procurement cycle and create awareness and collaborate with key stakeholders at different level, enforce submission of requirement as per timeline of directive, and establish a mechanism to conduct periodic assessment and consistently the result of procurement planning, process and system.

**Key Words:** Procurement, Planning, Implementation



**The Effect of Working Capital Management on the  
Profitability of Private Commercial Banks in Ethiopia**  
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Effective working capital management focuses on keeping and having an optimal level of working capital for maximizing organizational value. The purpose of this study is to examine the impact of working capital management on the profitability of private commercial banks in Ethiopia. Financial statements of a sample of six (6) Private commercial banks were used for a period of eleven years (2005-2015) with the total of 66 observations. The Data was analyzed on quantitative basis using descriptive and regression analysis (Ordinary Least Square) method. It examined variables such as debtors collection period, creditors payment period, cash conversion cycle, and liquidity in relation to return on asset (ROA). In addition the study used credit risk, as measured by loan losses amount in relation to total loan amount; size of banks, as measured by logarithm of asset; efficiency as measured by the ratio of non-interest expense to net income, as control variables. The key findings from the study are; debtors' collection period and cash conversion cycle are statistically significant and negative relationship with private commercial banks' profitability. On the other hand, variables like creditors' payment period and liquidity are statistically significant and positive relationship with private commercial banks' profitability. In general paying customers longer and collecting payments from customers earlier, and the ability of banks to meet short-term obligation or commitments are all associated with an increase in the private commercial banks' performance. Policy makers of private commercial banks, therefore, can increase profitability by improving the performance of management of working capital components.

**Key Words:** Working Capital Management, Profitability, Private Commercial banks

**Assessment of the Practice of Compensation  
System and Employees Performance in Commercial bank of Ethiopia  
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Compensation is a concept which is not usually given attention in many organizations. Compensation is mostly viewed as cash and therefore other aspects are neglected. Viewing compensation as a holistic system to manage for productivity is pertinent to organizational development. This study examined at the total compensation system and its management in the commercial bank of Ethiopia. To accomplish this, the study used of compensation manuals and collective bargaining agreement of the bank and also solicited responses to questionnaires from a cross-section of the sample of 83 employees. It was found out that though there were a lot of compensation packages available in the manuals of the bank, employees were not fully aware of them. The study also revealed that communication regarding issues of compensation was poor with no avenues for employees to be heard on issues related to compensation. Policy manuals were not available for employees to educate themselves. The study therefore recommended to management to incorporate education on compensation packages in the orientation of new staff and organize periodic education programs for existing employee. Also making available the compensation manuals to all employees was recommended as a means of self-education to reduce the unawareness. The study also recommended that management creates avenues for the employee to air their concerns on issues pertaining to compensation through periodic staff durbars. These coupled with verbal commendation of employees when implemented the study believes will go a long way to boost the morale of employees and in the long run have a positive influence on their performance and productivity as a whole.

**Key Words:** Commercial Bank of Ethiopia, Compensation, Employee, Performance

**Assessment of Customer Relationship  
Management Practice: a Case study of Awash International Bank s.co  
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CRM's successful implementation in an integrated and holistic manner have been found to have a positive impact in satisfaction and loyalty of customers, reduction of costs, and enhancement of competitive stand in the market. Based on this premises, it is fundamental to assess the application of CRM by way of identify the component of CRM that are well implemented and those in slack to leverage them in the future. The general objective of this study is to assess the practice of CRM in Awash International Bank judged from the employee and customer point of view. In his research, the CRM instrument developed by das, e al., (2009) has been applied in designing the questionnaire by using four dimensions of CRM i.e. key customer focus, Organizational CRM, knowledge management, Technology based CRM. Accordingly purposive sampling technique used to selected and distribute questionnaire to 204 customers and 45 employees of the Bank in the selected 8 area branches. The survey aimed to determine the level of customer perception towards CRM practice in the Bank and the data collected are analyzed using a simple descriptive statistics tool such as frequency distribution, mean and standard deviation are used to present as required. The result revealed that AIB performance in the extent to which it applies the four dimension of the CRM is nearly at average level as observed by its customers. However, it is also slightly above the average level by its employee. The technology based CRM practice like in a move to automate the marketing and sales transaction with latest Banking technological product, usability and accessibility of the product through the technology are among the major one as perceived by the customer and employee found to be low. Thus the integration and adoption of CRM Technology based dimension in particular is recommended and so as to sustain its CRM practice AIB has to give its management and customer contact employee with the essential practical knowledge of Customer relationship management.

**Key Words:** Customer Relationship Management, Dimensions of CRM

**Determinants of Employees' Job Satisfaction: The Case of Commercial  
Bank of Ethiopia North Addis District Grade Two City Branches  
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This research focus on identifying determinants of employees' job satisfaction in commercial bank of Ethiopia especially north Addis Ababa district Grade two city branches. North Addis Ababa district has 44 grade two city branches with 1000 professional employees. The primary data was collected from employees of 11 branches which were selected by using systematic random sampling, (kth interval). Then from these branches, 278 sample employees who were available in the branch have been selected randomly. For the purpose of the study only primary has been used and secondary sources have been used as literature. The primary data were collected using likert scale based questionnaire. In addition, the data was analyzed using descriptive statistics and inferential statistics. It uses regression model and the R<sup>2</sup> shows that 75.3 percent of the changes in job satisfaction has been explained by the independent variables. On the other hand, the result of the study shows that there is significant relationship between independent variables, salary & benefit, promotion, work environment and relation among supervisors and job satisfaction of employees of commercial bank of Ethiopia. All the above factors highly influence job satisfaction of employees. Employees are not satisfied on salary and benefit packages in addition with work environment. Generally this study shows that most of the employees are not satisfied on their job. Based on this it is recommended that, the bank should work more on the above factors especially in salary and benefit and work environment by considering the other competitive banks salary scale. This helps increase to job satisfaction and to achieve its strategies and goals through productive work force. It also helps to minimize employee's turnover and cost of recruiting and hiring juniors.

**Key Words:** Job Satisfaction, Promotion, Work Environment, Salary & Benefit, Relation with Supervisors, Commercial Bank of Ethiopia

**An Assessment of Service Quality and Customer Satisfaction in  
Cooperative Bank of Oromia S.C: the Case of Central Finfine District  
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In modern time, quality conscious societies are giving a due attention towards the service quality they receive from service delivery organizations. This leads to an increase in customer's demand for higher service quality. The general objective of this study was to assess the quality of service rendered and customer satisfaction in Cooperative Bank of Oromia s.c. The focus was on Central Finfinie district covering a total of five branches. To achieve the stated objective, we used the SERVQUAL instrument and design effective questionnaires in five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. The data was then gathered by distributing the questionnaires to a total of one hundred respondents which are selected based on convenient sampling technique. The expectations and perceptions of CBO customers were assessed under the five dimensions of service quality using Statistical Package for Social Scientist (SPSS). Comparison of perception and expectation of service quality rendered by CBO revealed that reliability dimension shows a positive gap with a meaning of customer satisfaction. In contrary to this, the other dimensions showed a negative gap between perception and expectation leading customer dissatisfaction. Statistically using the paired sample test, assurance (-0.96), responsiveness (-0.95) and empathy (-0.74) are the major contributing factors for service quality and much has to be done in this regard. The overall customer satisfaction measurement also showed that customers' expectation of service quality is greater than perception of service quality. This helps us to conclude that customers of the bank are unsatisfied. We also find out that there exists strong correlation between service quality and customer satisfaction which intern has a strong correlation with customer loyalty. Hence, to ensure customer retention and improve competitiveness, CBO should regularly assess service delivered by continuously monitoring customers' expectation and perception of service quality. Based on the finding, special recommendations were suggested. If the bank takes all the recommendations listed and works towards addressing customers' expectation; customer satisfaction and customer retention is achievable.

**Key Words:** customer satisfaction, customer expectation and perception, customer loyalty

**The Challenges and Prospects of Security Guards Service in Ethiopia:  
The Case of Commercial Nominees plc  
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The main purpose of this research paper is to investigate the activities, challenges and opportunities of guards' service in Ethiopia. Important issues related to private security company's (PSCs) are also raised and discussed including major duties of security guards service, roles and powers, registration, certification and licensing, recruitment and training of private security company, regulation and possession of armaments. Qualitative methodology refers an applied research is concerned with using the knowledge acquired through research to contribute directly to understandings of issue. This has the objectives of developing, monitoring or evaluating policy and its related practice. A qualitative methodology was used following explanatory and descriptive research method. Explanatory and descriptive research refers a brief discussion method. To select the sample the researcher used purposive sampling such likely choosing samples in a deliberate manner based on their knowledge and experience they have. Data's are generated and analyzed thematically. The findings from this research indicate that although PSCs CN security guards face many challenges their contribution can't be underestimated. Challenges in this study refers such like absence of law to carry weapons, lack of training and professionalism, poor wage and working condition, employees are poorly equipped and works has to be done on training, recruitment and hiring. In this study prospect refers here in to the expectation that the findings of this research hopefully help to improve challenges and management. To curb the problems or the challenges faced by both CN and employees, the CN and the government of Ethiopia is expected to come up with clear and separate regulation which specifically addresses the private guards service and establish a separate regulatory organ with the responsibility regulating and controlling the field.

**Key Words:** Private Guards Service, Challenges and Prospects, Job Satisfaction

**Assessment of Employee Training Practices in  
Ethiopian Fruit and Vegetable Marketing Share Company  
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Training plays a paramount role in equipping employees with the required knowledge and skills to be competitive in the dynamic business world. The main objective of this research was to assess the employee training practices in Etfruit. To achieve this objective descriptive type of research design with a mixed approach has been employed. The study used the combination of both probability and non-probability sampling which are stratified, simple random and purposive sampling techniques. The researcher used primary data obtained through questionnaires, interview and secondary sources to supplement the primary data. From one hundred fifty (150) distributed questionnaires one hundred forty-six (146) were collected. Descriptive statistics was applied to analyze the data. The result shows that the major problems facing effective employee training includes; absence of training policy, absence of formal TNA, poor training process and coordination, absence of well-designed evaluation process and outcomes, poor integration of training programs and corporate company strategies, and lack of attention for prioritized training needs. Based on the finding the researcher recommended that the company has to; develop comprehensive and well-articulated training policy, conduct a formal training need assessment, adjust training need based on organizational objective and give high attention for prioritized training needs, set clear system to select trainees based on training need analysis result, provide on the job training, and the company has to evaluate its training effectiveness before and after the training programs.

**Key Words:** Human Resource Management, Human Resource Development, Training, Etfruit, Ethiopia

## **Assessment of Employee Promotion Practices at Commercial Bank of Ethiopia (CBE)**

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This study was designed to assess employee promotion practices in Commercial Bank of Ethiopia South Addis District. Those assessed under employee promotion practices are policy and procedures of the bank, bases of promotion, employee perception and major problems of promotion practices. Both qualitative and quantitative research designs were used in the study. Data were collected through questionnaire. The sampling techniques employed to collect primary information were convenience sampling techniques, stratify sampling techniques and simple random sampling techniques. The samples of population were South Addis under Addis Ababa city. Accordingly the data gathered was analyzed using descriptive statistics. The finding reveals that internal promotion examination contents are relevant for the employees current job position, the bank promotes and fills vacant posts at all levels internally, as long as qualified staff exist and the vacancy circulars are timely distributed as stated in Human Resource Management policy and procedures. However, it has a problem like the Bank did not encourage the employees using competency and fitness to the post and the employees are not eligible for promotion after one year of service as stated in the Human Resource Management policy and procedures of the Bank. Employees have awareness about promotion opportunities in the Bank and the promotion exam are related to the job position they applied. But the employees perceived that promotion paths are not clearly stated, there is no equal chance during the promotion and after the exam they did not get the feedback. The bank is mostly used seniority based promotion practices. But the employees are chosen to apply both competency and seniority based promotion practices. The major problems of employee promotion practices are lack of clear and transparency of promotion practices. According to the researcher recommendation as stated in Human Resource Management promotion policy and procedures the Bank must implement the encouragement of employees through competency and fitness to the post in to reality. The bank should be promoting the employees by using both competency and seniority based promotion practice with a support of performance and educational background of employees. Commercial Bank of Ethiopia should increase the awareness of middle and line managers about the Bank's promotion policy and procedures in the course of executing promotion practices in order to minimize personal biasness and lack of uniformity since its process has been carried out in a decentralized ways.

**Key Words:** Employee, Promotion, Commercial Bank of Ethiopia



## **Fund Management and Its Utilization: the Case of Organization for Social Services (OSSA)**

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The study was conducted on fund management and its utilization in the case of Organization for Social Services for AIDS (OSSA). Fund management and its utilization practice has got vital benefits for NGOs because it enables them to realize the main factors that hinders effective and efficient fund management and utilization practices which needs to be reduced. The gap identified in this research is the declining and fluctuating trends of fund utilization for the organization and the general objective of the study to assess fund management & its utilization, the study adopts descriptive research design and used mixed type of research approaches in which a combination of semi structured questionnaires, in depth-interviews and documentary were used as a means of data collection. Data were collected from 51 practitioners in all branches, sub branches including head office using the questionnaire. According to the results of this mixed research approach shows different kinds of internal and external factors influencing effective and efficient utilization of allocated fund. The findings of the study show that the organization is not financially sustainable because it is highly depending on one source of financing which is foreign donation, lack of monitoring & evaluation system, it utilizes its fund as proclamation 621/2009 and donor requirements. Besides the study recommends that the organization device strategy for fund sustainability by income diversification such as mobilizing local resources and involve in income generating activities (self-financing),the organization emplace a system for continuous monitoring evaluation system for the proper utilization of fund and continue its fund utilization practice as per the proclamation number 621/2009 and donor requirements and in addition the organization continue its fund management practice based on budget specification and as per financial grant agreement.

**Key Words;** Fund Management, Fund Utilization

**Salient features behind Informal Financial Institutions: The Case of  
Edget Behibret Equb and Ras ZeSilasse Former Students Iddir  
Yonas Bessir, St. Mary's University, Email:rakmo.smu@gmail.com**

Although Ethiopia's formal financial sectors are undeveloped, it has a rich tradition in local, community-based revolving savings and credit associations and insurance societies. 'Equb' and 'Iddir' respectively offer a source of credit and insurance outside the formal sector. They are entrenched in Ethiopian society. The social institutions in Ethiopia Equb and Iddir are widely used in both rural and urban areas within different cultures in the country. Ethiopia has low rates of financial inclusion but it has a large untapped market for financial services. The objective of this research was to assess the factors behind wider acceptance of informal financial institutions in Ethiopia the case of EdgetBehibret Equb and Ras Zesilasie former students Iddir. This descriptive study depended more on qualitative data from the written documents of the Iddir and Equb and interview results from the administrators of the informal financial institutions. SPSS was also used as a tool to analyze the quantitative data collected from members of the institutions by using questionnaires. The findings revealed that the factors like reliability of the institutions, their saving aspect, convenient time, strong network and dissemination of information, need for social attachment, taking personal conditions into account, fast delivery of benefits and the structure and procedures simplicity contribute much to the wider acceptance of the informal financial institutions. The result suggests that both the Iddir and the Equb should improve their services for the future to be fit with the dynamic world and transmitted to the next generation. Other formal and informal financial institutions have much to learn from the RasZesilasie former students Iddir and EdgetBehibret Equb. Another implication of the study is that the formal institutions need to make researches in order to adopt the acceptable features.

**Key Words:** Formal Financial Institutions, Informal financial Institutions, Iddir, Equb

**Internal Audit Practice in Metals and Engineering Corporation**  
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The aim of this study was to assess the internal audit practices of the Metals and Engineering Corporation, populations of the study were 44 internal audit staffs, for the sake of quality data and small number of staffs, all internal auditors were selected for the study. The study investigated particularly the assessment of organizational setting, internal audit quality, management support and audit attributes. The study adopted qualitative and quantitative methods approach in order to achieve the research objectives and to answer research questions. Specifically, the techniques instruments used to gather data was Likert scale questionnaire with interview and document reviews were used. With this research method, major findings related to the internal audit department were, adequate organizational setting, polices and manual, large enough staffs, inconsistent management support and full access to get information's while the skill of staffs is limited, compositions of the internal audit profession is not addressed other fields, lack of management attention towards internal audit report to respond timely and low cooperatives with auditors. The study recommended that, internal audit of the organization needs improvement in the area of its plan refining, on improvements of internal audit quality, different field staff composition, using software to enhance the internal audit work, to make competent skilled and experienced staff, management responses to the audit findings, to make high cooperative with auditors and positive attitudes towards internal audit department.

**Key Words:** Internal Audit, Metals and Engineering Corporation

**Assessment of International Banking Service Practices Provided to  
Traders:  
The Case of Private Commercial Banks in Ethiopia  
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International business is a necessity in today's world. The gains of the greater awareness and knowledge of international business fare is immense for nations, multi-national enterprises, trading companies, exporters and even individuals. International trade exposes the trading partners to various difficulties and risks due to the physical distance between parties, different time zones and currencies, different legal rules applicable to the transaction as well as the fact that the parties may not generally know each other. Banks facilitate international commerce through a variety of products which include managing their international payments, mitigating the risks, and providing working capital. This research has the objective of assessing the practices and challenges of international banking service provided to traders by private commercial banks in Ethiopia. It aims at identifying the problems, investigate any malpractices, indicate instances of non-compliance with international standard banking practices, shed light on risk areas, and identify conceptual gaps among the bank staff. A descriptive research design using the survey method of data collection was adopted. From the research it has been found out that, most of the banks do not automatically effect payment to the remitting bank after releasing the shipping documents sent on documentary collection basis. Secondly, banks are having difficulty in managing the level of approved purchase orders due to the fact that outstanding purchase orders are not considered as liabilities of banks under the Open Position directive of the National Bank of Ethiopia. In the study, it is recommended that the banks should carefully design and well manage internal controls over international banking service operation with regards to foreign exchange transaction, and also should properly manage their assets and liabilities in foreign exchange so that they will not face liquidity problems upon settlement of letters of credits and documentary collections.

**Key Words:** International Trade, Cash against Document, Letter of Credit, Purchase Order, UCP, URR

**Training Delivery Practice in the Public Service Transport Enterprise**  
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The purpose of this study is to examine the effect of training dimensions on employee performance on public service employee transport enterprise. A sample of 180 respondents was drawn from the employees of the enterprise using sampling technique. A structured questionnaire was used for data collection. Of the 180 questionnaires distributed to employees 165 responses were found to be workable with 91.6% response rate. SPSS V 20.0 was used to analyze the data and multiple linear regressions were run. The study found that all the training Dimensions on Employee Performance namely Training Need Assessment, Training Commitment, Training Contents, Training Delivery Approach, Training Evaluation or Feedback have a positive and significant relationship with employee performance of the employee of public service transport enterprise. Therefore, it is concluded that in the enterprise training need assessment, training content, training delivery approach, training commitment and training evaluation have effect on the employee performance. I recommend that: the enterprise take remedy action to solve those gap on training need assessment, training content, training delivery approach, training commitment and training evaluation in order to improve the performance of the employee and to achieve organizational goal.

**Key Words:** Training needs Assessment, Training Commitment, Training Content, Training Delivery Approach, Training Evaluation, Employee Performance

**Practices and Challenges of Balanced Scorecard Implementation in Government Offices: The Case of Kolfe Keranio Sub- city, Addis Ababa Zeru Alamaw, St. Mary's University, Email:rakmo.smu@gmail.com**

This study assessed the overall implementation and challenges faced while implementing the balanced scorecard system as a performance measurement, strategic management and communication system in three selected woredas of Kolfe Keranio Sub- city. The study tried to assess the challenges faced; the benefits gained and compared the practices of BSC implementation against the standard literatures of the system. A five-point likert scale questionnaires and semi-structured interview questions were designed and administered to 240 senior officers and management members of the selected woredas. The total population size of the study included management members and non-management senior officers of the stated woredas was 602. The study used purposive sampling technique to select 240 respondents who have the working experience and knowledge of BSC implementation, of which the responses of 181 respondents were analyzed. Common implementation challenges such as ineffectiveness and inefficiency of the dedicated process, lack of BSC education and training, inadequate IT support, limited organizational participation, and inadequate planning and communication were observed in the selected woredas. The study also showed implementation of BSC have been used in the selected woredas to address the deficiencies in traditional management system, to clarify and translates vision and strategy, to communicate strategy throughout the organization, to perform periodic and systematic strategic reviews, to serve as a strategic management system, to align departmental and personal goals to the strategy, to improve the quality of service , to minimize the time taken for delivering service, to increase effectiveness in meeting customers demand ,and to decrease the level of resource wastage. BSC implementation practice in the selected woredas varied across the four perspectives. The practice was good at internal process and customer perspectives, where as it was not satisfactory in the other two perspectives; finance perspective, and learning and growth perspective. The study advised the selected woredas to create intensive awareness creation activities about BSC, ensure organizational level participation, fulfill the necessary resources, increase the effectiveness and efficiency of the Public service and Human resource Office in overseeing the BSC implementation and, develop relevant IT system( fully automated) to effectively take full advantage of the Balanced Scorecard system.

**Key Words:** Balanced Scorecard, Internal process, Customer Perspective, Finance Perspective, Learning and Growth Perspective

# **9. Project Management**

**The Effect of Training and Development on  
Employees' Job Performance: the Case of Awash International Bank s.c  
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Human Resource is a valuable and crucial asset. Training and developing them must be the priority of any organization. Training is a dynamic and continuous process to improve the quality of the employees; it is an effort to improve their performance. Given the positive reinforcement of training up on the performance of employees, organizations are providing successive training to their employees with the allocation of resources. There is ample of evidence concerning the effect of the training upon the performance of employees, especially in the context of the banking sector in Ethiopia, but no real study was conducted in the case of Awash International Bank. Therefore, the objective of this study is to assess the effect of training and development on employees' job performance in the case of Awash International Bank S.C. The research is cross-sectional type of research which is based on primary and secondary data. The primary data were collected using self-administered questionnaires distributed to 55 respondents taken as sample size from 20 selected Awash International Bank branches in Addis Ababa. The data were entered into EpiData version 3.1 and transferred to SPSS version 20 for analysis. Descriptive statistics (mean and standard deviation) and inferential statistics (logistic regressions) were used to analyze data. The result showed that employees were not satisfied with the existing training needs assessment of the bank and employees were moderately satisfied with training design and implementation and training evaluation. The study also found that training policy awareness among employees was low. Multiple regression analysis showed that training design and implementation and training evaluation as significant and positive predictors of employee job performance in the case of Awash International Bank. The study recommends that in order to enhance employee performance the bank should continue its training program so that it can build and strengthen employee's competencies.

**Key Words:** Training and Development, Employees' Job Performance, Awash International Bank, Ethiopia



## **Impact of Gasha Micro Finance Institution S.co in the Reduction of Poverty**

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Microfinance can be a critical element of an effective poverty reduction strategy especially for developing countries. More than ever after the success of the Grameen Bank, the system has been duplicated in the different parts of developing world. Ethiopia is also one of the countries where microfinance has been given due consideration as a safety net for the poor to help them overcome the adversities of poverty. The services provided by microfinance institutions is desired to enable the poor to smoothen their consumption, manage their risks better, build their assets gradually, develop their micro enterprises, enhance their income earning capacity, and enjoy an improved quality of life. This study evaluates the impact of Gasha microfinance institution S.Co in the reduction of poverty. For quantitative analysis both treatment and control respondents were drawn with 220 clients (100 treatments and 120 controls) clients using simple random sampling techniques in Gasha. Descriptive statistics and econometric model were applied for analyzing quantitative data. PSM method was employed to analyze the impact of the microfinance services on poverty reeducation. Consequently the objective of this study is to find out the impact of microfinance towards poverty with a particular reference of Gasha micro finance Institution S.Co. With the above objectives in mind, the research work employed questionnaires, key informants, and focus group discussions to obtain primary data. In addition, secondary sources of data have also been collected from different literature and Gasha annual progress report. The contribution of Microfinance is analyzed based on income, saving, expenditure for health, expenditure for children school, asset accumulation, decision making power, business management skills along with the strength and weakness of the institution among others. The finding indicates that Gasha has made positive contributions to the wellbeing of its client. However, all of Gasha clients are already been involved in a business activity that can generate income for the repayment of the loan. The study revealed that the aim of MFIs to reach out the poorest section of the population has not been achieved due to targeting problems. It was, again, uncovered that, microfinance try as much as possible to reduce the risk involved in giving out unsecured loans. One of their ways of trying to achieve this is by group lending which automatically sideline the poorest since the groups are formed based on the income level of the individual.

**Key Words:** Microfinance, Poverty, Impact, Income, Saving, Health and Education Expenditure, Gasha Microfinance, Ethiopia

## **Assessment of Training and Development Practices: The Case Study of Bank of Abyssinia**

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This study was designed to assess human resource training and development practices of Bank of Abyssinia. The methodologies used to undertake the study were both primary and secondary data collection instrument. The sampling techniques employed to collect primary information were random sampling. The target population were taken from West and East Addis Ababa district of Bank of Abyssinia. The district was selected based on their performance on profit/loss and deposit mobilization as report of June 30, 2016. The data gathered were analyzed using descriptive statistics by comparing with systematic approach to training and development. The finding reveals BOA's due care on training and development of employees and the opportunities given to employees to participate in training and development in one or other way emphasis given by the bank for the training and development practice program. However the bank has major weakness in most of the tasks in the phase of systems approach model especially with respect to training need assessment; trainee selection criteria; performance appraisal training evaluation and coaching role of line managers. Accordingly the researcher recommendation that the capacity of training and development should be updated periodically through training and development, trainee policy and procedure should be applied consistently; training impact evaluation technique should be in place for future improvement. Finally BOA should follow its training and development system in order to make its T & D efforts as fruitful as desired.

**Key Words:** Training, Development, BOA, Ethiopia

## **Assessing Success Factors and Challenges of Railway Megaprojects in Ethiopia**

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In this days project management knowledge and practices becomes very essential due to the fact that managing projects have been emerged complex and challenging from time to time. However, in Ethiopia, very little is studied about critical project success factors, measuring criteria, project management knowledge areas, tools and techniques. The aim of this study is to assess the critical success factors and challenges of the overall railway construction project success in Ethiopia. The study design was explanatory. Mixed approach was used and both primary and secondary data were collected using questionnaires. A sample of 79respondents was selected from a population of 264. The study findings show that project success factors such as: leadership effectiveness, project team, Contractors. Competency, cost Management, communication-management, time management, quality management, risk management, and stakeholder participation respectively are found to be critical factors to the project success. The study also concluded that the major challenging failure factors were: investment cost, skilled manpower in the sector, project integration and stakeholder management, contract administration, and land topography. Thus, it is recommended that participation of relevant stakeholders such as: farmers on the road sides, people to be displaced and others that may be affected by the project is very essential for success full completion of projects. The Ethiopian Railway Corporation should give emphasis on improving contract administration practices, integration project activities, and improving the project quality management activities. In addition to this, Success factors that have significant effect on the overall success of the railway project should be managed selectively according to their effects.

**Key Words:** Ethiopia, Railway, Project success, Success factors and Challenges

**Practices and Challenges of Monitoring and Evaluation Practice in  
Expanded Program for Immunization project: the Case of Public health  
Centers, Addis Ababa, Ethiopia**

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Monitoring and Evaluation practices are very essential to deliver the project/program based on the interest of all stakeholders. It is also important for effective and efficient implementation of the program. Even if monitoring and evaluation is important, it is not known how and to what extent public health centers are practicing monitoring and evaluation in the context of Expanded Program for Immunization (EPI) program of and the challenges. This research, thus, is in the very rationale of assessing the practice and challenges associated with M&E practices of EPI program in public health center with a purpose of filling this gap. Following a review of the literatures related to the problem understudy, a survey questioner was developed and distributed to 24 public health centers. Finally, 101 respondents filled in and returned the questioner properly and the target population of the study was staffs of the selected public health centers. This research employed simple random sampling technique for acquisition of quantitative data. SPSS version 20 was applied for processing and analysis purpose. All the six challenges were found related to M&E practice by health staffs. Another important finding was that the M&E practice of the study organization was more or less good. However supportive supervision, using the guideline properly, is performed in moderately appropriate way to M&E practice. Given the finding, M&E inputs should be well planned for practicing according to the guideline.

**Key Words:** M&E Practice, Challenges of M&E Practice, Input for M&E Practice, Addis Ababa, Ethiopia

**Assessment of Factors Influencing Higher Education Graduates Self  
Employment: the Case of Woldia Town**  
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In Ethiopia the number of higher education graduates is increasing from time to time and so does the graduate unemployment. Self-employment is a mechanism which is recognized by different policy makers and entrepreneurial researchers for reducing unemployment among increasing graduate labor force. Thus, identifying the influencing factors for graduate self-employment is important way of informing concerned bodies for promoting self-employment among graduates. Therefore, the overriding objective of this study is to identify the factors influencing graduates self-employment in case of Woldia Town. In order to achieve the objective of the study, the student researcher used a case study approach and focused on factors related to individual characteristics and personality traits, socio-economic factors, government policy and support, lack of formal employment opportunity, access to entrepreneurship education and training and self-employed graduate satisfaction with their business. The study employed survey types of descriptive research design. The target population of the study was those graduates who are running their own business and those who are unemployed for half a year and above. During data collection process, respondents were accessed through non-probability sampling technique i.e. snowball sampling procedure. Although a total of 180 structured questionnaires were distributed for collecting primary data from sample respondents, 171 (86 from self-employed and 85 from unemployed) were used for analysis. After it was edited and coded, the collected data entered the STATA version 12 for processing and analysis purpose. Different types of simple descriptive statistics were used to analyze the result. The result of the analysis indicated that willingness to take risk, positive attitudes towards self-employment, need for achievement, need for independence, access to government policy and support, availability of starting capital and lack of formal employment option were found to be influential factors for graduates self-employment. Finally policy makers and different types of concerned bodies are recommended to give due attention on identified influencing factors to enhance the participation of graduates in their own business thereby reduce graduates unemployment.

**Key Words:** Graduates, Self Employment, Unemployment, Higher Education Institutions, Entrepreneurship

## **Project Failure Factors in the Case of Ministry of Agriculture and Natural Resources**

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The purpose of the study is to identify Project Failure Factors in the case Ministry of Agriculture and Natural Resources. This paper examined the concept of project failure. The study adopted the explanatory design and correlation to show the relationship between the dependent and independent variables. The study used the stratified sampling method to select the projects and census survey methods to select respondents. The objective of the study was to identify the main factors responsible for project failure and suggest strategies aimed at curbing project failure and facilitating development in the future. Data was obtained from 80 respondents in Ministry of Agriculture and Natural Resources. The results were recorded, transcribed and entered into the qualitative research software SPSS version 20. According to the result independent variables have direct relationship with dependent variable i.e. project failure. The finding of the study showed that management related, project coordinators related, project team members related, bureaucratic procurement process and lack of project management knowhow were among the main causes of project failure in Ministry of Agriculture and Natural Resources.

**Key Words:** Project Description, Project Management, Project Manager, critical Project failure factors

## **Assessment of Quality Management Practices of Hospital Construction Projects in Oromia**

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This research was mainly set out with general purpose of the research to assess the quality management practices and major quality management challenges in hospital construction projects in Oromia. To achieve its objective, the study employed descriptive research and both primary and secondary data were used. Questionnaires, interview, and document review were, therefore, used as data collection tools. Furthermore, it employed purposive sampling techniques. The survey questionnaire was designed based on the literature and on the information collected through the document review of the project. The survey questionnaire was distributed to 66 project implementation team members who were selected purposively among them 58 responded, which represented a response rate of 87.8%. The data gathered through the questionnaire was analyzed by Statistical Package for Social Science (SPSS). The generated data was analyzed using tables, frequency and percentage approaches. The result of the study indicated that ORHB employed all stages of quality management process even though some of the processes are overlooked. Inspection and statistical sampling are found to be the major quality management tools and techniques used to control quality of project. Qualified and experiences personnel, quality of materials and equipment used in the project construction and conformance to specification are identified as the top three factors in the determinant of the quality of primary hospital construction projects. In the study it is examined that various quality assurance measures were taken starting from defining project objectives and to monitoring and the tasks that were carried out mostly in weekly, monthly, quarterly monitoring at specified level with management members involvement. It was also identified that some barriers of quality management; inadequate management support, problems with contractors, unrealistic deadline, lack of quality management policy and strategy were the major once. The study also recommended that ORHB to have separate quality management policy in order to undertake complete project quality management process, enhance management involvement, capacity building on project management skills for effective implementation of primary hospital construction.

**Key Words:** Quality Management Process, Quality Management, Construction Projects

**Factors Affecting Time and Cost Overruns in Housing Construction:  
The Case of Addis Ketema Sub-city Housing Development Project  
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A construction project is commonly acknowledged as successful when the aim of the project is achieved in terms of predetermined scheduled time, within budget, standard quality and specifications to meet stakeholders' satisfaction. In Ethiopia, the number of housing construction projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost and time. Many projects experience time and cost overruns and thereby exceed initial contract time and budget. It is therefore, this research was conducted to identify factors that cause time and cost overruns for condominium house construction project at Addis Ketema sub-city housing development project office. A comprehensive literature review was reviewed to generate a set of factors believed to affect project time and cost overruns. A total of 55 questionnaires were distributed to three key groups of project participants; namely owner, consultant and contractors. The survey focused on identifying and ranking in order of importance the main factors causing project delay and cost overruns and their effects on housing projects in the sub city. The data from the questionnaire was analyzed statistically. Relative important index method was used to found out the most significant factors affecting time and cost overruns. Spearman's correlation coefficient analysis was also used to evaluate the degree of agreement /disagreement of the respondents on the causes of time and cost overruns. The result of the study revealed that the main causes of delay and cost overruns in construction of condominium house projects were financial problem during construction, inadequate funding of project, delay in payment for completed works, incomplete drawings and documents, slowness of decision making, costs underestimation, delay in delivery of construction materials, slowness in giving instructions, unrealistic contract durations and project scope definition for time overrun and shortage of materials, cost underestimation, inaccurate material specifications, lack of financial management and planning, high transportation cost, lack of experienced project managers, lack of experienced consultants and unavailability of competent staffs, dependency on imported construction materials, suspension of works and different consultants for design, supervision and contract administration works for cost overruns. The most common identified effects of project time and cost overruns were time claim, cost claim, frustration on stakeholders, the incompetency of project participants, dispute among stakeholders, arbitration, total abandonment of the project, litigation, weakens the growth of the construction industry and affects, in a negative way, the rate of national socio- economic development of the country.

**Key Words:** Time Overrun, Cost Overrun, Construction Industry, Condominium House, Cause, Effect



**Perceived Causes of Project Implementation Delay on the Case of Kality  
Waste Water Line and Treatment Plant Rehabilitation Project  
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On-time completion and compliance with assigned project time of every project are the most important factors in the success of project plans. Project delays have been critical problems of many projects around the world in general and in Ethiopia in particular. Taking this into consideration, time overruns is one of the major problems in the construction projects. The main objectives of this research are to assess the dominant causes of project delays and, identifying possible and practical measures that can minimize project delays in Kality waste water line and treatment plant rehabilitation project. These objectives are achieved through the implementation of the research methodologies that are mainly literature review and questionnaire survey conducted to identify and evaluate the significant factors contributing to time overruns within the projects of interest. A review of literature have categorized the factors that cause delays in the four categories, those are due to; contractor's responsibility, Client's responsibility, Consultant's responsibility and external factors. The total of 52 questionnaires was distributed and 46 questionnaires were collected from all parties; managers, team leaders, experts and others. From the data analysis and findings of the research; the top main significant causes of project delays are, waiting time for approval of design, Poor engineering estimate and frequent rework. The top ranked impacts of project delays identified by this research are Loss of end users benefit that will be obtained if it has been completed on time, Project time extension, Contribution to the development of the city would be affected has been ranked in the first, second and third position as impacts of project delays. Finally, the study recommended the ongoing project, Kality waste water line and treatment plant rehabilitation project to have committed leadership and management, timely decision process, advanced contract and project management, systematic control mechanism and effective and efficient strategic planning and management.

**Key Words:** Time Overrun, Resolution, Time management, Construction Industry, Cause, Effect, Mode, Median, Addis Ababa Water & Sewerage Authority

**Analyses of the Success Factors of Micro and Small Scale Enterprises:  
The Case of Kirkos Sub-city Ethiopia  
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The objective of study is to evaluate the relation between managerial related success factors and business related factors on the performance of MSEs in Kirkos sub city. These are with a view to identify these managerial and business related factors that have a favorable relation to the performance of the enterprises in which total capital was used as a measure of performances. Primary data, through structured questionnaire and interview, are collected from the samples of 466 MSEs by using systematic sampling selected from among those industries engaged in Food and Beverage; Textile and Garment, Wood and Metal, and Merchandise and Retail shop. Data were analyzed using descriptive and inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS v.20 ) Also, analysis of variance was carried out to examine the variation in the performance of enterprises related to the variation in each of the independent variables of the study the result shows education and planning experiences shows a significances variation on the performances of micro and small enterprise owners while age of owners, form of ownership, record keeping and financial control ,prior industry and business experiences do not show a statically significances

**Key Words:** Performances, Age of Owners, Education Level, form of Ownership, Industry and Business Experiences

**The Practices and Challenges of Cleaning and Disinfecting Water  
Storage Tanks in the City of Addis Ababa  
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Water storage tanks, which are not cleaned and disinfected regularly, undergo a complex interaction with the environment and bring deterioration on the quality of water and thereby health-related problems. This study assessed the practices and challenges of cleaning and disinfecting of household water storage tanks in Yeka and Bole sub-cities of Addis Ababa. Interviews on structured and semi-structured questionnaire and field observation were conducted to collect data on a range of variables such as the number of years the water storage tank is used, the practice of cleaning water tank, the awareness of the society towards cleaning and disinfecting water storage tanks, the frequency of cleaning and disinfection, and how they treat water for consumption, etc. Questionnaire was distributed to a total of 197 respondents, of which 190 of them (96.4% response rate) responded and were included in the analysis. For water quality assessment, 12 water samples were taken direct from household's reservoirs tanks. The collected data were analyzed using descriptive statistics, and laboratory analysis. The results of the study indicated that households give little attention to water storage tanks cleaning and disinfecting. Unavailability of professional water storage tank cleaners, inaccessibility of the location of the water storage tanks, lack of awareness of household's on the sanitary condition of their tanks and lack of modern tank cleaning and disinfecting equipment and products, are some of the challenges that hindered household's water storage tank management. The results of laboratory analysis on water samples taken indicated that a significant level of water-borne pathogens exist in the water storage tanks that deteriorate the quality of water for consumption, which makes it unsafe for use. Thus, using water from water storage tanks for consumption purpose has a severe impact on household's health. Regular monitoring and examination of water storage tanks for the presence of photogenic organisms, chemicals and physical parameters should be made. Furthermore, to maintain the health status of the dwellers of the city, awareness on the safety-level of household's stored water should be created.

**Key Words:** Water Storage Tanks, Water-borne Pathogens, Health Risk, Water Tanks Management, Addis Ababa, Ethiopia

## **Assessment of the Implementation of Enterprise Resource Planning System and its Contribution to Organizational Efficiency in Ethio Telecom**

**Emishaw Lakew, St. Mary's University, Email:rakmo.smu@gmail.com**

This study assessed the use of Enterprise Resource Planning System (ERP) and its contributions to organizational efficiency in Ethio telecom. In this regard, current use and contributions of ERP system of the company was assessed from the contribution dimensions such as the organization skill gaps towards ERP implementation, the alignment with relevant government regulation in the system usage, quality of data for organizational efficiency, customization and organizational efficiency which are valued based on employees' opinion. The research adopted both a qualitative and quantitative approach. The study targeted a population of 29 managers for interview and 276 questionnaires were distributed for non-manager. The head quarter was purposively sampled because strategies and policies are made at headquarter and then cascaded to the zonal and regional branches. Data analysis was done using descriptive statistics such as frequency and percentages were used to analyze the perception of the respondents. The findings showed that there is a skill gap of employees on how to use ERP system, there is ERP system alignment problem with relevant government regulations, there is a data clarity problem, and there is customization problem when the system localized in ethio telecoms context. The majority of the respondents testified that the use of ERP in the telecom failed to satisfy the organizational efficiency. Moreover, it was perceived that the use of ERP system and the contribution towards the organization efficiency was not evaluated. It was recommended that the practice of ERP should be periodically assessed; adequate ERP system training and development should be provided in order to equip both end-users so that they can easily work on the system and support each other; the company should work to clean its data; the company should provide necessary follow up to reduce the time required to execute a given task; and the company should improve the efficiency of resource use.

**Key Words:** Enterprise Resource Planning, Organizational Efficiency, Skill Gaps, Data Quality, Government Regulations, Ethio Telecom

**A Comparative Study of Labor Intensive Versus  
Capital intensive Technology in Construction Industry  
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The objective of this study is to find out, compare and contrast the contribution of labor intensive and capital intensive construction technologies to the construction industry, taking in to consideration the benefit they bring to the majority of the people and at the same time find out if the technologies are well applied so that they contribute to industry growth so that future development and global competitiveness is secured. The research problem is approached by conducting descriptive survey on key actors of the industry, in this case construction project managers working on building construction projects; and review of related literature is made to collect sufficient secondary data for the analysis. The key findings from the study shows that Labor intensive construction technology is better in terms of creating employment opportunity, stabilizing social and political environment in the country and most of all brining income equality among the beneficiaries of the industry, and on the other hand, Capital Intensive technology has got the better advantage in terms of product quality, reduction of production cost and time, global competitiveness and knowledge transfer. The study shows that each technology is not properly used as it should be, and tried to recommend that in depth study has to be done towards choosing the right construction technology, an appropriate technology, that combines both technologies which fit to the current development stage, that will absorb the abundant labor force and support future policy of the country, and most of all, which brings income equality among the construction industry performers.

**Key Words:** Labor Intensive, Capital Intensive, Technology, Income inequality, Job Opportunity

**The Effect of E-Banking Service Quality on Customer Satisfaction in the Banking Sector of Ethiopia (case study: Five Selected Grade Four Branch Customers of CBE)**

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The research is undertaking on the effect of electronics banking service quality on the customers' satisfaction in the banking sector of Ethiopia. Since customer satisfaction is a high priority as one of the goals of banks, this study aims to investigate the effect of e-banking service quality on customer satisfaction. This study has been an explanatory research regarding purpose and/or research design. Qualitative and quantitative research approach was used. The statistical population consists of 100 customers of CBE. Moreover, structured questionnaires would be used to collect the information. The questionnaires were developed in two sections by the researcher. Inferential and descriptive data analysis technique has been used. The validity of the questionnaire was confirmed by a group of experts. Furthermore, SPSS version 20 software has used to analyze the data. The major findings of this study were service quality and privacy of e-banking has been significant factor on customer satisfaction. The researcher concludes that there was a linear relationship between e-banking service quality and customer satisfaction. There is the need to create awareness and educate majority of the banking population or users on e-banking especially in mobile and internet banking as a recommendation.

**Key Words:** Electronic Banking, Customer Satisfaction, Access, Security, Service Quality, Ease of Use, Time of Delivery and Reliability

**The Human Resources Management Practices and Challenges in the  
Projects of the Gift Construction Private Company  
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Recruitment and Retention of employees are important functions of the Human Resource Management. Unless there is a cautious effort from the management towards these two functions is made, the end result is high turnover of the already experienced, skilled and talented employees which are attracted and snatched by competitors in the industry. The purpose of this study was to discuss the HR practices in the GIFT Construction Company PLC and the challenges the company has in running projects, focusing on these HR functions of recruitment and retention and to find out the root causes of the high turnover of employees. The study employed descriptive analysis. The survey questionnaire was designed based on the literature and distributed to 120 permanent employees with a mix of managerial to non-managerial, men and women and new and seasoned employees. Out of the 120 employees, 113 among them 113 of them responded which represents a response rate of 94%. The data collected through the questionnaire was analyzed by Statistical Package for Social Science (SPSS). Secondary review and focus group discussions also conducted. The analysis of the finding showed that the recruitment process is not well planned and lacks transparency. Retention is given the least priority. Due to this fact, employees' turnover is high before the projects are completed or phased out. The study recommended the need for giving the due consideration for the recruitment process, to have training and staff development, to revise the benefit packages to retain valuable employees of the company. The need for an HR policy guideline for the company is also recommended. The management and shareholders shall also consider these to bring solution on the day to day HR functions under this study to minimize the employees' turnover so as to stay in the competitive business industry.

**Key Words:** Recruitment, Retention and Turnover

**Assessment of Income Generation Practices and Challenges among  
NGOs Operating in Addis Ababa: the case of Kolfe Keranyo and Lideta  
Sub-cities**

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As the recent practice reveals that NGOs engaging Income Generation issues are decreasingly its activities sustainably questionable. This study aimed at exploring the challenge and practice of IGA by NGOs operating in Addis Ababa. The purpose of this study is to provide the analysis Challenge of engaging in IGA by NGOs. There are 92 total populations and from this a sample of 72 respondents has been taken through purposive sampling. Data has been collected through interview, questionnaire, observation and document review. The research has taken Descriptive Survey method. The findings and analysis of this research demonstrated that the study NGOs have engaging in developing Income generation Program for sustainable its program. Despite these initiatives the NGOs activity with regard to Income Generation activities is yet at its infant stages, and still some of the key activities that demand system changes are not addressed. The problem of Income Generation activities is initial startup of the IGA. The study suggests that there is for Government and NGOs sifting of the strategies engaging in generating their income as the sustainability of the organization or existing of the market. Furthermore this study analyzes the challenge of NGOs engaging in the income generation.

**Key Words:** Income Generation Practices, NGOs Operating in Addis Ababa, Kolfe Keranyo and Lideta Sub-cities



**The causes and impact of employee turnover on project performance**  
**The case of Ethiopia Sugar Corporation Projects**  
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The objective of this study is to the causes and impact of employee turnover on project on project performance at Ethiopia Sugar Corporation. The study employed quantitative and qualitative research approach. Random and purposive sampling techniques were used to select the sample from the population. Questionnaire, interview and document review were used for data collection. Descriptive statistics such as percentage, mean value, cross tabulation were employed for data analysis. The questionnaires were open-ended questions and one hundred thirty eight (138) respondents were from Finchaa sugar factory and the rest fifty eight (58) respondents were from Kessem Kebena Sugar factory. The study revealed that salary is the primary cause of staff turnover in both projects In addition, lack of employee assistance programs, mismanagement of employee, lack of employee involvement in decision making, the difficulty of working conditions and lack of capacity in project management poor working relationship between employees, project cost overrun, lack of flexible working condition and lack of commitment were the cause of staff turnover in both projects. The recommendations highlighted that top management should improve the compensation of employees improve the working condition for the employees, develop realistic resource utilization strategy to reduce production cost, economic decision on the price of sugar and lack performance local project contractors.

**Key Words:** Employee Turnover, Job Satisfaction, Project Performance, Work Environment, Impact of Turnover, Ethiopia Sugar Corporation.

## **Opportunity and Challenge of Enterprise Resource planning (ERP) Implementation in Ethio Telecom**

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The main purpose of this research is to examine the opportunity and challenges of implementing ERP in ethio-telecom and to recommend possible solutions for the gap. The data was collected using questionnaire and semi-structured interview from a target population. From the total of 147 target population this research selected 108 sample and collected data after that analyzed by using SPSS version 20. Then the data presented using descriptive statistics with the help of frequency, tables and percentage to provide information. Mean and Standard Deviation through measure of central tendency were also used to analyze data for the data that were collected by semi-structured interview questions and open-ended questions, interpreted it manually. The result shows that network problem, limited support from vendors and lack of knowledge transfer to the internal asset from vendor were the main challenge. On the other hand the main opportunities the company get by implementing ERP includes the report generated from the system are providing more timely information to the staffs as well as for top management to made more effective decision and improves services for Human Resource (HR) clients. But commitment of top management is required to remove the existing challenge such as continuous system down, lack of support from vendors, it takes long time to recover the system down and lack of adequate training from vendors and better to have clear measurement tool to know the company is enjoyed the opportunities. The finding is also identified the above discussed challenges and opportunity for the company and suggests solutions to prepare proactively to minimize the effects of the challenges and to enjoy the opportunities.

**Key Words:** Opportunities, Challenges, Enterprise Resource Planning and Ethio Telecom

**The Effect of Leadership Style on Employee Performance in  
The Case of Ministry of Education and Higher Studies of Somaliland  
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The effective leaders are enablers that directly points to competent and committed employees. Studies in the organizational psychology and organizational behavior literatures have shown that leadership styles and employee commitment are of major factors to the organizational success or failure. The purpose of this study was to investigate the effect of leadership styles on employee work performance on ministry of education and higher studies of Somaliland, there was many leadership styles so the researcher selected four styles which was basically various researchers identified namely: autocratic, transformational, democratic, and transactional leadership styles. In addition, the end result has pointed out that autocratic style of leadership negatively affected the employee performance in the ministry which is explained in terms of high absenteeism, low productivity, deterioration of work quality, and turnover. The application of democratic, transformational, and transactional leadership styles has got a positive and significant impact on the employees' performance which is measured in terms of high employee productivity, satisfaction, cooperation, and commitment. As outcome, it can be inferred that the democratic, transactional and transformational leadership styles have a positive relationship with the employee performance while the autocratic style has a negative relationship with the performance of the employees. The company is also advised to pursue and strengthened further its strong sides of exercising some features of the democratic leadership style that has a positive contribution to its performance.

**Key Words:** Performance, Leadership, Autocratic, Democratic, Transformational, Transactional

**Effectiveness of Mobile Banking Service: the Case of Dashen Bank S.C**  
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Mobile banking is widely referred to as branchless banking, delivery of financial services outside conventional bank branches. Mobile banking allows banks to expand services in to areas where they do not have sufficient incentive or capacity to establish a formal branch, which is particularly true in rural and poor areas. The general objective of the study was to measure the effectiveness of applying mobile banking service in Dashen Bank. From this general objective, a descriptive research design was employed to conduct this study. For data analysis purpose both quantitative and qualitative research approach was used. Out of the total 83 population 51 samples were selected by using judgmental sampling method. Both primary and secondary qualitative data were collected for the purpose of this study from the E-banking and IT Departments of Dashen bank at the head office level and the bank's different branches respectively. The collected data was analyzed by using descriptive analysis such as tables and percentages. From the analysis of the collected data, the findings revealed that: cash transfer, bill payments, check balances and cash operations are some of the major practice of the Mobile – banking services in Dashen bank. Many different customers can access this service using their mobile phones. On the View point of the bank Cost reduction, reliability and service security are some of the benefits of using Mobile banking. Low level of internet penetration and poorly developed telecommunication infrastructure, lack of awareness are among the major challenges of Mobile-banking service of the bank Moreover, failure to address the service to customers as much as expected led the bank to experience inefficiency compared to other banking services it provides.

**Key Word:** Mobile banking, E-banking, Effectiveness

**Assessment on Challenges of Balanced Score Card Implementation in  
Ethio Telecom  
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Due to the fact that BSC is a complex system of management , it has its own challenges in measuring the efficiency of the organization from four or more perspectives ,and for widening the goal of the organization out of financial and cascade lowering of the strategic goals in order to make day to day function of every one in organization therefore ,this study designed to asses balanced score card implementation challenges in Ethio telecom and mainly focused on the existing practice of BSC and barriers of balanced score card. The data for this research is collected through a questionnaire that was distributed for 270 employees of the division and 262 were returned .The employees were selected based on stratified random sampling .The data were analyzed using the system SPSS version 20 software. The findings of the study indicated that the challenges for implementation of BSC in Ethio telecom are, there is no full support from top management, there is no education and learning at expected level, there is no IT support for BSC implantation, the employees or other concerned parties are not participating in the implementation. Finally, the thesis concludes by proposing recommendation to the department and the company in order to use different methods in solving different challenges faced during BSC implementation such as delivering continues training to the employees and managers, supervising the implementation process, providing clarification, assessing achievements of lower level employees, using IT support by deploying modern system which helps BSC implementation activities like data gathering, analyzing and distribution .

**Key Work:** Challenge, Balanced Score card and Ethio telecom, Ethiopia

**The Main Causes of Cost Overrun on Public Housing Programs**  
**The Case of Addis Ababa City Administration**  
**Melaku Alemayehu Yihun, St. Mary's University,**  
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Construction industry contributes significantly in improving socio-economic growth of a country. However, this industry usually faces chronic problems such as time overrun, cost overrun, poor quality and others. Of all these, cost overrun is a major problem that occurs globally including Ethiopia. Hence, this study focused on identifying the main factors of cost overrun for public housing construction projects in the case of Addis Ababa City Administration. Data collection was done through structured questionnaire and office document review, which was designed based on 25 factors found from the literature. A total of 79 questionnaires were distributed to clients, consultants and contractors and 60 questionnaires were collected and which 50 responses were found valid. Descriptive statistics methods were employed through frequency Index/ mean score and average Index to understand the variables of cost overruns, the frequency of occurrence and significant impacts each causative factors on the studied area. The findings from the study identified that, from 25 identified factors, only the most causative factors are 22 and the top five factors are Material cost increased by inflation, Labor cost increased due to environmental restriction, Lack of experience of project location, Change in foreign exchange rate/ for imported materials, Contractors financial difficulties. Likewise, based on the possibility of occurrence the top five were identified, these are-payment delay for contractors, contractors financial difficulties, power interruption, incorrect quantity take-off, change in foreign exchange rate. Meanwhile, based on significant impacts of factors were identified. The most frequent way of using bidding methods in housing programs was open tendering. The overall effects that occurred in housing programs revealed through survey are—low productivity, project delay, low quality housing handover to beneficiaries or tenants, disputes among stakeholders E.T.C. Meanwhile, cost discrepancy of approved budget from actual cost for each 10/90, 20/80, 40/40 housing programs is 38%, 13.5%, and 15.5% respectively.

**Key Words:** Housing Programs, Cost Overrun, Public Housing

## **Assessment on Challenges of E-payment Service Practice in Commercial Bank of Ethiopia**

**Meron Seifu, St. Mary's University, Email:rakmo.smu@gmail.com**

The main objective of this research is to assess the challenges of e-payment service practice in Commercial Bank of Ethiopia (CBE). The study examined service challenges within the context of CBE E-Payment services using Technology- Organization –Environmental (TOE) approach with some modification to guide the research. The study followed descriptive research design and samples were taken from the CBE four selected branch clerical staff by using convenience-sampling technique. The data was analyzed and tested using SPSS to show the technological factor, organizational factors and environmental factors on implementation problems of E-payment services. Based on the statistical analysis environmental factors were found to have significant influence in implementation of E-payment services. The findings of the study were all consistent with prior researches. The study revealed areas of improvement with possible solutions that mitigate the identified major challenges, which includes continuous reviewing and up grading of the existing security system, emphasis for appropriate promotion, and collaboration with other banks to have government support especially to the environmental factors of ICT infrastructure, familiarize their customers with the processes and benefits of the system, hiring well trained and experienced IT professionals to handle the E-payment service and facilitate proper and continuous training for their employees. Furthermore, the study suggests that future researches may embark on comprehensive investigation by incorporating customers' perceptions of all Ethiopian Commercial Banks.

**Key Words:** E-payment, Implementation, Factors Affecting, Commercial Bank of Ethiopia

## **Service Quality Assessment on the Selected Art Service -Provider Health Facilities**

**Meseret Tesfaye, St. Mary's University, Email:rakmo.smu@gmail.com**

Ethiopia is a poor country with weak health care systems and infrastructure, so assessing the service quality in health facility is paramount. This study explores and assesses how the service quality in the three top ranked ART-services providers' health facility based on case load such as Zewditu, Black lion and Alert looks like or perceived. Different groups of respondent were considered to have a holistic view. The assessment was conducted based on the patients, service providers and stakeholder's perspective. The research was conducted by using SERVQUAL model. A modified SERVQUAL model was used to assess the service quality of each health facilities. A structured questionnaire derived from SERVQUAL models with a five point likert scale was developed and distributed to the three hospital patients, service providers and significant stakeholders. The questionnaires were distributed for 216 patients, 35 service providers and 27 stakeholders based on random sampling techniques. The required data were collected back from 174 patients, 35 service providers and 27 stakeholders, there for the return rate of the response of service providers and stakeholders is 100% whereas the patient is 80%. A descriptive statistical analysis based on SPSS and excel was conducted to analyzed the result and the study shows that the service quality assessment of all selected health facilities based on the five service quality dimensions majorly concentrated in normal service quality. The service quality in each health facilities was not sound enough to satisfy the customers. Moreover, there were also offsets in some service quality dimensions from the normal like the empathy related service in alert was very poor. In conclusion from the findings of the analysis all the three selected health facilities should improve their service quality from the usual normal to good or excellent level by focusing on the customers values.

**Key Words:** Service Quality Dimensions, ART, SERVQUAL and Health Facility



**Assessment of Employee Perception on Compensation and Benefit  
Practices: The Case of Ethio Telecom  
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The major objective of this study is to assess the perception of current compensation and benefit practices of Ethio Telecom. The research adopted both quantitative and qualitative approach. The study used random sampling technique to collect the data. The targeted a population of 30 managers for interview and 285 non-manager level employees to fill questionnaires. All the samples were taken from the Ethio telecom head quarter employees purposively because strategies and policies are made at headquarter level and then cascaded to the zonal and regional branches. Data analysis was done using descriptive statistics with the help of numbers, percentage ratings were used to present the perception of the respondents. Consequently, findings showed that employees perceived the current compensation and benefits is somehow adequate, employees has never participate in compensation and benefits decision making, and compensation and benefit policy has not been periodically updated and communicated to employees. In addition, the management group reflected that the company doesn't have benefit policy for project teams. Moreover, it was perceived that the effectiveness of compensation and benefits package was not evaluated and revised based on needs and circumstances. In line with this a recommendation is forwarded on points that the compensation and benefit policy should be periodically revised, participation of employees on development and implementation of the policy must be considered positively in furthering mutual understanding and it is better to develop benefit policies for project management teams as their tasks are the most important, complex and somehow peculiar from duties in operational divisions of the company.

**Key Words:** Compensation; benefits; employee's perception; Employee perception: Ethio telecom

**Determinants of Project Success in  
International NGOs: the Case of Pact Ethiopia  
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This study is designed to investigate the determinants of project success in an international non-governmental organization in Ethiopia. It adopted a cross sectional research design and collected both quantitative and qualitative data from a total of 36 projects that were implemented between 2004 and 2016 by Pact-Ethiopia. Project success was conceptualized as a function of efficiency and effectiveness. It was measured employing a composite index comprised of cost and schedule performance indices as well as performance of the project against key indicators. Accordingly, while two-third of Pacts projects were successfully completed, 22% and 11% were found to be moderately successful and challenged projects respectively. A range of independent variables including appropriateness of the technical design, comprehensiveness of the work plan, cost breakdown structures, pre-award assessment, scope creep, procurement, risk management communication, project team and monitoring and evaluation system were identified and regressed against the dependent variable (project success) using the ordered logit model. The result revealed that comprehensiveness of the work plan, procurement, project team building and monitoring and evaluation were found to be statistically significant ( $p < 0.05$ ) with marginal effect of 1.7, 4.2, 7.1 and 2.1 respectively. To enhance the success of projects, Pact needs to integrate project scheduling techniques, ensure availability of procurement manual at partners' level, maximize the advantage of bulk purchase, assess the causes of high staff turnover and work on the utilization aspect of monitoring and evaluation reports.

**Key Words:** Project, project success, determinant, International NGOs, Pact, Ethiopia

**Economic and Social Status of Members of Women Entrepreneurship  
Project: The Case of Care-Ethiopia  
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This study assessed the economic and social status of members of women entrepreneurship project which is being implemented by CARE in three sub-cities of Addis Ababa. It identified the most effective supports in economically empowering low-income women and challenges faced by CARE when implementing the project. The population of the study is 500 and a sample of 285 women who are located in three sub-cities and five woredas were taken for the study by using systematic random sampling. In addition, a key informant interview was administered to key stakeholders and staffs of the project. A questionnaire and key informant interview guideline were prepared and used to answer the questions that were raised by the research. After data collection, the analysis was done by using descriptive and content data analysis technique. The results of the study indicates that the targeted business women have an improved economic and social status in terms of their business practices, which is reflected in improved and increased productivity, increased income, improved saving and improved business management in terms of leadership capacities and autonomy in decision making. Effective learning, engagement of men and the community, financial literacy and the village saving and lending association approach were the most effective methods in empowering low-income women. Hindrance in linking women to the formal financial institutions, less coordination and commitment among the project stakeholders and lower access to information and communications technology for market linkage were the major challenges encountered by CARE when implementing the project. Based on the findings, recommendations were forwarded to the concerned bodies.

**Key Words:** Economic and Social Status, Entrepreneurship Project, Low-income Business Women, Effective Supports, Challenges.

**Assessment of Strategy Implementation  
Practices and Challenges at Nyala Insurance Share Company  
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The main purpose of this research is to examine the opportunity and challenges of implementing ERP in ethio-telecom and to recommend possible solutions for the gap. The data was collected using questionnaire and semi-structured interview from a target population. From the total of 147 target population this research selected 108 sample and collected data after that analyzed by using SPSS version 20. Then the data presented using descriptive statistics with the help of frequency, tables and percentage to provide information. Mean and Standard Deviation through measure of central tendency were also used to analyze data. for the data that were collected by semi-structured interview questions and open-ended questions, interpreted it manually The result shows that network problem, limited support from vendors and lack of knowledge transfer to the internal asset from vendor were the main challenge. On the other hand the main opportunities the company get by implementing ERP includes the report generated from the system are providing more timely information to the staffs as well as for top management to made more effective decision and improves services for Human Resource (HR) clients. But commitment of top management is required to remove the existing challenge such as continuous system down, lack of support from vendors, it takes long time to recover the system down and lack of adequate training from vendors and better to have clear measurement tool to know the company is enjoyed the opportunities. The finding is also identified the above discussed challenges and opportunity for the company and suggests solutions to prepare proactively to minimize the effects of the challenges and to enjoy the opportunities.

**Key Words:** Opportunities, Challenges, Enterprise Resource Planning and Ethio Telecom

**Assessment of the Organizational Capacity of NGOs  
Supporting Old Age People in Addis Ababa  
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Since the main purpose of this study was to identify the potential and constraint of organization capacity to implement the older people support in Addis Ababa NGOs, as well to identify the best practice, additionally to the performance of operational capacity of the sample organization. To this end basic question were prepared. The study was carried out in among care and support project implementer sample organization. The subjects of the study were (which means 16 manager and finance head respondents plus 48 technical expertise personnel respondents sum of 64 total respondents will be selected by purposive sampling method) of the total population of 240 personnel. Data were obtained through questionnaires from project managers and finance head respondents, technical expertise like project officer, social worker and resource mobilize. Different statistical tools such as frequency of respondent's answer and percentage were applied to analyses the data obtained from respondents. Depending on the study result of the analysis, the following major findings were obtained. In the angle of organizational strength personals have strategically understanding of vision, mission, goal, function and role to implement the project activities. Because of this the organizations personnel's to achieve the vision, mission and goal of the organization they work in commitment including in good coordination and have the system of accountability of staffs and management as well as have good networking. So, this played significant role in improving its performance like better service implementation were done efficiently in the organization strength, sharing best practice and to lead M&E optimization. The affirmative result in the organization strength, sharing best practice and to lead M&E optimization leads to increase personal motivation on self-support attitudinal change. This means, qualities of strategically approaches had taken on time helps to the improvement of the organization strength, sharing best practice and leading organizational M&E optimization for care and support service in the sample organization. So, personals have strategically understanding of vision, mission, goal, function and role to implement the project activities means the organizations personnel's to achieve the vision, mission and goal of the organization in commitment including in good coordination and good networking as well as with the system of accountability of staffs and management in sample organization was pass through the right and correct phases or steps.

**Key Words:** Organizational Capacity, Old age people, NGOs, Addis Ababa, Ethiopia

**An Assessment of the Project Planning Practices of Addis Ababa  
Housing Project In the Sites Project14, Project13, Kilinto and Head  
Office**

**Sadik Mohammed, St. Mary's University,  
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Projects are very essential for the economic growth of a country because infrastructures and other developmental activities are executed through projects. Even if projects are this much important, the level of attention given to them in terms of the effective and efficient implementation is very little. There are so many factors that determine the success of projects. One of these factors is preparation of a sound project plan. Projects with a good project plan are the ones that most likely to be successful. Given the importance of project plan for the success of projects, there are limited evidences (especially in Ethiopia) about the practices of project planning such in the case of the Addis Ababa housing sector. Therefore, the main objective of this study is to assess the project planning practices of Addis Ababa housing project in selected four sites. The study employed survey in its descriptive research design. The target population of the study was staffs of the organization in the selected four sites who are project team members and managers. For data collection stratified sampling is applied. A total of 133 questionnaires were distributed and 123 are returned and used by the researcher. SPSS version 20 is applied for processing and analysis purpose. Based on the study conducted the planning practice of the study organization is poor when assessed based on the survey. The result of the analysis shows that the general project planning practice of the study organization is weak but the level of staff awareness regarding the presence of the project plan is good. On the other hand the most widely used project planning tools work break down structure, Gant chart and project management information system are applicable even if it is not in a satisfactory level. It is recommended that the study organization and other organizations to give due attention for project plan.

**Key Words:** Project Plan, Components of a Project Plan, Integrated Project Plan

**Practices and Challenges of Using ICT in Agro-processing  
Firms: The Case of Ethio Agri-CEFT Plc  
Samuel Gebremeskel Teka, St. Mary's University,  
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This research project aims to describe the practice and challenges of adopting information communication technology in agro-processing firms. In order to achieve the objective of this study and answer the research questions the researcher implemented mixed research approach. This descriptive and exploratory research was conducted based on the data gathered using questionnaire, observation checklist and semi-structured interview, from five different locations of Ethio Agri-CEFT plc which is a MIDROC Ethiopia investment group company participated in agro processing sector. The data collected was analyzed using descriptive method of analysis. The finding of this study revealed that practice of using ICT infrastructures mobile phone, Internet and computer for agricultural activities are indicated reluctant progress due to the network, resource, skill, electric power interruption and high service price tariff problems. Correspondingly the monopoly system of the service provider also discussed as a basic challenge on using ICT for agriculture. Based on the findings, the researcher recommends that the company should focus on continuous ICT training, updating computer and related technological equipment, adopting new ICT system from other countries experience, creating ICT based agricultural knowledge management, TQM and agricultural value chain management systems. Also, acclaim about creating awareness on agricultural information hotline SMS service.

**Key Words:** ICT, Agriculture, Agro-Processing

**A thesis Submitted to St. Mary's University School of Business in Partial  
Fulfillment of the Requirement for MBA in Project Management  
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The main objective of this study is to investigate the challenges and contribution of Industrial Park Developments to the national and local economy and social development. Both primary and secondary data were employed. Questionnaire, key informant interview and observation were the main data collection instruments from the case study of Eastern Industry zone Plc. All 67 companies inside EIZ were addressed by this study. Among the 67 companies, a sample of 87 respondents was covered. The quantitative data were analyzed using descriptive statistics and the results are presented in tables and figures. Narration method was employed to analyze the qualitative data. The findings of the study indicated that industrial parks have contributed to the national as well as local economy in terms of employment generation, income tax, capital investment, and export and import substitution, technology transfer and cultural integration. Furthermore, the research finding showed that shortage of raw materials, delay on the logistic service, shortage of foreign exchange and problems related to government rules and procedures as the constraints faced by the companies. Inefficiency of workers, communication barriers, lacks of enough training and organizational structure problems on the other hand are considered as internal problems faced by the companies. In general, there is a need for strengthening the growth of industrial parks and thereby enhancing their socio-economic contributions by minimizing the challenges.

**Key Words:** Industrial park, challenges, contribution, Dukem, Ethiopia



**The Influence of Employees Motivation on Performance:  
The Case of ‘MOHA Soft Drink’ Company in Addis Ababa  
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Currently, Human Resource Management is becoming more indispensable, because employees and their knowledge are the most important aspect that affects productivity of the organizations. Motivation is one of the most important tools of Human Resource Management. Organizations are designing motivation systems in order to encourage employees to perform as well as to attract and retain potential candidates. The main purpose of this study was to assess the influence of employees’ motivation on performance in MOHA soft drink S.C. A quantitative case study methodology was used to questionnaires were distributed to the sample of 272 respondents for MOHA soft drink S.C Nifasilk plant. The study made use of data from primary and secondary sources which were collected using questionnaire administered to 272 employees of selected company plant of personnel record annual reports of the selected plant. The personnel records and annual reports of selected plant were secondary data. The data analysis was carried out using the statistical package for social science (SPSS), whereby the person product moment correlation coefficient was tested in the study. The findings indicated that working environment and employees’ participation on decision making were important factors for employees of the company. Moreover, the study recommends that in order to motivate and show consideration to its employees, the management should work on establishing motivational tools and create systems.

**Key Words:** Influence of Employees, Motivation on Performance, MOHA Soft Drink Company

**The Role of Monitoring and Evaluation Functions in Achieving Project Success: The Case of Save the Children Project in Ethiopia**  
**Sisay Dejene, St. Mary's University**

The general objective of the paper is to assess the role of monitoring and evaluation functions in achieving project success. To achieve the study objective, an explanatory design along with mixed approach has been employed. Primary data were collected through survey questionnaire from 127 Save the Children's project staff members who were selected using convenience sampling technique. Interview was also conducted with senior management team members to triangulate the quantitative data obtained from survey. The findings showed that the dimension of monitoring and evaluation practices as system, competency, program accountability and project life cycle stage are positively correlated with project success. It can be concluded from the analysis that monitoring and evaluation experts are contributing to the success of Save the Children's projects. However, installing a workable system around the leaderships to continuously capacitate monitoring and evaluation staff and reinforce the tools to be used by project managers is highly recommended.

**Key Words:** Monitoring and Evaluation, Project Success, Save the Children

**Implementation of Project Management Principles, Tools and  
Techniques at Ministry of Information Communication Technology  
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The purpose of this study is to assess the Implementation of Project Management Principles, Tools and Techniques in Ministry of Communication and Information Technology e-government projects. As it is seen in literature in developing countries ICT projects do not have a good record, Ethiopia as developing country shares same problems in the sector. A quantitative and qualitative mixed research approach was used to explore the practice in depth. Primary data was collected using questionnaire and Interview and document review was used for collecting secondary data from the literatures. The researcher developed a questionnaire based on the practice of five project management process groups. The survey questionnaire was administered to purposively selected respondents like Project Managers and ICT professionals that are working in the e government directorate of MCIT. The researcher also conducted an interview and review internal documents to triangulate and supplement the data obtained from the questionnaire. For the data presentation and analysis SPSS and Microsoft Excel were used because these tools have ability to compute and analyze statistical data. The findings revealed that Project management tools and techniques are mostly implemented in each phase of project implementation of MCIT in house projects and policies and procedures are in place and implemented accordingly but there are no standards, legal and regulatory framework for the ICT development. This report recommends that the proper implementation of project management principles and tools are required and standard in house Project management methodology has to be established for future projects. Finally the result would contribute to realizing improved performance of ICT implementation to the development of Ethiopia.

**Key Words:** Project Management, Project Management Maturity, Project Management Process Groups

**Assessing the Effect of Corporate Culture Dimensions on Project  
Performance of Ethio Telecom Business Support Solution Project  
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Telecom service providers, like ethiotelecom, were challenged due to the rapid changing and advancement of technologies. So that they implement many Information System projects to align with such rapid advancement of technology, even though most of them were failed. Many studies shows that corporate culture dimensions are one among other factors for the failure of these projects. The purpose of this study is to assess the status of corporate culture dimensions and its effect on Business Support Solution project performance at ethiotelecom. Descriptive and correlational statistical analyses were used to analyses data, present and explain the relation of those dimensions on Business Support Solution project performance. A sample size of 101 project implementation participants was used for this study and convenience sampling was used to collect data and analyses. In addition interview or related literatures used to get in-depth understandings. The study finding indicated that Business Support Solution project implementation is influenced due to lack of project specific reward and recognition, lack of project specific training and development, delaying of effective decisions required, individuality in task implementation with in strong culture of teamwork. As a result, Business Support Solution project is delayed over budgeted and stakeholders as well project participants were unsatisfied. Furthermore the study reveals that there is a strong positive and statistically significant linear relationship between corporate culture dimensions and Business Support Solution Project. In general, the company gives much attention to teamwork and communication rather than training, reward and effective decision makings during BSS project implementation. The researcher recommends that project managers should consider and put in place those corporate culture factors to support the success of their projects and they also have to realize them before the project is started through analyzing and identifying their effect on project performance of other related or different projects.

**Key Word:** Corporate culture, Project Performance, Communication, Training, Reward, Teamwork, Decision Making

**Assessment of Urban Storm Water Drainage Network System and Road Flooding Risk Management in Addis Ababa, Nefas Silk Lafto Sub-city**  
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Drainage is an important consideration as one of the major components in the road construction. For this reason in most designs of the road, the first thing to be put in place is drainage system. Urbanization along with its impervious structures is the major challenge of urban centers. Poor managed storm water increases total flow, flow rate, flow velocity and depth of water in downstream channels. Properly designed storm water management facilities, particularly detention/recharge basins, can also be used to mitigation-point source pollution impacts by providing extended containment durations, thereby allowing settlement of suspended solids In Addis Ababa, control of runoff at source, flood protection, and safe disposal of excess water/runoff through proper drainage facilities becomes essential. This study was carried out in three sample (Kebele 01/02,01/12 and 03/04) within Nefas silk lafto sub-city. These kebeles were selected because of they are representative to address the objectives of this study. To assess the status of road drainage network system and risk mitigation measures and strategies are the major problems in the study area. An exploratory and Descriptive type of research design methods were used to describe and explore the existing condition of the general urban drainage system and the natural water ways. Data collection methods were carried out using both primary and secondary data sources. The secondary data source was only relevant to reinforce the primary data. The collected data were analyzed with MS-excel. The results have been presented with known statistical tools. The findings of this study indicated that the major causes of flooding were found to be deforestation of Dertu and surrounding mountain, and inadequate integration between road and urban storm water drainage lines. Solid and liquid waste dumping was also the biggest challenges on the general urban drainage system. This study strongly recommends improvement in the integration of road and urban storm water drainage system and over flowing of flooding as a result of blockage of drains.

**Key Words:** Drainage, Between Road and Urban Storm Water Drainage Lines, Urban Areas, Flooding

## **Assessment of Service Quality of Motor Insurance at Ethiopian Insurance Corporation**

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This study is to assess service quality of motor insurance at Ethiopian Insurance Corporation. Service quality is very important concepts that companies must understand, if they are to grow and remain competitive in the business environment. It is very important for companies to know how to measure these constructs from the customers' perspective so as to understand their needs and satisfy them. Service quality is considered to be very critical to any modern business because it contributes higher customer satisfaction, profitability, reduced cost, improved customer loyalty and retention. The main purpose of this study is to assess service quality using SERVQUAL model within EIC working environment. Other purposes include how service are being derived in EIC customer, what are the expectation of customers from EIC with respect to motor insurance quality service and identify which service quality dimensions are bring customer satisfaction/dissatisfaction. A questionnaire was designed and distributed to respondents using a convenience sampling technique for EIC customers. The analysis carried found that, the overall service quality perceived by customers was not satisfactory; means customers' expectations exceeded perceptions. This study contributes to examining service quality within EIC using SERVQUAL model. It also provides empirical results that guide other Insurance companies on the corrective measures that lead to respective company's significant growth.

**Key Words:** Customer Satisfaction, Insurance Company, SERVQUAL Model

**Assessment of Project Cost Estimation Practices: The Case of  
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This research assesses factors affecting the accuracy of cost estimation and analyzes their effect on project Success in Menschen fur mensches' foundation. The implications of errors in cost estimation are discussed. The financial & physical performance report of large scale projects are also reviewed in order to assess to what level of accuracy the cost estimation is predicted. Then the data collected through questioner are analyzed and interpreted. The findings have indicated most of the estimated cost of the projects is either under-utilized or over utilized which shows there is undeniable inaccuracies in the project's cost estimation.

**Key Words:** Cost Estimation, Accuracy of the Estimate, Menschen fur Menschen in, Ethiopia

**Assessment of Using Scope and Time Management Tools and  
Techniques in Ethiopian Power Transmission Projects**  
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The application of Project Management Tools and Techniques (PMTT) will have potential benefits for increased efficiency, improved project predictability, increased stakeholders confidence, improved communication, and increased probability of project success. Proper management of project scope and time tools and techniques can help project success with standard expectations. However, in most cases the Ethiopian Power Transmission Projects do not seem making their deadlines. The objective of this paper is to investigate the extent to which project scope and time management tools and techniques are used in power transmission projects in Ethiopia. The study employed descriptive and explanatory research design using primary and secondary data. The data for this study was obtained through questionnaires and interviews. The survey questions were distributed to 60 client, consultant and contractor professionals working on Ethiopian power transmission projects. The respondents were selected using expert and purposive sampling techniques. Interviews were conducted with two project managers to triangulate and supplement the data obtained from the questionnaires. The responses were analyzed and interpreted using SPSS analytical tools. The results of the findings of the study indicated that scope and time management tools and techniques are not effectively utilized for Ethiopian Power Transmission Projects. Based on the findings the conclusion drawn is the constraints for keeping usage of scope and time management tools and techniques to low level are management, organizational, and human. Based on the findings it is recommended companies in power transmission projects address the constraints to make use of customized scope and time management tools and techniques. The results of the study will help companies involved in power transmission projects to improve their level of using project scope and time management tools and techniques and the study lays foundation for further researches. Hence the result of this study will be communicated to companies involved in Power Transmission projects in Ethiopia.

**Key Words:** Project Scope Management, Project Time Management, Relative Use Index, Tools and Techniques of Project Management



**Project Management Maturity in Ethiopian Construction Works  
Corporation: The Case of Road Construction Projects  
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Many organizations use systematic and sequential project management maturity models to improve their project performance. This study used mainstreamed Project management Institute's PM solution's Maturity model to assess the Project management body of knowledge areas practice and process maturity level in the context of the Ethiopian Construction Works Corporation. Previous literature and government reports depict that time overrun; cost overrun; serious quality defects and poor definition of project scope are among the critical problems of the organization road construction projects. The objective of the study was to assess project management practice and process maturity level and examined the level of maturity of the organization. This is of course considering strong relationship between Project success and project maturity level. The study used standard questionnaires for project managers, project Engineers, contract and procurement specialists with better project management knowledge for sound understanding of the result of the study with directions of future improvement. The model uses levels 1-5 in increasing order. Level 1 is the lowest project performance of the organization without following structured approach to implement projects while level 5 is the highest performance by the organization with continuous improvement. Results indicate that the overall practice on maturity of project management knowledge areas is found to be level 2.76. Among the knowledge areas Cost and time management are with better maturity level of 3.08 and 2.96 respectively. Quality and Risk management are the least matured areas with level 2.5 and 2.28 respectively. This shows, on average, the organization Project Management process and practice maturity is at the basic level. Such low maturity score depicts the case that the organization perform the knowledge areas without following structured approach or guide line, relying solely on the knowledge and experience of the project manager or project team, and on average the contractor are performing only the basic practices under each knowledge area. Thus, improvement efforts should be taken to improve the current low condition of project management maturity with special emphasis on project quality and risk management.

**Key Words:** Project Management Models, Project Management Body of Knowledge Areas, Project Management maturity

## **Assessment of Credit Risk Management Practice in Commercial Bank of Ethiopia**

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The paper is about “Assessment of credit risk management practice of Commercial Bank of Ethiopia”. The number of respondents was fifty five. While collecting the requisite data five points Likert Scale, open ended and closed ended questioner and interview has been used. The objective of the study was to critically asses the strategic attention and consideration given for credit risk management practice in CBE, review the credit risk management process and techniques of CBE and explore the considerations given to human resource skill Variety in order to successfully manage credit risk. Simple descriptive statics was applied to analyze respondent’s information. From the analysis it was found that board of directors and management of Commercial Bank of Ethiopia exercise their power properly to oversight credit risk management, update with the current credit risk management trend, applied combination of different risk management techniques and has competent employees. In addition the result shows Commercial Bank Ethiopia identifies assesses and analyzes monitor and evaluate credit risk throughout the processes. As a conclusion the researcher recommends that Commercial Bank of Ethiopia should assess credit risk as appropriate, monitor and evaluate its credit risk management practice to have lesson learned and communicate as appropriate for a sound decision ultimately to minimize credit risk possibilities.

**Key Words:** Commercial Bank of Ethiopia, Credit Risk Management, and Credit Risk Management Practices

## **Assessment of Factors Affecting ICT Project Performance at Ethio Telecom**

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Project management practice has been improved on the past decades due to the publication of different literatures in the area of the study. Companies all over the world persuade project management practices to reduce cost, increase customer satisfaction and to better utilized the organization resources. The general objective of the study was to investigate the factors that influence the performance of ICT projects in Ethio telecom. The study adopted quantitative method and the descriptive as well as correlational research design. For the proper accomplishment of the study, the primary data were collected using Likert scale type questionnaire by distributing to and collecting from the ICT project implementers in ethio telecom. The collected questionnaires were cleansed and analyzed using SPSS Version 20 and Microsoft excel. The analysis includes descriptive, correlation, regression and ANOVA. The major finding of the study indicated that project practice i.e. top management support, user involvement and project monitoring has significantly affect the performance of ICT projects in ethio telecom. However, user involvement on requirement specification and testing are poorly practiced on the company. Hence, to proactively avoid the challenges of poorly practiced project management variables, the researcher recommends to follow project life cycle, use project management tools and techniques, provide a good communication channel and support, involve user throughout the project implementation and use a good project follow up and monitoring methods.

**Key Words:** Project management, ICT, Project Performance, Ethiotelcom, Ethiopia

**The Effect of Market Share on Profitability:  
Empirical Analysis of Ethiopian Insurance Industry  
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The Ethiopian insurance industry is witnessing a remarkable growth in gross written premium through the application of latest technologies and employing capable individuals. The addition and/or development of new products and market expansion over the passage of time coupled with efforts induced by the national bank of Ethiopia and firms self-motivated acts towards same played a role in this regard. As such, active financial analysis has become one of the important tools that companies use to model the underwriting and investment operations of insurance companies. This could be made possible through empirical analysis of relationship between profit and factors that affect same. In this study the effort was made to determine the effect of market share on profitability of insurance firms in Ethiopia by utilizing a quantitative research approach. Panel data covering ten-year period from 2005–2014 were analyzed for nine insurance companies. The panel data was collected from periodic reports of NBE on the financial statements of individual companies and reorganized for the current empirical analysis purposes across nine firms considered in the sample and over ten years of operation period. The common determinants of financial performance of firms like tangibility, liquidity and firm size were also included in the model to balance effect estimation. The findings of the study revealed the presence of positive association between market share and profit for the Ethiopian insurance industry. Accordingly, the study recommends that the insurance managers in Ethiopia should give a proper consideration to market share with proper operational cost management to grow profitably. The analysis also supports the findings of previous literatures that agreed on the presence of positive relationship in between the two. It has also practical implications for business leaders and operation managers.

**Key Words:** Profitability (Return on Equity), Market Share, Ethiopian Insurance Industry

**Assessment on Auditable Pharmaceutical Transactions and  
Services Implementation Outcome: the Case of Amanuel Mental  
Specialized Hospital**

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The Auditable Pharmaceutical Transactions and Services (APTS) Initiative was implemented in Amanuel Mental Specialized Hospital (AMSH), Ethiopia with the aim of improving the quality of pharmaceutical care services and financial management through its expected result in improving availability of medicine, transparent and accountable transaction, efficient budget utilization, effective deployment of work force, generation of information for decision making and improving customer satisfaction. Nevertheless, no study is conducted to assess the outcome of the program in AMSH. Therefore the study assessed the implementation outcome of APTS in AMSH based on its expected result areas. Both qualitative and quantitative methods were used to collect data. Census and single proportion formula techniques were utilized to determine the sample size for the quantitative data respondents whereas; the qualitative data respondents were purposively selected. Quantitative findings showed that, most of the medicines prescribed for the clients were available and clients acknowledged the assistance they received from the pharmacy staffs. Regarding the pharmacy staffs, only 52.4% of them were trained on APTS and most of them believed APTS increased the attrition rate. From the qualitative findings, though most of the indicators for transparent and accountable transactions were conducted, there was lack of regular auditing and monthly financial reporting. And it is shown that workload; inadequate salary and lack of indemnity policy were the major challenges. It is highly recommended for AMSH to; conduct auditing on a regular basis to improve transparency, conduct workload analysis to determine the staff size on an ongoing basis and work on the implementation of an indemnity policy.

**Key Words:** APTS, Accountability, Transparency

## **Project Planning and its Practice in the Construction Industry: a Case of Oromia Housing and Urban Development Bureau**

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This research deals with the study of construction project planning practice taking in to account case of Oromia Regional state, Housing and Urban Development Bureau; an organization responsible for consulting, construction projects owned by regional public bodies. The objectives of the research were to assess Project planning knowledge of professionals, the extent to which project management knowledge areas are practiced during the planning process of construction projects and identify the level of use of project management tools and techniques during planning stage of construction projects in the organization under study. Different literatures were assessed to show the significance of project planning knowledge in the construction projects. A descriptive research design has been considered and both probability and non-probability sampling techniques applied. Findings of the assessment suggest that, project planning and management knowledge is not sufficient enough in order to successfully manage construction projects and project planning practice in the organization when evaluated from the nine project management body of knowledge perspective is found to be not satisfactory; Specifically, project risk management planning, procurement planning, project quality planning and scheduling are not well considered. Moreover, use of project management tools and techniques during project planning phase is limited to WBS and LFA; the rest are not well known and not utilized. This paper recommends the study organization equip its employees with project management knowledge and the application of tools and techniques through trainings so as to improve the poor/inadequate planning performance of the identified knowledge areas. It is also recommended that the organization structure of the study organization undertaking large number of civil work activities to from the existing process /functional based to a matrix system. A further research on how pre-project execution phase activities affect project performance in the organization is also a major recommendation of the assessment

**Key Words:** Project Management, Project Planning, Tools and Techniques

**Practices and Challenges of Monitoring and Evaluation of Road  
Construction Projects at Addis Ababa City Road Construction  
Authority**

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This study sets out to assess practices and challenges of monitoring and evaluation system in Addis Ababa Road Construction Authority. Data for the study collected from 125 employees of the authority but the distributed amount of questioner distributed was 175. The analysis of the study was done by using descriptive statistics such as percentage, mean and standard deviation the result shows that the projects implemented by the organization was not effectively monitored and evaluated; and the organization has many challenges to implement the system of M & E. The findings of the research further underline cause that revealed poor practice of monitoring and evaluation, related to availability of Monitoring and Evaluation Personnel, monitoring and evaluation plan and guidelines, stakeholder participation, financial resources and other resources. The recommendation of the research is to have training and making development programs for the employees who participate in monitoring and evaluation, monitoring and evaluation participatory and allocated budget sufficient to do monitoring and evaluation.

**Key Words:** Monitoring and Evaluation, challenges of project management, Addis Ababa road Construction Authority, Ethiopia

**Assessment of the Contribution of Enhanced Dairy Sector Growth  
Project in Ethiopia (EDGET) and Satisfaction of its Beneficiaries:  
The Case of Amhara, Oromia and SNNPRs Regions  
Yohannes Tesfu, St. Mary's University, Email:rakmo.smu@gmail.com**

The objective of the study was to assess farmers' assessment of the contribution of enhanced dairy sector growth project in Ethiopia (EDGET) and satisfaction of its beneficiaries. The study used descriptive statistics research with qualitative data. The sample frame was from the selected two kebeles (one from well performing and one from poor performing Kebele in livestock extension activities) of each region of the Amhara, Oromia and SNNPRs. The selection was based on the consultation and recommendation of regional livestock experts and Enhanced Dairy sector Growth in Ethiopia project regional managers. The sample was taken from each Kebele stratified as female and male headed household. The data from the beneficiary dairy farmers were analyzed by using descriptive statistics on the variables: dairy beneficiary farmers satisfaction on milk production by the EDGET project support, on the intervention of the EDGET project for an increase on milk consumption specially for children (under two years old and women (pregnant and lactating) through awareness creation, on an increase in income of the dairy beneficiary farmers from dairy related activity, on the process of EDGET project extension support to beneficiary farmers. Whereas the data collected from the government livestock bureau on the contribution of the EDGET project to the sector: EDGET project contribution to the sector, the level of the project objective alignment to the government office objectives, assessment of EDGET project activity, and evaluation of the EDGET project beneficiary with non-beneficiary farmers by the government livestock staffs. The result showed that the beneficiary farmers were satisfied in the milk production per cow per day and obtaining additional income from the dairy business except the female headed households of the poor performing Kebele with 3.4 to 3.9 (between neutral and agreed point in the Likert scale). In all region, the female headed households were less satisfied as compare to the male headed household in the EDGET project extension supports. The government livestock expert staffs agreed with more than 4 point in Likert scale for the EDGET project is positive contribution to the sector. Finally, the government livestock expert staffs had shown that EDGET project beneficiary dairy farmers had positive difference on the milk production, on the milk hygienically handling and overall cow as well as calf management practices with respect to the non-beneficiary farmers. Therefore, the study result revealed that EDGET project satisfied to the beneficiary farmers and also contributed to the dairy sector except on the awareness creation for the improvement on the milk consumption. Hence the study recommends getting experience or aligning this activity with ministry of health through the health extension workers and voluntary community health workers.

**Key Words:** Household Farmers, Extension, Forage Development, Intervention, Dairy



# **Abstracts of the International Program (Distance Learning)**

# **10. Rural Development**

**The Effects of Climate Change among the Rural Pastoral Women and Children in Southern Ethiopia: A Case Study from Lowland Woreda of Borana Zone**

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The main aim of this study was to understand current underlining effects of the climate change on vulnerable groups with special attention to rural pastoral women and children in Yabello woreda of Borana zone, southern Ethiopia. The study employed cross sectional survey design and both primary and secondary data were collected to generate relevant information needed for the study. Interview questionnaire, focus group discussion and key informant interviews were used to collect the data. A sample of 120 (90 women and 30 men) was identified as respondents to the questions posed. Both qualitative and quantitative (descriptive statistics) data analysis methods were used to evaluate findings and draw conclusions and recommendations. The study discovered that women and children are more vulnerable to climate change impacts than their men counterparts. Factors such as skewed gender division of labor that increased women workload, lack of access and control over resources, high economic and psychological dependency on husbands, drought induced migration, conflicts and stresses are responsible for exposing women and children to vulnerability of climate change. The community employed several adaptation strategies ranging from livestock diversification and rangeland management system to alternative livelihood/income generating options. The traditional social support system among Borana community is still in use but it is getting weakened. Climate change tends to decrease potency of local adaptive capacity. The study also revealed that there is a wide range of institutional responses that aimed at enhancing communities' adaptive capacity. However, these institutional responses/interventions are playing minimal role in addressing vulnerability of women and children to climate change due to various reasons.

**Key Words:** Climate Change, Vulnerability, Adaptive Capacity, Adaptive Strategies

**Socioeconomic Effect of Tendaho Sugar Cane Plantation  
On the Pastoral Livelihood of Afar National Regional State  
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The land use rights for rural dwellers (both pastoralists and farmers) are clearly enshrined in the newly written constitution of the Federal Democratic Republic of Ethiopia. However, because of various factors such as lack of clear guidance or legal protection or enforcement to ensure pastoral land use rights has led to encroachment and alienation of key dry season grazing areas. Most importantly, the expansion of various federal and regional state investments in pastoral regions the likes of Afar for example have become a cause for the shrink of pasture areas and access to water for the pastoralist which thereby led their accustomed livelihood style on the brink of alienation and crisis. This study therefore, has explored how the increasing expansion of agricultural lands over the rangelands in Zone one Afar National Regional State (Tendho Sugar Plantation) affected the nomadic way of livelihood and the overall lives of the pastorals. In this research work, primary data was collected with the help of open and structured questionnaires, focus group discussion. Data collected were analyzed using descriptive statistics using SPSS. Results from this study indicated that 71% of the respondents have affirmed that the sugar cane plantation in the study area has affected the total area of the dry season grazing area, access to water for their livestock and household purpose, decrease on their livestock size, created intra and inter conflict between the pastoralist and the Thendaho Sugar Estate. From this study it was concluded that the expansion of the Sugarcane Plantation up to 60,000 hectares of land in the dry season grazing area of Lower Awash basin without any compensation mechanism to the pastoralist have brought severe effect on the livelihood of the pastoralist.

**Key Words:** Tendaho Sugarcane Plantation, Pastoralist, Socioeconomic Effect, Livelihood

**Livelihood Security of Female Headed Rural Households in Raya  
Alamata Woreda, Southern Tigray, Ethiopia  
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The aim of this study was to assess the livelihood condition of rural female headed households in Alamata Woreda of Southern Tigray. The particular interest of the study includes assessing resource availability by female headed households and to what extent they are vulnerable to a variety of shocks. The study also attempted to explore livelihood strategies, household coping mechanisms as well as strategies adopted by government and non-governmental development actors in the area. In order to identify the possible impact of gender on the livelihood condition of rural households, a comparative analysis which considers both female headed and male headed households was conducted. For the purpose of theoretical guidance, the sustainable livelihood approach and the gender empowerment theory were considered as basic frameworks. The study employed a household survey in order to collect information on important aspects of the topic such as household socio-demographic characteristics, access to different types of livelihood resources, households' food security situation, as well as coping mechanisms adopted by the households. Moreover, Focus-group discussions in each of the selected Kebeles and interviews with some key informants (like Woreda and Kebele officials, experts working in the Woreda Office of Agriculture and Rural Development, and development agents in each Kebele) were conducted. Information gathered by the focus-group discussions and in-depth interview was analyzed qualitatively where as that of household survey data were coded and entered into computer for statistical analysis using Statistical Package for Social Sciences (SPSS). The study findings indicate that there was significant difference between female headed and male headed households in terms of their access to various household assets and options of livelihood diversification. In many of the livelihood capitals such as the natural capital, financial capital and human capital, male headed households were found to be in a better position than female headed households. Consequently, female headed households were more vulnerable to various types of livelihood crises with weak resilience capacity than that of male headed households.

**Key Words:** Female Headed, Male Headed, Household, Livelihood, Alamata, Kebele

**An Analysis of the Role of Self Help Groups in Women's Socio  
Economic Empowerment: A Case Study in Guto Gida District of East  
Wollega Zone in Oromia National Regional State, Ethiopia  
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The purpose of this dissertation was to analyze the role of Self Help Groups for women socioeconomic empowerment. Lack of sufficient research in the area led to information gap that hindered the promotion of the concept in East Wollega Zone of Oromia Region. This research tried to fill this gap by providing additional knowledge about the role and contributions of SHG in the process of empowering the rural poor women. Case study design was used with the study population being drawn from registered women SHGs in Guto Gida district and respondents were only the registered members. The sample of SHG studied was drawn from the thirty (15) SHGs registered. The sample size of ten (5) SHGs was identified through systematic random sampling and seventeen (17) respondents from each four groups and sixteen (16) respondents from the remaining group were picked thus a total of eighty four (84) respondents. The study used` in-depth interview and data captured using semi structured questionnaire. Quantitative data collected was analyzed and expressed in frequencies and percentage and coded according to research objectives and presented using tables and figures. The SHG has improved the saving culture of the respondents through making it compulsory for all to save and encouraging members to increase their savings and reinvest them in entrepreneurial activities. The study noted that by participating in SHG the respondents were able to access revolving project loans with easy and access better amount of loan as compared to pre SHG period. Most respondents were able to attend training after joining SHG which had an impact in enabling them increase asset, improve business skills and diversify investment. In addition, the trainings were contributed to their community participation, better self-confidence and increased household decision-making power. NGOs were noted to be the major organizers of trainings and GOs involvement was limited. There is a need to develop mechanism for follow-up and measure the sustainability in the long period of time. There is also a need assess the training need of the SHG members before conducting training so that mismatch between the capabilities and interests of the beneficiaries and the courses offered could be reduced.

**Key Words:** Self Help Group, Poor women, Women Empowerment, Socio-economic Empowerment, Community Participation, Community Development, Decision Making

**Food Insecurity and Copping Strategies of Agro Pastoral Households in  
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An understanding of the major causes of food insecurity is important for interventions aiming to reduce it. Therefore, this study was conducted to analyze food insecurity status of agro-pastoral households', to identify determinants of food insecurity status of agro-pastoral households, and to identify agro-pastoral households coping strategies against food insecurity in Awbare district. The analysis was based on household survey data gathered from 140 randomly selected households. Descriptive statistics, such as mean, standard deviation, maximum, minimum, percentage and frequency distribution. Univariate analysis such as t-test and Chi-square ( $\chi^2$ ) test and binary Logit regression were used to analyze the data. The results from descriptive statistics show that the majority (55.7 percent) total surveyed households were food insecure. The binary logit model outputs show that six variables were significant determinants of household food insecurity. These were dependency ratio, cultivated land, livestock ownership, oxen ownership, family size and age of the household head. Furthermore, results show that households also used different coping strategies against food insecurity and these include, borrowing food or cash from relatives or neighbor's', reduced number of meals, reduced meal size, sale of livestock than usual and sale of fire wood and charcoal. The results generally suggest the need to improve agricultural technologies enhancing land productivity and special attention should also be given to improving animal health services through provision of veterinary services and provision of training to livestock herders. Finally, limiting population size through integrated health and education services and giving priority to old aged headed households in interventions, introduction of water harvesting technologies to practice intensified agriculture are also suggested to improve food insecurity status of households.

**Key Words:** Food insecurity, logit, agro-pastoral households, Awbarre

**The Role of Smallholder Farmers in the Import Substitution and Industrialization of Ethiopia: The Case of Malt Barley Producers in Arsi and Bale Areas, Ethiopia**

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The main objective of the study is to explore the roles of smallholder farmers in the import substitution and industrialization of Ethiopia. The assessment of the current status of the malt barley chain, key players in the chain, supports provided and supports required in the future, competitiveness of the Ethiopian malt barley and key bottlenecks and challenges of the malt barley. Sample survey was conducted with 150 smallholders located in the three zones–Bale, Arsi and West Arsi using purposive sampling. Focus group discussions and key informant interviews were also held with Breweries, Maltsters, Bureau of agriculture, ATA/OACC, private organizations, MFIs and NGOs who are active in supporting the malt barley value chain in the study area. Hence, both quantitative and qualitative data was collected. Quantitative data was scrutinized, summarized, verified, edited and analyzed using latest Statistical Package for Social Science ((IBM SPSS Statistics Version 23). The study disclosed that the new varieties introduced by HEINEKEN in collaboration with ATA and EIAR have revolutionized the malt barley sector in terms of enhancing productivity and quality of malt barley and enchanting the income of farmers. The study found out that the mean productivity per hectare for all malt barley varieties in the three zones is 39 quintals as opposed to 18.7 quintals per hectare in 2013 which is 109% increase. In 2016 purchase season AMF fully got its raw material supply locally and Gondar malt factory secured 30% of its supply. The study estimates that in the 2017 collection season, the expected production for the market is beyond the capacity of the local malting companies and hence need an urgent solution from the government to attract new Maltsters. The local malting capacity covers only 35% of the total national malt consumption during this study and the remaining 65% is import. Local malt barley is 15% more expensive than imported malt barley and local malt is 11% expensive than imported malt. The study found out that almost 99% of the local malt barley is sourced from smallholders and still there is huge potential to use smallholder farmers to realize self-sufficiency and even think of export after some years (Most probably 2021).



The productivity and quality of barley sourced from smallholders is by far greater than that of the large farms that are engaged in malt barley production. Malt barley became one of the key commercial commodities for farmers of the study area and the percentage malt barley sold to the market is increasing from year to year. In 201/16 marketing season, more than 87% of the malt barley produced by farmers was sold to Breweries and Maltsters. It was also found out that the new varieties (90%) are purely used for market instead of consuming it at home. Farmers put in place their own mechanisms of balancing producing for market and for consumption and they confirmed that producing malt barley for the industry do not affect their food security efforts. Compared to the current situation, farmers are looking for the enhanced role of farmers' organization, private organizations and financial institutions in the malt barley value chain and the role of NGOs and government offices should be moderate. Improved seed, finance, pesticides/herbicides, extension support and market linkage are identified as key supports required to realize the self sufficiency of the country. Currently, the role of formal financial institutions in the malt barley is meager – only 4% of the respondents indicated that their source of credit is from formal financial institutions (MFIs). It was found out that irrespective of the contract they have about 58% of the respondents store their barley for more than 2 months. The reasons forwarded are it is saving mechanisms (sell when cash is needed), speculating/waiting for better price, wait the planting season to sell as seed with higher price and keep for food security/consumption until make sure that the next season looks ok. Hence, the companies pushing for strict delivery time hardly work in the study area. Contract enforcement is hardly available especially with individual farmers. To build sustainable and competitive malt barley value chain, focus should be given to smallholders, enhance their production and productivity, modernize the marketing system and government need to incentivize breweries that are developing local barley chain and using local barley. Currently there is a competitive disadvantage for the breweries that are involved in local barley.

**Key Words:** Smallholder Farmers, Import Substitution and Industrialization, Malt Barley Producers, Arsi and Bale Areas

**The Role of Cooperatives in Empowering the Rural Women: the case of  
Shusha Rural Saving and Credit Cooperative Union, GenaBossa,  
SNNPR, Ethiopia**

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Since women make up the majority of the world's poor, meeting poverty reduction goals requires addressing women and their socio-economic empowerment. Women empowerment, as a policy approach, uses different mechanisms to empower women; out of which organizing women into cooperatives is attracting the attention of many organizations. Thus a study was conducted to assess the role of rural primary Saving and Credit Cooperative on women's Empowerment in GenaBossa, SNNPR, Ethiopia. The methodology used was two stage simple random sampling techniques in which 160 cooperative member women respondents were drawn. In addition, FGDs, key informant interviews and secondary data were also used to collect the necessary information. Data analysis was done by using descriptive statistics such as frequency mean and percentage. The results of the study indicate that there are socio-economic benefits for women participating in RASCCOs through providing loan, and training enable the members to perform income generating activities; which help them to increase their income, saving and relatively decision making power. The result shows that participation in cooperative services has a positive impact on empowerment of women. This is also an indication, being organized into cooperatives is very important for women to improve their socio-economic condition in rural areas. However, rural problems are multidirectional which are interrelated and linked to each other which were observed that hinder the RUASCCOs on women empowerment. Therefore to empower women the RUSCCOs work in collaboration with different partner organizations that have great stake in the local area.

**Key Words:** Cooperatives, Empowering the Rural Women, Shusha Rural Saving and Credit Cooperative Union, GenaBossa, SNNPR

## **Evaluation the Impact of World Vision Ethiopia, Water, Sanitation and Hygiene Project on the Community: the Case of Amhara Region, West Gojam Zone, Jabi Tehnane Woreda**

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Water is life. It is a basic need for human being welfare. Adequate domestic water supply is an entry point to sustainable development. However, approximately 780 million people, 11% of the world's population, remain without safe drinking water, and over 2 billion or 37% of the world's population remain without safe sanitation methods. To solve this basic problem of the community governmental and non-governmental organizations have been implementing water supply and sanitation projects so far, many lack sustainability due to improper management. This is attributed to the implementation modalities and the level of community engagement .Among the Non-governmental organizations World Vision Ethiopia/WVE/Is the primary international NGO in the Amhara region and Jabi Tehnane Woreda in particular engaged in water supply, sanitation and hygiene works. Accordingly Study were conducted to evaluate the impact of world Vision Ethiopia, Jabi tehname ADP water, sanitation and hygiene project on the community. The study fallowed quantitative and qualitative survey. To make this real a random sample of 40 villages were selected from 39KAs and then a total of 400 households (10 households from each cluster) selected using systematic random sampling. The focus group were also organized to address grass root beneficiaries composed of Kebele leaders and user community. Literature review is part of the evaluation which considered review of reports of government and WVE. The project implementation strategy of WVE primarily emphasized working with partners, especially with government offices and through Community participation. The discussion with FGDs shown as that WVE have solved their critical water shortage problem and enhanced their sanitation and hygiene practices. The community has participated in WVE project in various ways, in kind, in Cash and in labor during water supply scheme construction and sanitation and hygiene campaign. The evaluation study found that WVE Jabi Tehnane Area Development program has improved the potable water coverage from 51.62% in 2007 to 54 %. While the review of secondary data shows improvement from 42 % in2007 to 66.36 % in 2016.WVE alone have contributed for 13% increment in water coverage by constructing 165 water schemes which benefited 26,500 populations. Sanitation facilities improved from in 50% to 88.5 %, this show 38.5 % increment in private latrine coverage. Regarding community led total sanitation out of 39 KAs 35 have declared open defecation free. The hygiene practices have also improved. The survey found out that 57.3 % of respondents wash hands with soap. While 81 % of the respondents wash their hand at least at four critical times. Diarrhea among under 5 children reduced from 32 % to 29 %.

**Key Words:** Impact of World Vision Ethiopia, Water, Sanitation and Hygiene, Project on the Community of Amhara region, West Gojam Zone

**Economic Strengthening Intervention for Food Security and Poverty  
Reduction: the case of Urban HIV and AIDS Nutrition and Food  
Security Project participants in Dessie**  
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Urban poverty is a widely and deep-rooted problem in both large and small cities of Ethiopian urban areas. Focus on people living below the poverty line, and livelihood support aims to diversify and improve household level income in the long run considered as core principles for reducing vulnerability and poverty, and promoting more productive livelihoods. Therefore, Economic Strengthening (ES) intervention were implemented under Urban HIV and AIDS and Nutrition and Food Security (UHANFS) project towns, where Dessie city became the one to be covered by the program; and also purposefully selected for this evaluative study. The major objective of this research was to assess effectiveness of the ES intervention towards achieving food security and poverty reduction of its project participants. To conduct the study, from total 340 ES participants, 77 of them selected using systematic random sampling from first (2012) and second (2013) project batches that already received full package of the intervention by 2015 and 2016, respectively. To determine change on food security status, food consumption score (FCS) method was used as a tool to categorize by four FS status; and to assess status of poverty, poverty line against income per person per day using World Bank's Purchasing-Power Parity (PPP) conversion was administered, which become 13.87 ETB as cut-off point. Results of the study pronounced that 64 (83.1%) become food secured; 94.8% escaped the poverty line; and 72 (93.5%) of microenterprises' performance achieved improvement. Hence, the study concluded, the ES intervention was an effective intervention, which was well designed and suited for its urban impoverished participants restrained by PLHIVs status (100%), gender (80%) and illiteracy (31.17%) but succeeded to improve their livelihood. Despite the attained successes, the ES participants were surrounded with bottleneck determinant variables, for example inaccessible credit services from MFI (58.5%) and inconvenient working premises (40%). The research, hence, speaks out that Business Development Services (BDS) facilitation should be ensured for the ES participants as well as for other disadvantaged population groups to assist them establish and expand microenterprises combat urban poverty.

**Key Words:** Economic Strengthening, Intervention for Food Security, Poverty Reduction, Urban HIV and AIDS, Nutrition and Food Security, Project participants in Dessie

**Assessing the Contribution of Agricultural Cooperatives to Poverty Alleviation in the case of Gechi District, Ilubabor Zone, Ethiopia**  
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Poverty is a major social and economic problem of many countries including Ethiopia. Cooperative is established throughout the country, especially in the rural areas of the country so that the people voluntarily come together to work in collaboration to solve their social & economic problems in their communities and beyond as much as possible. The study is conducted with the main objective of assessing, the contributions of farmers' cooperatives to Poverty alleviation. The study used primary data from household survey, key informant interview to get background information and investigate the contribution of the agricultural cooperatives. Secondary data is also used to supplement the primary data. Descriptive statistics was used to analyze the personal characteristics of the respondents. The Foster-Greer-Thorbecke (FGT) Poverty Measure Model was used to assess poverty level and its variation among members and non-members of the cooperatives. The study found that agricultural cooperative highly contributing in poverty reduction by playing tangible roles. These includes accessing the poor rural community to get loan so as they engage on different income generation activities, providing different agricultural inputs and home consumption items in their vicinity, likewise, buying different produces from the producers with good price by avoiding brokers/middlemen who run for only their benefit. Even though the cooperatives have some challenges that should be worked on further to solve for more success. And to do these there must be collective efforts of all concerned bodies to find appropriate solution.

**Key Words:** Contribution of Agricultural Cooperatives, Poverty Alleviation, Gechi District, Ilubabor

**The Role of Agroforestry Practice for Sustaining the Rural Livelihood:  
The Case of Borecha Woreda, Illubabor Zone of Oromia Regional State,  
Ethiopia**

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The depletion of forest and increasing demand for forest products especially of the rural people who depend on the forests for livelihoods have widened the gap between the demand and supply of the forest products in the country. Finding alternative options to increase the supply of forest products to support rural livelihoods have become a fundamental concern. Hence, this study focuses on assessing the practice and role of Agroforestry on the livelihood of rural farming households in selected rural kebeles of Borecha Woreda. In this study Agroforestry adopters, non-adopters and Agricultural and Rural Development office in the woreda were contacted. Primary and secondary data were collected by using structured and open ended interview questionnaires. One hundred forty four (144) households for sample survey, key informants interview and group discussion were the main source of the primary data collected. In addition to this secondary was gathered from various reports and other relevant documents. The collected data were analyzed descriptively and using Statistical Software Package for Social Science (SPSS). The finding of the study indicates that agro pasture is the main agroforestry practice adopted by agroforestry adopters. Fruit, Timber, vegetables, coffee and honey were the main source of cash income of households who adopted Agroforestry when compared to non-agroforestry adopter. In addition to this agroforestry practices saved time for collecting fodder and firewood from the forest to meet their need for firewood and fodder from their farmland/ agroforestry. Therefore, it can be concluded that agroforestry has contributed mainly to the improvement of people's livelihood by assuring food security and financial formation of rural communities in the one hand and also maintaining environmental condition for sustainable use on the other. The livelihood of Agroforestry adopter increased by 15% compared with the non-adopter.

**Key Words:** Agroforestry, Forest Product, Adopters, Non Adopters, Rural Livelihood

**The Effect of Community Saving Self-Help Group Modality on  
Women Empowerment: the Case of Adulala Area of Oromia Region  
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This research was conducted to assess the effect of Yekokeb Berhan community based saving self-help group (CSSG) intervention on women empowerment in Adulala area, Oromia regional state of Ethiopia. A cross-sectional survey was employed. A total of 90 women, 45 women who are members of CSSG and another 45 women who were not members of the CSSGs in the locality participated in the study. The findings of the study revealed that the intervention was instrumental in improving the informational, organizational (influence), financial and psychological assets of the members. The comparison of the two groups in watching television revealed as there is statistically significant difference between the two groups. The CSSG members were also found to have better access and ownership of financial assets. 86 percent of the CSSG members reported having personal savings (other than the savings the CSSG members have at the CSSG) while only 50 of the non-members reported having personal saving. Further, a higher percentage of CSSG members (93 percent) expressed as they are the primary change agents in bringing about the change they desire than the nonmember groups (78 percent). This implies as the CSSG members has higher self-efficacy than the nonmembers due to access to finance and information. Besides, the entire members of the CSSG members reported as they feel very high about having control on decisions regarding their own personal welfare, health and body while only 87 percent of the nonmembers reported the same. This difference is statistically significant,  $\chi^2 (1)=5.6, p<0.05$ . In spite of the above, there was no difference between the two groups on radio listening habit. In addition, there was no statistically significant difference between the two groups members' membership in different groups. Further, the non-members were more active and influential in social activities. The findings of the study suggest the need for further study on the sustainability of the model.

**Key Words:** Community Saving, Self-Help Group Modality, Women Empowerment, Adulala

**Determinants of Rural Female Headed Household's Vulnerability to Food Insecurity: a Case of Omonada District, Jimma Zone, Oromia Regional State, Ethiopia**

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The objective of the study is to examine the determinants of rural female-headed household's vulnerability to food insecurity: A case of Omonada District, Jimma Zone, Oromia Regional State, Ethiopia. For the purpose of the study, primary data was collected from the sample of 200 female headed households in the study area. The study used seven variables namely; family size, family labor, level of education, distribution of family dependency, source of income, farm land size and livestock production. Descriptive statistics was employed to analyze the data. The research result shows that variables such as family size, number of dependent family members, and age of the female-head of the households have direct relationship with food insecurity of FHHs while education level, land holding size, family labor, source of income and livestock production have negative relationship with food insecurity. The annual mean income of female-headed households was analyzed to evaluate the status of female-headed households' food insecurity. The main source of income for rural female headed households were farm activities and non-farm activities, like working as daily laborer, selling fire wood and involvement in petty trade. The annual mean income of non-farm activities is lower (ETB 1313.96) when compared with farming income (ETB 1751.08) for female-headed households in the study area. The study recommends that government should increase family planning scheme in the study area. It also has to promote formal and non-formal education for FHHs to improve their food security. Moreover, policies that encourage income source diversification and access to land for FHHs have to be designed and implemented.

**Key Words:** Female Headed Households, FHHs Income, Food Insecurity and Food Security.



**“Production and Managements of Bottled Drinking Water and Its Associated Plastics and Plastic Bottles Disposal, A case Study in Sabbata Hawas Woreda, Oromia Regional State, Ethiopia”**

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The objective of this study was to investigate/assess the production and managements of bottled drinking water brands and associated plastic packaging or bottles disposals at the production site or factories until retail marketers and end users level in Sabbata Hawas Woreda, Oromia Region, Ethiopia. The study has adopted descriptive and explanatory research types. The data collected through different survey tools were analyzed in relevant software EPI Info Software, Version 3.5.3, Microsoft Excel and interpreted accordingly. Exposing the bottled drinking water products to direct sunlight was termed as bad practice to its quality and the human health by 100% of the respondents and everywhere, the bottled drinking water products were also responded as not protected from environmental influences like heat, moisture, high temperatures by 96.6% of the survey respondents. Regarding, the disposal methods of plastics or the plastic bottles in the survey area, the survey respondents replied as disposing the plastic bottles anywhere by 52.9% The general public or the communities including the survey respondents were not well aware about the negative or positive impacts of the bottled drinking water productions, the management of the bottled drinking water brands and the disposal of the associated plastic bottles or plastic materials by responding as disagree 72.9%.

**Key Words:** Production and Managements, Bottled Drinking Water, Associated Plastics, Plastic Bottles Disposal, Sabbata Hawas Woreda

**Assessment of Loan Repayment and Revolving Fund Status of  
Farmers` Cooperatives: the Case of Libo Kemkem Woreda, South  
Gondar Zone, Amhara National Regional State, Ethiopia  
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Provision of loan to smallholder farmers is one of the strategies of Ethiopia which is believed to withdraw them out of abject poverty. Various outlays for loan provision are established by private, governmental and nongovernmental organizations in Ethiopia through which loans are channeled to the ultimate beneficiaries. Multipurpose cooperatives are among the channels through which loan is transferred to their members in Libo Kemkem Woreda located in South Gondar Zone of Amhara region, Ethiopia. However, the loan repayment performance of these cooperatives is stringed by many problems and discouraging. Therefore, the general objective of this research study is to assess loan repayment and revolving fund status of farmers` cooperatives in Libo kemekem Woreda of Amhara Region, Ethiopia. Three multipurpose cooperatives were taken purposively as samples from which 120 respondents, 60 defaulters and 60 non defaulters, were taken randomly proportionate to their size. Scheduled interview and discussions were held with 120 sample respondents and focus group discussion participants respectively. Furthermore, secondary data was also taken from Libo Kemkem Woreda Cooperative promotion Office. Descriptive statistics such as mean, frequency, percentage, tables and graphs are used for data analysis. The result of the study revealed that the loan repayment performance of the woreda is very weak and the system of revolving fund adopted by NGOs is not working. Various factors are responsible for the weak repayment performance and malfunctioning of the revolving fund system. Demographic factors such as age of borrowers and family size affect loan repayment. Furthermore, socio-economic as well as institutional factors have also played a significant role on the loan repayment performance. Size of land owned by borrowers, their educational level, involvement in alternative off farm income generating activities, lack of supervision, training & incentives, absence of accountability put in place, and other socio-economic and institutional factors affected loan repayment performance. Various measures such as involving farmers in alternative income generating activities, improving the performance of livestock animals, improving the productivity of land, and strengthening of supervision and training on loan repayment by government as well as nongovernmental organizations are recommended in this field survey.

**Key Words:** Loan Repayment, Defaulters, Non Defaulters, Multipurpose cooperatives, Revolving fund

**An Assessment on Causes of Rural-Urban Youth Migration and their Consequences on the Destination Place: the Case of Two Selected Sub-Cities of Addis-Ababa, Ethiopia**

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In recent years the rate of rural-urban migration has become alarming as more people drift into the urban centers every year from the rural areas; it is against this backdrop that this paper examines the causes of rural-urban youth migration and their consequences on the destination place with a reference to two selected sub-Cities of Addis Ababa. A qualitative approach was employed and a survey was carried out amongst 104 youth migrants drawn from Bole and Addis Ketema sub-cities of Addis Ababa specified areas. The analysis indicates that the major causes of rural-urban migration were; mainly, search for employment and because of crop failure. Others migrated in search of better education, as curiosity to be free from family and cultural restrictions, seeking good climate and to use Addis Ababa as a transit to migrate to foreign countries. The analysis also further indicates that some of the problems confronted by migrants in the destination place during arrival were mostly, lack of shelter, shortage of food, lack of medical care and other related consumer items and inability to obtain jobs, secure peace and stability and other social services. It is recommended that the Government should strive to scale up provision of social amenities and required facilities to the rural areas so as to enable rural youths stay in their birth places to be engaged in some developmental activities that would help them find jobs for their livelihoods. In addition to these, vocational training centers should be established in the rural centers for training of the productive youths for self-employment again, in order to curtail the continuous massive migration from rural to urban areas and at the same time to initiate and speed up rural development in all fronts.

**Key Words:** Causes of Rural-Urban Youth Migration, Consequences, Destination Place, Sub-Cities of Addis-Ababa

# **11. MBA-IGNOU**

**Assessment of the Challenges of Livestock Market Linkage between  
Afar Livestock Cooperatives and Export Abattoirs to Enhance  
Competitiveness for Greater Benefit**

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In the Afar region of Ethiopia livestock subsector contributed the greatest share to the agricultural regional real gross domestic product. So, improving the competitiveness of meat export chain is considered to be crucial. Therefore, this study aimed to assess the challenges of livestock market linkage between Afar livestock cooperatives and export abattoirs to enhance competitiveness for the greater benefit. Both primary and secondary data were used for the analysis. The primarily data were collected through structured questionnaire prepared for livestock cooperatives, export abattoirs, government official and traders; whereas, the secondary data obtained from reports published and unpublished documents. Cross-sectional research design was conducted on 25 livestock cooperatives officials, 39 export abattoirs managers, 13 governmental and non-governmental officials and 15 traders and collectors. Purposive sample selection method was employed to select the targeted samples. Jointly, in order to achieve the objectives of this study and thereby to give answer for its problems, quantitative research approach was used by the researcher. Both descriptive and inferential statistics were used to analyze the data. For this purpose SPSS software was used. So, the study found that, quality, market information and supply have a significant impact on competitiveness. However, efficiency market facilities, government structure, access to credit service are not determinants of competitiveness. That is if the cooperatives want to escalate up the meat export industry, they should work more on those three factors. In other word those three factors can make a better livestock market linkage between livestock cooperatives and export abattoir. But, currently the overall findings of this study indicated that the presence of big gapes on those areas.

**Key Words:** Competitiveness, Export Abattoirs, Livestock Cooperatives, Livestock Market Linkage

**Assessment of Time and Cost Overruns in Construction Projects:  
The Case Study at Defense Construction Enterprise  
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In DCE the number of construction projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost and time. Taking this into consideration, time and cost overruns is one of the major problems in the construction projects. Therefore, this research is carried out to make assessment on the factors that cause time and cost overruns of construction projects, their effects and resolutions. Questionnaire survey together with desk study was used to collect data on time and cost overruns. Desk studies of 10 completed construction projects were investigated, and from the analysis it was found that 100% of the construction projects suffered by both time and cost overruns. The rate of time overrun ranges from a minimum of 13% to the maximum of 181% of the contract time, and cost overrun ranges from a minimum of 1% to the maximum of 47% of the contract amount. A total of 48 questionnaires were distributed and collected from DCE managers, team leaders and experts. From the analysis of the questionnaire response, the top main significant causes of time and cost overruns are less emphasis to planning (MS: 2.92), poor contract management (MS: 2.88) and poor pre planning process (MS: 2.88). The top ranked effects of time and cost overruns identified by this research are the contribution of the construction industry to the growth of national economy of the country will be less (MS: 2.75), delayed payments to contractor (MS: 2.75) and inability to deliver value for money (MS: 2.67). The top ranked resolution methods recognized by the respondents are timely progress control, schedule control, cost control, resource control by comparing with the completion date and cost (MS: 3.33), assign competent personnel (MS: 3.13) and effective strategic planning (MS: 3.00). Finally, the study recommended DCE to have committed leadership and management, timely decision process, advanced contract and project management, systematic control mechanism and effective and efficient strategic planning and management.

**Key Words:** Time Overrun, Cost Overrun, Cause, Effect, Resolution,

**Corporate Social Responsibility and Its Impact on Profitability: a Case Study of Oil MNCS in Ethiopia TOTAL, OILIBYIA, AND KOBIL**  
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The study examined the relationship between CSR and profit and the impact of CSR on profitability of the selected Oil and Gas distributing Multi-National Companies in Ethiopia. The objective of the study was to determine if there is any significant relationship between social responsibility cost and corporate profitability in the selected business firms. The study was based on the stakeholder theory of social responsibility which emphasized the need for a corporate organization to satisfy the requirements of various interest groups. Exploratory research design was employed together with correlation method to test the hypothesis and determine whether there is significant relationship between social responsibility cost and corporate profitability in the selected firms. Findings revealed relationship between social responsibility cost and corporate profitability. Therefore, the study concluded that social responsibility is vital to organizational performance. It is recommended that firms in Ethiopia endeavor to increase their commitment to social responsibility by allocating funds proportional to their income in social responsibility schemes. Business organization should make efforts to organize and assign a responsible section and staff to carry-out and periodically report status to internal and external stakeholders. Government authorities and civic groups should periodically assess the CSR activities of business operations to ensure adherence to various laws and guidelines.

**Key Words:** Corporate Social Responsibility, Impact on Profitability, Oil MNCS in Ethiopia, TOTAL, OILIBYIA, AND KOBIL

## **A Study of Supply Chain Management (SCM) Practices & Performance at Ambassador Garment & Trade PLC**

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Supply chain management (SCM) is a key strategic factor for increasing organizational effectiveness and for better realization of organizational goals such as enhanced competitiveness, better customer care and increased profitability. Supply chain management practices (SCMP) are defined as the set of activities undertaken by an organization to promote effective management of its supply chain. This paper develops a framework showing the effect of the four constructs of SCMP (strategic supplier partnership, customer relationship, level of information sharing and quality of information sharing) , and tests the relationships between SCM practices, competitive advantage and organizational performance. Data for the study were collected from the firm under study from its head office 51 and 39 respondents from branches within Addis Ababa. Sample sizes were determined by Krejcie, R & Morgan rule using purposive sampling technique. Questionnaires administered and were coded and entered the SPSS. The relationships proposed in the framework were tested using Pearson correlation coefficient and casual relationships were analyzed using regression analysis. Research findings indicate that SCM practices have positive effects on competitive advantage and organizational performance. Further, SCM practices have very strong, positive relationship with competitive advantage, and weak, positive relationship with organizational performance. With respect to the relationship of competitive advantage with organizational performance, the study concluded that there is positive, but weak relationship is resulted. However, in various studies competitive advantage can have a direct, positive effect on organizational performance. Hence, to strengthen and move ahead in marketing and financial performance within a period of time through organizational performance, it is advisable for the firm to give more importance to develop strategic capabilities to link SCM practices to the dimensions of competitive advantage. Furthermore, It is highly recommended that a comprehensive research effort be undertaken having gone through the limitations of this study.

**Key Words:** Supply Chain Management Practices, Competitive Advantage, Organizational Performance



**Brand Naming Practices: An Assessment of Hotels in Addis Ababa**  
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A brand in general and brand name in particular form the perception or personality consumers attach a company. A brand name is a core indication of the brand. Therefore a careful selection of a brand name could communicate various product or service attributes desired by the producer/provider like ruggedness, sophistication, friendliness or sincerity. For the hotel industry in particular, the brand name is an integral component of all marketing efforts. Research also suggests that a hotel's brand name should be intense and vibrant that is able to relate to multiple levels of the senses while at the same time serve as a reminder of pleasant experience. Despite the rapid growth of the hotel industry in Addis Ababa, a peculiar observation suggests that a well thought of branding/brand naming practice is not in place. This research therefore tried to understand the brand naming practice of hotels in Addis Ababa with the aim of improving the practice. A questionnaire was used to gather information about the importance of brand names from owners/managers and the process they used to develop the brand names for their hotels. Another set of questionnaire was used to understand how the brand names of those hotels were perceived by their clients. The findings indicate that owners/managers associate a lot of importance to the brand name but do not actually think guests use it to choose hotels. It was also found that majority of them use no particular process to develop a brand name. On the other hand, guests indicated that brand name is very helpful for the selection of a hotel but is does not particularly apply to the hotels they selected implying that the names being developed by owners/management are not distinctive enough to assist in the selection of a hotel by guests.

**Key Words:** Brand Naming Practices, Hotels in Addis Ababa

**Practices and Challenges of Knowledge Sharing at  
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This paper gives an overview of challenges and practices of knowledge sharing in Ethiopian Management Institute. Statement of the problem has been clearly set. Based on the problem statement, research questions and objectives have been identified. Further, based on the problem statement and research questions, critical literature has been reviewed. As indicated in the literature review, knowledge not capital is the key to sustained economic growth and improvements in human well-being. As a result, knowledge sharing is now increasingly viewed as an essential element for successful and effective development cooperation. Knowledge sharing is a process of communication between two or more participants involving the provision and acquisition of knowledge. Knowledge sharing is the process by which individuals exchange tacit and explicit knowledge in order to create new knowledge. The main benefits of effective knowledge sharing are enabling better and faster decision making; making it easy to find relevant information and resources, reusing ideas, documents, and expertise. In addition, avoiding redundant effort, avoiding making the same mistakes twice; taking advantage of existing expertise and experience, promoting standard, repeatable processes and procedure Moreover, providing methods, tools, templates, techniques, and example; making scarce expertise widely available as well as showing customers how knowledge is used for their benefit, etc. The necessary conditions for knowledge sharing are system and process, leadership, organizational culture and technology. Based on the findings arrived upon in this work, there is an understanding gap among the leadership as well as within each directorate and among consultants regarding what the concepts of knowledge management (KM) and knowledge sharing (KS) mean. In addition, systems and processes which are critical to the successful implementation of a system are not in place. Work culture and environmental problems are also major challenges for knowledge sharing in the institute. Moreover there is a gap in the proper usage of technology in the process of knowledge sharing. In general it can be concluded that knowledge sharing at the institute has not received the attention it needs and much has to be done to bring the culture needed at the institute. Based on the identified gap, appropriate recommendations are suggested.

**Key Words:** Knowledge Management, Knowledge Sharing, Knowledge Sharing Culture, Knowledge Management Systems and Processes,

**Practices and Challenges of Knowledge Sharing at Ethiopian  
Management Institute  
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This paper gives an overview of challenges and practices of knowledge sharing in Ethiopian Management Institute. Statement of the problem has been clearly set. Based on the problem statement, research questions and objectives have been identified. Further, based on the problem statement and research questions, critical literature has been reviewed. As indicated in the literature review, knowledge not capital is the key to sustained economic growth and improvements in human well-being. As a result, knowledge sharing is now increasingly viewed as an essential element for successful and effective development cooperation. Knowledge sharing is a process of communication between two or more participants involving the provision and acquisition of knowledge. Knowledge sharing is the process by which individuals exchange tacit and explicit knowledge in order to create new knowledge. The main benefits of effective knowledge sharing are enabling better and faster decision making; making it easy to find relevant information and resources, reusing ideas, documents, and expertise. In addition, avoid redundant effort, avoid making the same mistakes twice; taking advantage of existing expertise and experience, promoting standard, repeatable processes and procedure. Moreover, providing methods, tools, templates, techniques, and example; making scarce expertise widely available as well as showing customers how knowledge is used for their benefit, etc. The necessary conditions for knowledge sharing are system and process, leadership, organizational culture and technology. Based on the findings arrived upon in this work, there is an understanding gap among the leadership as well as within each directorate and among consultants regarding what the concepts of knowledge management (KM) and knowledge sharing (KS) mean. In addition, systems and processes which are critical to the successful implementation of a system are not in place. Work culture and environmental problems are also major challenges for knowledge sharing in the institute. Moreover there is a gap in the proper usage of technology in the process of knowledge sharing. In general it can be concluded that knowledge sharing at the institute has not received the attention it needs and much has to be done to bring the culture needed at the institute. Based on the identified gap, appropriate recommendations are suggested.

**Key Words:** Knowledge Management, Knowledge Sharing, Knowledge Sharing Culture, Knowledge Management Systems and Processes,

**Assessment of Logistics Management Collaboration on Company  
Competitive Advantage: The Case of Moenco**

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Internal excellence is not enough anymore; there is also a need for external excellence in the whole supply chain. The supply chain lies no longer with an individual company. Either it will not be able to be managed separately. Professions became so specialized and time to market is one of the most important aspects of competitiveness. As a result, organizations have become aware of the fact that working alone is almost impossible. The purpose of the study is to assess and/or investigate the possible difficulty or gap in the logistics collaboration for company competitive advantage. The researcher used both primary and secondary sources of data/information. Primary data sources have been collected through Interviews and Questionnaire (empirical study), while secondary data sources were collected through extensive literature reviews. In order to select sample respondents, the study used a purposive and stratified sampling technique. Management of MOENCO focuses more on building relationships basically to influence supplier's quality and sharing technology. Majority of the respondents said trust and commitment is pushing MOENCO to collaborate from among various factors. As it is revealed by the study, trust and commitment, two-way communication and right mix of channels has been used as a remedial measure by the company since yet to cure the failed collaboration. However, significant effect has not been seen. Besides this, failure to reach a common understanding, prioritizing self-interest, and difference in opinion significantly affect the company logistics collaboration management practice.

**Key Words:** Logistics Management, Collaboration, Company Competitive Advantage, Moenco

# **12. Economics**

**The Influence of Micro Finance Institution on the Development and Performance of Micro and Small Business Enterprises in Addis Ababa (Ethiopia)**

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Micro and Small Enterprises are engines for both developing and developed countries according to their SMEs definitions but many developing countries SMEs face major challenges in Africa and also in Ethiopia, is formulating appropriate development strategies that will capture the financial service requirement of Micro, Small and Medium Enterprises which will accounts 80% of the business sector. Delivery of credit for Small and Micro Enterprises for developing countries like Ethiopia is increasingly being viewed as a strategic means of assisting the working poor society. Over ten years a considerable amount of multi and by lateral support has been channeled in to micro finance in Ethiopia (Addis Ababa) with a varying degree of success. Like all development intervention evaluation and impact assessment studies to ascertain achievement and failures of this programs would help a lot for further programs design in Ethiopia(Addis Ababa), the SMEs sub-sectors has tremendous growth in terms of income, capital accumulation, employment opportunity, business diversifications, up grading capital goods etc. The Small and Micro Enterprises has there for attracted great attention of financial services providers to extend a range of financial offer for this target groups. However, little is still know of contribution of Micro Finance Institutions for the development and performance of the Small and Micro Enterprises. The study sought to establish the influence of Micro Finance Institution on the development and performance of Small and Micro Enterprises in Addis Ababa (Ethiopia). The study employed both qualitative and quantitative data analytical methods, and a multiple regression was run to estimate the effect of Financial Institutions on the development and performance of Small and Micro Enterprises to source of credit and contributed to their development and performance in terms of productivity, competitiveness, profitability, introducing new technology, up grading capital goods, in increasing their market share and diversifying their business. It is recommended that there is a need of institutionalized public-private partnership for crating conducive business working environment for SMEs operations this will reduce on the numerous constraints challenging Small and Micro Enterprises so as to make the national benefits from their overall contribution to poverty reduction and creating employment opportunity. Thus the government and MFIs should develop the quality and accessibility of the service of supporting institutions by assigning employees that have accurate knowledge in the specific area to identify the SMEs gaps and to provide continuous follow up of the development and performance of Small and Micro Enterprises.

**Key Words:** MSEs, MFIs, Development, Performance, Collateral, Credit service, Financial Service

**Determinants of Foreign Direct Investment in Ethiopia:  
Time Series Analysis  
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Numerous studies in recent years have focused attention on the determinants of foreign direct investment in developing countries. This paper contributed to this body of knowledge by filling a noticeable gap. Principally, this paper examines the determinant of foreign direct investment in Ethiopia for the period 1981-2014. In recent years, most developing countries have liberalized their trade and attempted to create enabling environment to attract Foreign Direct Investment (FDI). Ethiopia, like many developing countries, have taken remarkable measures towards liberalizing trade and the macroeconomic regime as well as introducing some measures aimed at improving the FDI structural and regulatory framework. The study gives an extensive look at the theoretical underpinnings and conducts empirical analysis across various developing countries to establish the determining factors of FDI in Ethiopia. The results showed that real GDP (Gross Domestic Product) and liberalization, among others, have positive impact on FDI. On the other hand, macroeconomic instability, real effective exchange rate, adult illiteracy rate and poor infrastructure are found to have adverse impact on FDI. These results entail that liberalization of the trade and regulatory regimes, stable macroeconomic and political environment, and significant improvements in infrastructure are indispensable to attract FDI to our motherland. On the other hand, the annual capital flight out of the country is also found to be significant in this study.

**Key Words:** Foreign Direct Investment

**Assessment of Urban Development Indicators (UDIs) of  
Addis Ababa City Administration  
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Developing countries require better information about where investments in programs to improve the achievement of development efforts that should be focused on growth and welfare dividends. This requires evidences from performance measurement and evaluation. To know how well the integrated urban development program and policy reforms actually work in practice, city government of Addis Ababa needs to devote greater attention to selecting reliable indicators and appropriate research design needed to conduct evaluation. This project report develops a performance measurement and evaluation framework for systematically evaluating the performances of integrated urban development initiatives, good governance and policy reforms undertaken over recent years. Offering an accessible account of the fundamentals of evaluation, the thesis explains the need for indicators to measure relevant outcomes of concern and research designs to support interferences about the extent to which an integrated urban development initiatives, and good governance and policy reforms have actually caused any change in the measured outcomes. It tries to develop multidimensional indicators for performance measurement and then conduct assessment, taking the case of Addis Ababa over the last five years. The thesis argues that holistic changes in economic, social, and environmental dimensions attributes to changes in institutions and governance system as well as policy reforms undertaken by concerned bodies including the shortcomings. It developed a number of indicators for different sectors and service categories for measuring and evaluating outcomes of sustainable urban development initiatives.

**Key Words:** Urban Development Indicators, Addis Ababa City Administration



# **13. Public Administration**

**The Role of Civil Society Organizations in Sustainable Development and Poverty Reduction: the Case of Dire Adwa Administration**  
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Sustainable development and poverty reduction is not come overnight; it is a progress which needs strong integration effort of all stake holders. There are several actors that involve in achieving sustainable development and reduction of poverty in Ethiopia as a whole and particularly in Dire Adwa Administration. Mostly the government, CSOs and privates sectors are the primary actors in sustainable development and poverty reduction. In this study paper, the researcher have focused on the role of CSOs in sustainable development and poverty reduction through analyzing and interpreting the primary data collected from CSOs respondent, beneficiaries of CSOs and respondents of concerned government bodies in Dire Adwa Administration. Regarding the research methodology, the researcher has used both quantitative and qualitative methods of data collection that involved in questionnaire and interviews. The CSOs have come up with several challenges which hinder sustainable development poverty reduction these are; dependency of CSOs on donors for budget, untimely occurring of natural disasters or climate change, deep-rooted and complex problems of poverty, dependency syndrome of the beneficiaries, geographic setting of the target area and also less attention was given to IGA programs. Therefore, even if sustainable development and poverty reduction will not become overnight, so CSOs should strength their collaboration with the concerned government bodies and also the concerned government bodies should support, create more conducive environment and give up-to-date information to CSOs to solve the problems of duplication of effort and dependency syndrome in order to achieve sustainable development and reduction of poverty in the Administration.

**Key Words:** Role of Civil Society, Organizations in Sustainable Development, Poverty Reduction, Dire Dawa Administration

## **The Significance of Democratic Decentralization the Case of Amhara Regional State of Ethiopia**

**Abebaw Bekele, St. Mary's University, Email:rakmo.smu@gmail.com**

This study attempts to investigate the significance of democratic decentralization in the case of Amhara Regional State of Ethiopia. The study presents the contribution of decentralization in promoting regional development. Both qualitative and quantitative approaches were employed to collect the data for the study. The instruments used to collect the data are interview and focus group discussion. Primary and secondary data were collected from different actors of the Region as well as official reports and documents were consulted from regional, zonal and Weredas sector offices. The analysis was supported by literature, legal and official documents. The Major findings focused on health, education, agricultural extension services and political powers of regional Councils and their duties were depicted as follows. On average, the services in health, education and agricultural extension have increased from year to year. The community participation in socio-economic development activities has increased and their major contribution were focused on cash, material and labor for the construction of health centers, schools, farmer training centers, potable water points and rural roads. The study reveals that the kind of services that were provided to each zone is unbalanced and it differs from zone to zone and woreda to woreda due to the capacity of the leaders in mobilizing human and financial resources. The regional government is dependent on the federal government to cover their expenditure needs. Decentralization enables and increases the involvement of the community in political and development issues. On the other hand, the study reveals that there is no space for participation of different political parties at zonal, woreda and Kebele. This results in the lack of debate on policy issues and policy alternatives from political opponents that is in favor of the people. The study also presents evidences that the powers and duties of zonal and regional Councils are very weak to decide on issues under their jurisdiction because of the dominance of the executives.

**Key Words:** Decentralization, Health, Education and Agricultural Extension

**An Assessment of Performance Appraisal Practice in Pyramid Resort,  
Debrezeit, Ethiopia**  
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Performance Appraisal (PA) helps in measuring and evaluating performance of the employees in an organization. The purpose of this paper was to assess the Performance Appraisal Practice of Pyramid Resort. Questionnaire and interview were used to collect the necessary data. The data gathered has been analyzed using tables, graphs, percentages. According the findings of the study employees were evaluated by immediate supervisor and by both the manager and immediate supervisor and finally it is approved by senior managers. The company's major problems identified from the data collected are on frequency and timing of evaluation, lack of knowledge about the purpose and objective of evaluation, non-existence of linkage b/n the evaluation criteria and the actual job, lack of ability to evaluate, non-participatory performance evaluation criteria and absence of training and discussion about the evaluation method are the major problems identified. Based on the problems recommendations are suggested.

**Key Words:** Performance appraisal practice, Pyramid Resort, Employee Appraisal

**The Contribution of Girl's Participation in Primary Education to  
Women Empowerment**  
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Educating girls is one of the most important investments that any country can make in its own future. In the life of a girl student, the academic pursuit is mostly emphasized as deemed to be an only key to her success in life. Among the successes girls' empowerment through their participation in co-curricular activities beside the academic performance is a major attribute. This study assessed contribution of girls' participation in primary education towards women empowerment from private and public schools. Teachers, school principals and girls students involved in the research. The major factors affecting girls' education and participation role in primary education towards women empowerment categorized under Home- Girls - School- Student titled matrix form. Four factors will weaken or improve girls' empowerment in school. The study found out that girls' participation plays a great role in contributing to women empowerment. Primary school is foundation stage. Thus, the linkage among primary level grades; primary to secondary and secondary to preparatory should not be broken. The girls' empowerment theoretical framework is produced as result of the study which has four integrated components- mind development, co-curricular activities, safe and secures environment and school- teachers' high involvement. Education strategies should encourage, widen co-curricular activities and provide all necessary facilities.

**Key Terms:** Co-curricular Activities, Education, Girls' Empowerment, Girls' Participation

**Impact Assessment on the Implementation of Human  
Resource Information System in the Case of Plan International Ethiopia  
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The study was carried out to assess the impact of Human Resource Information system implemented in Plan Ethiopia on Human Resource functions and other operations. Fifty (50) Supervisors/ staff working in the country and field offices were purposively selected for the study. The researcher has used questionnaires and structured interview on the selected staff to ensure that expertise were part of the study. The study findings indicated that, HRIS provides information and guidelines for the operation of Human Resource functions, HRM is still a caretaker of employee records, and however, the existence of an HRIS, makes this information readily available and useful for managerial decision making. The system is able to produce more effective and faster outcome than that can be done on papers. HRIS can acquire and track almost any type of data and produce reports depending on queries. Some of the effects of HRIS are that it has brought about an improvement in the overall HR functions of the organization not only in administration work but also on other core functions. On the whole, HRIS, increases the efficiency of HR function, has helped to contribute the potentials of HR Department towards the organization, strengthen appraisal performance, recruiting, helps in decision making, performance record, employee self-service, Manager Self-service, reduced HR cost and increased an administrative efficiency. Nonetheless, it is noticed that the system is not fully operationalized in a way that makes the organization as competitive as it should be. Thus, the study suggested that it may require further research undertakings.

**Key Terms:** Human Resource Information System, Human Resource Management, Human Resource planning, Pan International Ethiopia

## **Assessment of Women's Empowerment in Selected Ministries of Ethiopia**

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Women play a critical role in Ethiopia; they are in all segments of society and undertake the majority of household related tasks. Over the last decades the contribution of women make to society and economic growth in Ethiopia has increasingly been recognized and appreciated. However, some challenges in achieving gender equality and women's empowerment remain and a lot of works still needs to be done. It is well recognized that, the Federal Republic of Ethiopia has made tremendous efforts towards gender equality and the empowerment of women. The Constitution of Ethiopia, adopted in 1995, assures women of equal rights with men in every sphere and emphasizes affirmative action to remedy the past inequalities suffered by women, to address this disparity the Federal Civil Servants Proclamation 515/2007 calls for the preference to be given to female candidates in the process of recruitment, promotion and deployment, and he proclamation also entitles women to maternity leave of 90 days and protects their right to work and free from sexual violence and there forms of gender discrimination. The directive on selection and recruitment also calls for the inclusion of female civil servant in the recruitment committees and to advocate for further recruitment of women, among others. However, it is evident that women's are still facing vast challenges in their working environment, they are still underrepresented in managerial positions; therefore the aim of this research is to analyze existing policy frame works, gender mainstreaming guide lines, implementation and limitation of women's empowerment policies and strategies. The researcher will also try to analyze women's participation in the decision making process, their capability, commitment and favorable situation in leadership roles and their involvement in key organizational activities and their access to information regarding issues concerning them such as gender related and women's empowerment issues.

**Key Words:** Women's Empowerment, Selected Ministries of Ethiopia

**The Issues of Impartiality under UN Peacekeeping Mission  
In Cote D'ivoire Special Reference with Abidigan, Case Study  
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The latest phase of the conflict came to a head after the principal parties disputed the results of the long-postponed presidential election of 28 November 2010. Thereafter armed conflict reignited between the supporters of incumbent President Laurent Gbagbo and his challenger Alassane Ouattara. Within days of Gbagbo claiming an election victory, ECOWAS and UN Secretary General concluded that Ouattara had in fact prevailed, yet Gbagbo and his supporters refused to step aside. Fighters from both sides began to commit atrocities. Consequently, On 30 March the Security Council unanimously passed Resolution 1975. This recognized Ouattara as president, condemned Gbagbo's refusal to negotiate a resolution, and authorized UNOCI to 'use all necessary means' to protect civilians, including by 'preventing the use of heavy weapons against the civilian and also to maintain peace and security. The research conducted by the researchers would use his own memoir and visit post-conflict scars and trauma that were recorded while the conflict was taking place in Côte d'Ivoire; disputes about citizenship and ethnicity resurfaced; both sides used violence and intimidation, and dozens were killed in pre-election violence. Using this Gbagbo imposed a curfew during the election. When Ouattara supporters in Abidjan took to the streets to oppose the move, security forces opened fire, killing five people and injuring many others. In the meantime, the Constitutional Council declared that there had been massive vote-rigging in the north and cancelled 660,000 votes for Ouattara, thereby handing the election to Gbagbo. On 16 December security forces fired on demonstrators, leaving at least eleven civilians dead. There were two main dynamics of post-election violence: urban repressive violence directed against demonstrators, northern Muslims and West African nationals by Gbagbo's forces; and rural violence between indigenous and ethnic minority groups in the country's west, which followed a spiral pattern of reprisals. Upon escalation of the conflict and rising civilian casualties, UNOCI and the French troops highly made joint act against pro Gbagbo forces repeatedly in favor of Ouattara. So its act made by both forces raised a clear question of impartial peacekeeping operations taking place in Côte d'Ivoire. Therefore, this case study paper discussed UN peacekeeping impartiality in operational facts of the Côte d'Ivoire.

**Key Words:** Impartiality under UN Peacekeeping, Mission in Cote D'ivoire Special Reference with Abidigan, Case Study



**Analysis of the Factors Affecting Job Satisfaction: the Case of Ethiopian  
Evangelical Church Mekane Yesus Development and Social Service  
Commission**

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This study will be to analyze the important factors affecting employee job satisfaction in the faith based organizational context in Ethiopia. In order to achieve the excellence in services and better accomplishment, the dynamics that is more effective for increasing job satisfaction of employees in the case of Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission. A Job Satisfaction factors will identify for improvement based on theories supporting factors in job satisfaction, and to investigate to what extent this organization satisfies its employees. For this purpose, using a standard research methodology after extensive related literature review, this research examines Job Satisfaction theories supporting factors, while the effects were examined in terms of the major factors. Therefore, the results of this study not only were the previous theory formed by various researchers, but the finding indicates that the intrinsic factors with the highest effect on job satisfaction were less important affecting factors, while, some other extrinsic factors were placed high importance or higher affecting factor on the study. And it has adverse consequences on the employees' performance and organizational commitment. The thesis concludes with suggestions to increase job satisfaction levels in order to light the way for the future studies for the improvement of job satisfaction of their employees.

**Key Words:** Factors Affecting Job Satisfaction, Ethiopian Evangelical Church, Mekane Yesus Development, Social Service Commission

**The Importance of Human Resources Metrics in Recruitment Process:  
Case of Child fund Ethiopia  
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The aim of the study was to examine the impact of Human Resource (HR) Metrics towards human resource performance measurements specifically recruitment at Child Fund Ethiopia. HR metrics quantifies the HR activities in numbers and evaluates the HR function like recruitments and help align with the other departments' objective. The study explores the existing recruitment system at Child Fund Ethiopia to identify gaps. The study focused on the time to fill, cost per hire, promotion speed of new entrants and turnover analysis for the FY 2015/16 to 2016/17. It also explores quality of hire. Here two instruments were used to gather data namely questionnaires and document analysis. The questionnaires distributed were two types; one for all employees and the other was for managers only. A total population of respondents participated in the study. The secondary data (documents) were purposely selected i.e. FY July 2015 up to June 2017. The data gathered using a qualitative method was analyzed. The selected documents for the study were also thoroughly analyzed. The study established that HR metrics has the potential to contribute significantly to the improvement of recruitment and other relevant HR performance at Child Fund Ethiopia. As the main finding of the study revealed there is a mismatch of HR staff vs. total employee and number of recruits and high turnover. The study also reveals the strengths and weakness of recruitment at Child Fund Ethiopia. A significant strategy identified in this study recommends the need to match HR activities with HR staff for good quality of hire and acquit employees with better salary and benefit to minimize turnover.

**Key Terms:** HR Metrics, Time to Fill, Cost per Hire, Quality of Hire, Promotion Speed for New Hires and Turnover

**The Role of Civil Society Organizations in Poverty Reduction and  
Development Promotion the Case Oromia Region of West Shoa Zone  
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The purpose of this study is to investigate the impact of the different programs and projects planned and executed by both civil society /NGO/ and Concern Oromia in the wellbeing of the beneficiaries in particular and the contribution they made to the poverty reduction efforts of the country. In light of this, secondary data collected from different documents with data collected through questionnaire administered and interview conducted were used to make the paper sound. Simple random sampling design was employed to select the sample respondents from the total population. The collected data has been analyzed qualitatively and quantitatively using statements, tables, figures and percentage. The study result shows that the poverty reduction programs executed by both organizations have brought significant change in the poverty status of the program beneficiaries. The researcher concludes that there is immense contribution made by civil society /NGO/ and Concern Oromia in the poverty reduction efforts of the country. Moreover, this paper highlights the major problems both organizations have faced in their program implementation period.

**Key Words:** The Role of Civil Society Organizations in Poverty Reduction and Development Promotion in the Case Oromia

# **14. Political Science**

**The Role of Ethiopia in Conflict Resolution in the Horn of Africa:  
The Case of Somalia (since 1991-present)  
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This study attempted to critically analyze the underlying causes of the civil war in Somalia. It focuses on identifying the primary and secondary actors in the Somalia conflict, examining the role of external factors such as Ethiopia both in the civil war and in the process of conflict resolution efforts. It also covers the political, economic and military interests of neighboring countries in Somalia, including Ethiopia and other. The methods employed were interviews and focus group discussions. The diplomats of Somalia in Ethiopia (both Somalia and Somaliland Diplomatic Mission), and ordinary individuals of the Somali origin residing in Ethiopia, the African Union (AU) officials, academicians and researchers, the Intergovernmental Authority on Development (IGAD) officials and concerned organs from Ethiopian government, the diplomats of other concerned countries that have stake in Somalia were involved. This information was triangulated so as to avoid bias and strength the findings of the thesis. The main findings of the paper is that, Ethiopia has done a lot by itself in initiating the peace process in Somalia and used IGAD and AU forums to advance her interest. Ethiopia as a country has relatively a powerful military in the region and got supports from the international community nonetheless its efforts in conflict resolution of Somalia have not brought about the intended sustainable peace in Somali. One of the main causes for the failure of the peace imitative in Somalia is that Ethiopia is not seen by several parties in Somalia as neutral actor in the peace process.

**Key Words:** Role of Ethiopia, Conflict Resolution, Horn of Africa, Somalia

**The Role of African Union in Promoting Human Security towards its  
Member States**

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The Role of African Union in Promoting Human Security towards its Member States Desalegn Tesfaye Sileshi Human Security has seven attributes i.e. Economic security, Food Security, Health Security, Personal Security, Environmental Security, Community Security and the heart of this proposal Political Security. The title of the study is The Role of AU in Promoting Human Security. The General objective of the study is the role of African Union in promoting Human Security to its member States. Sample size of the study was 65 from Department of Political Affairs and Peace and Security Department. The methodology used was both qualitatively and quantitatively and descriptive method was employed to reach for analysis and discussion finally to reach to suggestion and recommendation for the queries. The strive for Political security have impact on securing Human Security.

**Key Words:** Role of African Union, Promoting Human Security, Member States

## **15. School of Social Work**

## **Gender Analysis on Post-harvest Management of Shiferawu (Moringa Steno petals**

**(Beker f. Cuffed. ): the Case of Derashe Woreda, Snnpr Ethiopia  
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Since recently, gender issues have drawn the attention of many scholars. As a result, there is an increasing interest to assess and investigate women's place and role in society with the aim of devising a sound solution to the problems they encounter. The general objective of the study is to gain deeper understanding of gender relation and roles on post-harvest management and utilization of agro-forestry with a particular reference to *M. stenopetala*. To achieve the stated objective, a cross-sectional survey design was employed with a mixed approach of data collection and analysis. Both primary and secondary data were collected. These included both quantitative and qualitative data and information. The population of the study comprised from 3 potential Moringa growing kebeles of Derashe woreda. Among ten kebeles Holte, Ateya and Wolyte are selected by simple random sampling techniques through lottery method. Then, households having married and single were targeted for the study. To this end, 69.4 % of sample households having married were drawn from each Kebele. Accordingly, 18%, 8.2% and 4% households were selected through systematic random sampling technique. Survey questionnaire, key informant interview, FGDs and observation were major tools to collect primary data. Books, theses, journals, official documents and credible internet sources were also major sources of secondary data. By using the methodology described above, intra-household dynamics in gender role and gender differential in post-harvest management and utilization examined. As to the result of the study most of the harvesting is carried out by women for home consumption and supply to local market. The market survey and observations showed that a large number of women doing trading in the local market, but most of them are poor women, those who have small land size and little agricultural productions and finally The study also revealed that every household activity including Moringa dishes preparations are carried out by women without any support of men. Therefore, women are over loaded and play indispensable role in post-harvest management and utilization of Moringa. Therefore, the study recommend that agricultural extension and advisory services can play a big role in meeting the challenges and assisting rural women farmers harness the enormous opportunities in the production and usage of Moringa tree, this will make it available for all, reduce poverty in the land and improve the livelihood situation of our developing Nation.

**Key Words:** Women, Gender, Agriculture, Production, Management and Utilization



**Women Economic Empowerment Trough Village Saving and Loan Association: the  
Case of Loka Abaya District, Sidama Zone of Snnpr  
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In Ethiopia women account half of the total population and the majority poor and hence due to socio-cultural discrimination the suffered a lot and have fewer opportunities. Since 1980's the microfinance sector service accepted worldwide as a means to reduce poverty and women empowerment (85% of the clients are women). The notion was if a women can access a credit facility she can invest on productive assets and this leads to be empowered economically. However, still the MFI service is fragile and inconsistent which is a true fact for this study areas too - Loka Abaya district. In the district CARE Ethiopia intervene to facilitate HH graduation from food insecurity and promoted VSLA as one means. VSLAs are a community managed saving led approaches pioneered and promoted by CARE to provide a financial services for poor mainly to women who are still lacked opportunity. This study was conducted to assess VSLAs contribution to women's economic empowerment and to evaluate the empowerment status of VSLA women member's. The study employed a probability and non-robability sampling techniques; two Keble's (Chelbesa and Tula Gorbe) were selected purposely and 60 women from 10 VSLAs were selected using a systematic random sampling technique. The study collected both primary and secondary data using both qualitative and quantitative data collection methods. The study revealed that from 83% married women 16% of the marriage type is polygamy ( $P < .05$ ); 90% of them were under working age group and only 62% of them can write and read. Most (57%) responded that as they had more than five years membership to VSLA and 58% of them received at least once where the majority (60%) accessed more than twice ( $P < .01$ ) to run petty trading, to purchase farm inputs, to cover children's school fee and to repay another loan. However, most claimed that the amount is too small. After they joined, VSLA 83% respondents IGA management skill and knowledge was improved ( $P < .01$ ) where as 90% and 95% of them get opportunity to own and capable enough to control over their own cash and non-cash assets, respectively. On the other hand the study revealed that 70% of women's abled to increase HH expenditures contribution ( $P < .05$ ) and hence 43% of their partners reduced the contribution ( $P < .01$ ). The study also indicated that all respondents participation on HH decision making process improved ( $P < .05$ ); as a result women involved 42%, 38%, 37%, 65%, 52%, 56%, 62%, 67% and 78% on land utilization, types of crops to be grown, use of fertilizer decisions, on poultry, donkey, shoat decision, on contraceptive use, number of children to be born and children school enrollment respectively. In addition, the study revealed that women can decide by herself 48% on types of IGA she could engaged and 36% on the amount loan she should take from VSLA. However, 73% women reported as their workload is increased though they have a means to reduce it the support they get from their family is very low. 87% of the respondents have for extension workers ( $P < .01$ ) and 75% of them participated at least in one form of formal and/or informal institutions while 67% of women's participation improved after they joined VSLA ( $P < .05$ ). On the other hand all women's convincing capacity to their partners and other community members improved. Hence, 74% and 60% of women decide by themselves on the amount of loan they requested ( $P < .01$ ) and about its utilization ( $P < .01$ ), respectively and 51% of them on the management and allocation of income earned from IGA. The overall result indicated that as VSLA contributed a lot to empower women economically and women empowerment status is promising. The study finally recommends, designing a strategy to strengthen VSLAs to increase the amount of loan they provide, to facilitate a capacity building training to women members and to reduce women bottlenecks

**Key Words:** Women Economic Empowerment, VSLA and IGA

**The Condition of Children of Incarcerated Mothers:  
The Case of Adama Prison Administration, Oromia Regional State,  
Ethiopia**

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This study was based on Assessment on the Condition of Children of Incarcerated Mothers; in the case of Adama Prison Administration, Oromia Regional state, Ethiopia. Despite the increasing number of women in prison who have children, little is known about their children's situation during their imprisonment. This study attempts to assess the condition of children of incarcerated mothers. Survey method, In-depth interview, Focus Group Discussion and Observation tools were mainly used for the purpose of data collection. Accordingly, 32 incarcerated mothers in Adama Prison Administration were asked about the general condition of their 28 children. In addition, five children were interviewed about their condition in the prison. The findings indicated that children of incarcerated mothers live in a very difficult condition deprived of their basic needs and rights. The findings have led to some recommendations that will help to change the conditions of the children who are living imprisoned.

**Key Words:** Children of Incarcerated Mothers, Adama Prison Administration, Ethiopia

## **The Role of Backyard Farming for the Socio Economic Empowerment of Women**

**A Case Study in Five Woredas' of East and West Gojjam Zones  
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A research on the role of backyard crop livestock production is conducted in five weredas of East and West Gojjam Zones of Amhara region, Ethiopia, to assess the contribution of backyard production to women's empowerment in the study region and how women farmers perceive their contribution in the production system. A key premise of this article is that female farmers' productive activity linked with their household responsibility and women have better control on crops cultivated at the backyard and cattle kept at home. The paper identifies and examines the roles of female and male farmers in the crop production and household responsibilities. Examines access and control and factors and trends that affect women's triple role through analysis of primary data collected with the help of questionnaires, participatory rural appraisal tools like focus group discussions, observations, informal interview, participatory mapping in combination with gender analysis and case studies of input voucher system. The results of the analysis indicated that women play significant role in backyard crop/livestock production. Unlike their role in crop farming, women's role in backyard farming gets recognition. They influence decision in selection of crops and livestock kept at home; provide the labor and in most cases use the harvest as they need. Backyard cultivation play important role in household food security it also serve as the only source of income to large majority of women in the study area. Its contribution transcend economic arena and enters to social and cultural sectors too. The practice increases women's decision making and influence in the family as well as in the community. However, the benefit of the sector to poor women is dependent on availability and quality of institutional support in the study area. Access to technologies ;input and credit found to play important role on the scope backyard crop and livestock production benefits females. Land, water, lack of household labor are identified as constraint to women's production from backyard. Prevailing cultural attitude, which promote men dominance, and poor acknowledgement given to women's ability to household food production hamper women's productive effort. Lack of gender sensitive interventions may end up creating additional burden to. Therefore, efforts to empower women should consider the social and cultural role of women. To facilitate greater understanding of women's participation in agriculture activities, It is important to include women idea, belief, and needs in development programs, in order to insure equal benefit of women. Due attention should be given to gendered relationship prevailed in the family and in the community.

**Key Words:** Backyard Farming, Socio Economic Empowerment, Women, East and West Gojjam

**Assessment of Socio-economic Reintegration of Returnees from Saudi Arabia to Ethiopia, a Case of Returnees in Addis Ababa, Addis Ketema Sub-city**

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This thesis which is entitled “Assessment of Socio-Economic Reintegration of Returnees from Saudi Arabia to Ethiopia, a Case of Returnees in Addis Ababa, Addis Ketema Sub City” has been carried out with an objective to explore the socio-economic reintegration of returnees from Saudi Arabia in Addis Ababa, Addis Ketema Sub City, to identify their needs and investigate the socio-economic challenges faced during the reintegration process. The research has employed a qualitative research method and purposive random sampling was used in selecting the research participants. The study has used different tools during the investigation that include both interview, focus group discussion and document analysis. During the study major challenges include lack of effective coordination, duplication of efforts, and lack of clarity on mandate were uncovered. I conclude with recommendations and suggestions to be set out at community/returnee family level and overall stakeholders' level.

**Key Words:** Socio-economic Reintegration, Returnees from Saudi Arabia, Addis Ababa, Addis Ketema Sub-city

**Exploring the Psychosocial Needs of Refugees in Ethiopia:  
The case of Berahle Refugee Camp**

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Aimed at exploring and understanding the psychosocial needs of the refugees in Ethiopia, focused on the Eritrean-Afar refugees in Berahle refugee camp, the study managed to answer three of its research questions using a qualitative approach, framed against an exploratory research method is deployed. The data solicited for this study was qualitative in nature, which deployed qualitative approaches and research tools, namely, Focus Group Discussion with refugee, Semi-Structured Interview with service providers and Researcher's observation as well as review of secondary documents. Using Interpretative Phenomenological Analysis (IPA) method of thematic identification approach for its coding procedures of the discussion and interview results, this study has identified and consolidated seven important unmet psychosocial needs of the refugees, which are still pervasive gaps between the actual needs of the refugees and the service rendered by the service provider agencies. These are Emotional needs (for respect, security, social interaction and participation); Identity needs (for sense of belongingness and cultural recognition); Legal needs (for access to rights and autonomy).

**Key Words:** Psychosocial Needs, Refugees in Ethiopia, Berahle Refugee Camp

**Living and Working in Areas of Street Sex Work:  
From Conflict to Coexistence the Case of Nikat Charitable Association  
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The study assess the range of community responses to street sex work, identifying why and how groups in some areas have sought to 'reclaim' the streets by excluding sex workers, while others exhibit greater tolerance in Addis Ababa city selected five case study areas. The five case studies areas Chechnya, Merkato / Sebategna, Gojjam Berenda, Piassa/Doromanekia and Awtobus Terra were under varying pressure from changes such as regeneration and high population turnover. Residents had common concerns over crime, anti-social behavior, environmental quality, poor housing and lack of facilities. In each of the case study areas, discussions were undertaken initially with staff in sex work projects and statutory agencies to identify mechanisms for accessing and interviewing sex workers and community representatives. Sex workers were accessed initially through outreach, although the potential for interviewing using this mechanism was easier in some areas than others. One of the difficulties I encountered with accessing street sex workers was that there were fewer women on the street and many were very cautious and did not stay long to talk. I was also able to make contact with service users through project staff and was not totally reliant on outreach as a mechanism for access. An information sheet was given to all potential participants, outlining the purpose of the research, dissemination and issues of confidentiality. Methodologically, this study uses qualitative approach. Semi-structured interviews or discussions took place with a total of 31 agency representatives; 69 local residents; community or business representatives; 36 women sex workers; and 12 staff or volunteers in sex work projects. Focus groups comprised between five and 12 individuals. The findings inform Community mediation is an important component of any strategy and National policy also needs to accommodate exploration within each locality of a range of options for managing the issue, including the options outlined here, to enable local negotiation and consideration of shared interests to influence the way forward.

**Key Words:** Sex work, Sex Workers Community Response, Community Meditation, Negotiation, Shared Interest

**Adherence to Antiretroviral Therapy and Associated Factors  
Among Adult People Living with HIV/AIDS: the Case of Yergalem  
Health Center, Southern, Ethiopia**

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The aim of the study is to assess the magnitude of adherence to antiretroviral therapy (ART) and associated factors among PLWH attending ART clinic at Yergalem Health center in Yergalem town, southern Ethiopia. Both qualitative and quantitative facility based cross-sectional study design was used and data were collected by interviewing 80 study participants using structured questionnaire, 5 FGDs and in-depth interview with two health care workers conducted. The research finding revealed 89% of the study participants had optimal adherence in the past Seven days. And, the non-adherence rate was 11%. Disclosure ( $p=0.000$ ), reminder use ( $p=0.000$ ) and patients satisfaction from the improvement they get from treatment ( $p=0.01$ ) were found to be associated with ART adherence positively. results of the qualitative study revealed that disclosure of HIV status, social support, use of reminders, life-long projects, counseling and education, and improved health on ART facilitated medication adherence and retention in HIV care. While economic constraints, with fear of stigma and discrimination, religious healing (Prayer), poor healthcare services were perceived as barrier for good adherence. Adherence improving interventions should be emphasized to address multi-faceted problems. To improve the level of adherence Health care workers; case managers/adherence supporters should promote disclosure of their HIV status to their families, relatives or friend. Intervention to promote adherence should focus on area of promoting use of different memory aids like watches, mobiles. Quality of care in terms of service quality, medication and laboratory supply availability need to be improved.

**Key Words:** Adherence to Antiretroviral, Therapy and Associated Factors, Adult People Lliving with HIV/AIDS, Yergalem Health Center

**The Experience of Street Children in the Rehabilitation Program of Amhara National Regional State of South Wolo Zone, Desse City: The Case of Admas Street Child Rehabilitation and Development Project**

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Streetism is a socio-economic phenomenon that has existed for years. Although its cause and magnitude varies from nation to nation depending mainly on the socio-economic structures, the phenomenon is prevalent in both developed and less developed countries and is one among the social problems that has gained international attention currently. The term "streetism" and "street child" has been in popular usage since the UN declaration on the "year of the child" in 1979. The concept is vague or too broad and is not as such easy to define. This has caused controversy particularly in labeling a certain group of disadvantaged children. According to UNICEF estimates, 100 million children live and work on the streets of the cities of the world. The majority of them are in developing countries: 40 million in Latin America, 25-30 million in Asia, and 10 million in Africa. Street children are mainly boys, but the number of girls is increasing rapidly in the last decades of this century. The phenomenon of street children is recognized as a major social problem throughout Ethiopia. A very high proportion of Ethiopia's children live in or have experienced conditions which worldwide are recognized as pre-disposing factors to street-life involvement, namely poverty, natural disasters, family disintegration, aids, war and displacement of families. Given the basic data from UNICEF's State of World's Children, some 1.1 million urban children between the ages of 5 and 15, whose families live below the poverty line (UNICEF; 1992). Desse is the capital of South Wollo Zone of the Amhara National Regional State. The town has suffered the full consequences of recurrent drought, famine, and civil war for a long period of time and finally it becomes home of a multitude of acute socio-economic problems. Still today more and more people in the town are exposed to acute social and urban economic poverty. Nowadays, the phenomenon of streetism in the town of Desse has become a major social problem. According to MOLSA studies supported by UNICEF, it is estimated that the overall number of children in the street of Desse and its outdoors is around 5000 and many of them are arriving from rural areas looking for job. Thus, this paper indicated that the problem of street children was not the case that should be left to one organization. Therefore, Efforts should be made by different stakeholders, government, non -governmental organizations and community based organizations and by the public.

**Key Words:** Experience of Street Children, Rehabilitation Program of Amhara National Regional State, Admas Street Child Rehabilitation and Development Project



**Assessment on Major Causes and Psychosocial Challenges of Children on the Streets: the Case of Children on the Streets in Maseru, Lesotho**  
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This study focused on the psychosocial challenges faced by street children. Ten participants were selected for this study using purposive sampling. The data was collected at Kick4Life. The interviews were analyzed using thematic content analysis and themes were extracted and presented. The results of this study indicate that children living on the streets experience many psychosocial problems. Focus group discussions using a guide with open-ended questions were conducted to collect data from 10 street children, which was then analyzed by coding into themes, notably forms of abuse such as emotional, physical, sexual, neglect and poverty. The research provided recommendations how to avert the situation of street children through active participation of governmental, non-governmental, community and family as well as affected children.

**Key Words:** Major Causes and Psychosocial Challenges, Children on the Streets, Children on the Streets in Maseru, Lesotho

**The role of Village Saving & Loan Association (vsla) in Improving Members' Livelihood: The Case of Vsla Groups in Basona Worana Woreda of North Shoa Zone, Ethiopia**

**Roza Ashenafi Mamede, St. Mary's University, Email:rakmo.smu@gmail.com**

This study was conducted on Village Saving and Loan Associations (VSLAs) located in Basona Worana wereda, Amhara region, (Ethiopia) with the general objective of exploring the role of VSLA in improving the livelihood of its members and the specific objectives of assessing the role of VSLA in improving the social capital among the group members, assessing the role played by VSLA in contributing for empowerment of women, identify the challenges that VSLA group encountered and also study the future prospective of VSLA in the study area. Methodologically, the study employed both qualitative and quantitative research method. In the study area, there are 17 VSLAs with 394 members out of which 373 are females and 21 are male members. 4 rural based VSLAs from Keyit, Gudo Beret, Mush and Andit Tsed villages were purposefully selected, and the members of all the four VSLAs were participated in different data collection tools on random basis. The major data collection tools employed in the study were focus group discussion with 32 participants, key informant interview with 7 key informants and respondent survey with 60 respondents (30 control and 30 study group members). The study groups are those members who have been in the VSLAs group for two and more years while, the control groups are those members who have stayed in the VSLA groups one or less year. The major finding of the study indicated that, the VSLAs groups are formed by the support of Tesfa Birhan Child and family charitable association since 2014. Currently, there are 394 active members of VSLAs. Over 95% (374) of the members are women while the rest 5% (21) are male members. The result indicated that VSLA is quite important in improving the livelihood of the members in such a way that loan taken and financial shared out at the end of each year provided them with financial resources for starting new business and or expand the existing one, educating their children, buying agricultural inputs, household expenses, emergency needs, transformation towards new and modern living style, and above all contributed for improved saving culture among the VSLAs group members. The study found out also that, VSLAs contributed for the social capital of the members evidenced by the created very good level of trust among the group members, shared responsibility among, transparency in financial transactions, reasonable social supports, best interpersonal communication and relationships, good attachments among the members, and taking social responsibilities. VSLA is also found to be crucial tool in increasing the motivation of women group members to start up new business, save more, have good communication skills, good image and strong self-confidence of themselves, financial independency, decision making power, and able to sees better future. The result of the study indicated that, some problems related to VSLA include, absenteeism, shortage of fund for saving, not abided to the rules and regulations, absence of income diversities, their village settlement, the financial capacity of the VSLAs, and inadequate training. The futurity of VSLAs in the study area is also found to be promising that the stake holders in the area are working to provide comprehensive training on VSLA approach and identified knowledge gaps, helping to establish strong terms and conditions they have to abide by, and transform the VSLAs groups in to small scale enterprises. The overall recommendations are that, VSLAs group members should work on the gaps identified as well as maintain and build on their current strengths, work must be also done by the VSLAs group organizing ASSOCIATION (Tesfa Berhan) on creating formal linkages between VSLA and formal bank saving for better capital accumulation or better financial services. In general, the coordination among VSLAs, Tesfa Birhan, and Woreda and Kebele administration offices is highly recommended to maximize the benefit that possibly members gaining from their VSLA groups.

**Key Words:** Village Saving & Loan Association, Improving Members' Livelihood, Groups in Basona Worana Woreda, Ethiopia

**Assessing the Causes of Student Dropout in My'ayni Refugee Primary School, Tigray, Ethiopia**  
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The major objective of this study was to assess the main causes for school dropouts in the My'Ayni Refugee primary school in Tselemti Woreda. To achieve this, mixed method was used in one refugee primary school which was selected using purposive sampling. From the sample primary school, students from upper primary grades, teachers and head teachers from the lower and upper primary school were selected using probability simple random sampling technique. The PTA and education officers from sample primary school were also involved in the study as FGD discussants and key informants. The study included a total sample of 160 students, 41 teachers, 4 head teachers, 2 education officers and 6 members of the PTA. The primary data was collected from students, teachers and head teachers through questionnaires and focus group discussion and interview with PTA and education officers. Secondary data was gathered from documents found in the My'Ayni refugee primary school, IRC and ARRA education statistics as well as reports. The data collected were organized thematically, tabulated and analyzed using the Statistical Package for Social Sciences (SPSS, version 17). Then the quantitative data was interpreted by using tabulations, percentages and frequencies while qualitative data was analyzed using description. The results of the research indicated that there are three main factors influencing student's dropout in primary school, to be more specific, they are: (i) socio-cultural factors (family size, parental education level, family separation, orphan hood, secondary movement, trafficking) (ii) Economic factors (school fee, cost of uniform, cost of textbooks and stationery materials, domestic chores, agricultural work, availability of food for consumption) (iii) Educational/school factors (overcrowded classrooms, poor teaching and learning process, teacher absenteeism). Finally, the combined effects of socio-cultural, economic and educational factors were affecting children's dropout from the school. Based on the findings, it was recommended that consistent follow-up and monitoring, establishing alternative care options for unaccompanied children, creating self-employment opportunities for families, provision of free scholastic materials, improving school facilities, quality of education, community participation and implementation of adult education to prevent school dropouts.

**Key Words:** Causes of Student Dropout, My'ayni Refugee Primary School, Ethiopia

## **Risky Sexual Practices and Associated Factors of Art Attending HIV Positive People: The Case of Public Health Facilities in Arba Minch Town, South Ethiopia**

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Background: though some HIV positive people avoid risky sexual practices after testing HIV sero-positive, but many continue to engage in risky sexual practices that may further transmit the virus, put them at risk of re-infection and contracting other STIs. With a majority of new infections occurring in Sub-Saharan Africa, there were approximately 35.3 [32.2–38.8] million people living with HIV in 2012 globally. Sixty nine per cent of all people living with HIV are living in this region. Objective: to determine the prevalence of risky sexual practices and associated factors among people living with HIV/AIDS who are on ART at public health facilities in Arba Minch town, South Ethiopia Methods: Institutional based cross-sectional quantitative study was undertaken among patients who are on ART from April to June 2017. Questionnaire-based face-to-face interviews were used to collect data. SPSS software was used to perform descriptive and logistic regression analysis. Results: Among 513 participants who were currently sexually active, 267 (52%) practiced risky sex in the previous 3 months prior to the study. The major reasons reported for not using condoms were: desire to have child, partner refusal to use them, lack of knowledge of super-infection and both partners being positive for HIV. Factors independently associated with risky sexual practices included: financial insecurity ( AOR= 4.0: 95% CI, 1.86, 8.58 and AOR= 3.26: 95% CI, 1.53, 6.95 );marital status (AOR= 4.74: 95% CI, 1.39, 16.11) ; counseling and test method by the time they knew their sero-status (AOR= 1.82: 95% CI, 1.04, 3.2);knowledge of partner sero-status (AOR= 2.73: 95% CI, 1.49,5.02) ; lack of discussion about condom use (AOR= 4.5: 95% CI, 2.81, 7.18) ; reduced concern of safe sex b/se of ART ( AOR= 4.54: 95% CI, 2.9, 7.11) ; lack sexual pleasure when using condoms ( AOR= 2.02: 95% CI, 1.1, 3.71) and non-disclosure of sero-status to sexual partner (AOR= 2.6: 95% CI, 1.24, 5.43). Conclusion and recommendation: individual and group focused behavioral change intervention through counseling and health education should be designed to these people, reaching them at ART appointments on follow up care and through PLHIV association.

**Key Words:** Risky Sexual Practices, Associated Factors, Art Attending HIV Positive People, Public Health Facilities, Arba Minch Town

**Assesement of Bullying and Its Effect on Students' Academic  
Performance: the Case of Mekdela Elementary School Addis Ababa,  
Ethiopia**

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School bullying is a serious problem in academic settings all over the world it is also an existing challenge in our schools. The study was designed to assess the prevalence of bullying and its effect on students' academic performance in Mekdela Primary School. The major objectives of this study were to understand the nature of bullying in the school, to find out its effect on students' academic performance, to assess the social and emotional effect on the students. In the study 160 students were selected out of 669 of the target population and 56 teachers out of the total 79 teachers participated as sample of the study. Probability and nonprobability sampling techniques were used for selecting the samples. Both qualitative and quantitative method was used in order to get a broader understanding of the problem. The research finding shows that from the total respondents 86.3% of the respondents experienced bullying and also respondents indicated that 84.1% of the bullies were male students. This shows male students are highly involved in bullying. The study shows 91.3% of the respondents have observed while others were being bullied and 42.5% of them have participated in bullying other students. The study shows classrooms are hotspot for bullying 55.1 % of the bullying happens. The study also identified that students who have experienced bullying have lower school attendance and class participation. The victim students also have shown that their socialization with friends in the school was found less than that of the students who have never experienced any form of bullying. The results of the study encourage policy makers and the schools to put forth more effort on bullying prevention and awareness creation.

**Key Words:** Bullying, Academics, Victimization, Socialization

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